



REIMAGINING

Humanising Financial Services

Through Values-Based Offerings

Humanising Financial Services

Through Values-Based Offerings

Rationale

In a time of change, Maybank has stayed focused on what matters most – being there for our customers and the communities we serve. We continue to support the many lives we touch in ways that are meaningful. This has meant looking at our mission of **Humanising Financial Services** through a fresh lens; one that captures shifting circumstances and evolving needs.

From online platforms to our branches, we deliver differentiated experience for everyone. We embrace inclusivity and leverage our digital capabilities to broaden our reach to communities. In doing so, we uplift the marginalised in line with values-based principles. Beyond financial access, we also recognise our role in shaping a sustainable future. This includes accelerating the region's energy transition by expanding our financing of sustainable solutions and helping customers reduce emissions. These efforts ultimately improve the well-being of society as a whole.

Like the Malayan tiger navigating its forest, we move with intent and foresight. We aim to deliver exceptional experiences to our customers, create meaningful impact for society and drive outcomes for the real economy. By melding purpose with progress, we align our products, partnerships and solutions to advance regional leadership. Our ongoing commitments shape how we reimagine our mission of **Humanising Financial Services**.



KEY MILESTONES

Pioneering Customer-Centricity

- 1960** Maybank began operations in Malaysia on 31 May and later opened overseas branches in Brunei and Singapore.
- 1974** Introduced the first Rural Credit Scheme in Malaysia to provide banking services to small-scale industries and businesses in rural sectors. Listed on Kuala Lumpur Stock Exchange (now Bursa Malaysia) on 17 February.

- 1978** Pioneered digitalisation by being the first Malaysian bank to computerise its current and savings account services.
- 1981** First Malaysian bank to set up an ATM at our Ampang Park branch in Kuala Lumpur.
- 1996** Became a bancassurance pioneer in ASEAN.

Empowering Lives Through Innovation

- 2000** Launched Maybank2u.com, becoming the first Malaysian bank to offer internet banking services.
- 2010** First to launch accessible banking branches for people with disabilities (PWDs) nationwide. Established Maybank Foundation to spearhead corporate responsibility initiatives.
- 2017** First listed company in Malaysia to breach RM100 billion market capitalisation.



Supporting the Economy

- 2018** First bank in Malaysia to launch cashless mobile payment using QR code.
- 2019** Introduced MAE (Maybank Anytime, Everyone), the first product enabling users to open accounts via mobile phones. Launched Investment-Linked Critical Illness Plus, a first-of-its-kind plan in Malaysia offering protection for critical illnesses, including mental illnesses.

- 2020** Launched Sama-Sama Lokal to support microenterprises by helping them digitise, and introduced online account opening.
- 2022** One of the first banks in ASEAN to establish Scope 3 financed emissions baseline.
- 2023** Launched first-of-a-kind Signature Branch, a fusion of physical and digital in Kuala Lumpur offering "all-in-a-bank" features for both individual and commercial clients.

- 2024** Introduced values-based **myimpact** SME Hub, a one-stop platform to support SMEs with sustainable and ethical solutions. Surpassed RM100 billion in sustainable financing to accelerate ASEAN's decarbonisation journey.
- 2025** Partnered with MIDA to position Malaysia as a global investment hub attracting high-value and transformative investments.

ABOUT OUR REPORT

OUR INTEGRATED REPORTING <IR> JOURNEY



	2017	2018	2019	2020	2021	2022-2025
Guiding Principles						
Strategic focus and future orientation	●	●	●	●	●	●
Connectivity of information	●	●	●	●	●	●
Shareholder relationships	●	●	●	●	●	●
Materiality	●	●	●	●	●	●
Conciseness	●	●	●	●	●	●
Reliability and completeness	●	●	●	●	●	●
Consistency and comparability	●	●	●	●	●	●
Content Elements						
Organisational overview and external environment	●	●	●	●	●	●
Governance	●	●	●	●	●	●
Business model	●	●	●	●	●	●
Risks and opportunities	●	●	●	●	●	●
Strategy and resource allocation	●	●	●	●	●	●
Performance	●	●	●	●	●	●
Outlook	●	●	●	●	●	●
Basis of presentation	●	●	●	●	●	●

● Fully Complied ○ Partial

Our Integrated Annual Report (IAR) provides:

- **Impactful, quality and interconnected disclosures** demonstrating our integrated thinking.
- **Value-enhancing disclosures** that also meet regulatory requirements, enabling informed decision-making by our stakeholders.
- **Concise reporting across 175 pages covering** our strategy, risk management, governance, business activities, performance and outlook as well as sustainability endeavours within the operating environment to create value over time for identified stakeholders.

Our annual reports also demonstrate our strategic thrusts or focus areas of **leading in customer-centricity, digitalisation and sustainability**:

- **Improved interactivity and enhanced user experience** through cross-referencing and linkages across all reports.
- **Encourage the use of digital copies**, with **limited printing** of IAR and Financial Statements to reduce paper wastage. Sustainability and Environmental, and Social Impact Reports are available exclusively in digital format.
- **Reduce the carbon footprint of printed reports** through the use of Forest Stewardship Council (FSC) certified paper (Certificate code C-101533). This responsibly harvested paper is not bleached, eliminating the release of unnecessary pollutants contributing to carbon emissions (ISO 14001 certified). Also, reports come with reusable cloth bag packaging.



To download the digital copy, refer to www.maybank.com/ar or scan the QR code.

ABOUT OUR REPORT

OUR SUITE OF REPORTS

Maybank Group's annual report is our primary report and is supplemented by additional online disclosures for our stakeholders. The period covered is from 1 January 2025 to 31 December 2025 (Financial Year 2025) unless otherwise stated. The preparation of this annual report is guided by the following statutory provisions, best practices, policies and guidelines by the relevant governing and regulatory bodies:



Integrated Annual Report and Corporate Governance Report

Provide a comprehensive overview of the Group's 2025 performance and 2026 outlook, while addressing matters that reflect Maybank's significant impact on the economy, environment and society.

Guided by:



- Companies Act 2016
- Bursa Malaysia's Main Market Listing Requirements
- Bank Negara Malaysia Corporate Governance Policy
- Malaysian Code on Corporate Governance by the Securities Commission Malaysia
- International Integrated Reporting Framework (January 2021) under IFRS Foundation
- Bursa Malaysia's Corporate Governance Guide (4th Edition)
- Malaysian Financial Reporting Standards

The Corporate Governance Report is available on www.maybank.com/ar



Financial Statements

Presents the full set of audited financial statements for the Group and the Bank, reporting on the Group's financial performance and position.

Guided by:



- Malaysian Financial Reporting Standards
- International Financial Reporting Standards
- Companies Act 2016
- Bank Negara Malaysia Policy Documents and Guidelines
- Financial Services Act 2013
- Islamic Financial Services Act 2013
- Bursa Malaysia's Main Market Listing Requirements

The Basel II Pillar 3 Disclosure is available on www.maybank.com/ar



Sustainability and Environmental Report, and Social Impact Report

The Sustainability and Environmental Report provides a comprehensive overview of the Group's performance across key material matters, including its approach to environmental and climate-related issues. The Social Impact Report highlights Maybank's community programmes, primarily led by Maybank Foundation, and their impact across ASEAN.

Guided by:



- National Sustainability Reporting Framework (NSRF)
- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information
- IFRS S2 Climate-related Disclosures
- Global Reporting Initiative (GRI) Sustainability Reporting Standards
- Bursa Malaysia's Main Market Listing Requirements
- Malaysian Code on Corporate Governance by the Securities Commission Malaysia
- Sustainability Reporting Guide by Bursa Malaysia
- Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)
- Climate Risk Management and Scenario Analysis by Bank Negara Malaysia
- United Nations Sustainable Development Goals (UN SDGs)
- Sustainability Accounting Standards Board (SASB) Sector Specific Disclosures
- Greenhouse Gas (GHG) Protocol: A Corporate Accounting and Reporting Standard by the World Business Council for Sustainable Development (WBCSD) and World Resources Institute (WRI)
- The Global GHG Accounting and Reporting Standard for the Financial Industry by the Partnership for Carbon Accounting Financials (PCAF)

These reports are available on www.maybank.com/ar, www.maybank.com/en/sustainability page and www.maybankfoundation.com

ABOUT OUR REPORT

OUR INTEGRATED REPORTING SCOPE, MATERIALITY AND BOUNDARY

This IAR covers the principal activities and operations of Malayan Banking Berhad (Maybank), including the Group's business pillars and support services, key subsidiaries and international operations.

We assess what information should be reported in our IAR based on the principle of materiality. This report discloses our risks, opportunities, macrotrends and other considerations that impact our six capitals and our ability to create, preserve and minimise erosion of value for our stakeholders.

Materiality assessment (refer to page 41) was conducted on key topics deemed pertinent to both internal and external stakeholders covering five areas including governance, environment, employees, society and products and services. This helps to shape our long-term strategy and execution of our business model to create value-added outcomes for all stakeholders.

Key Integrated Reporting sections are as follows:

Our Approach and Key Enablers to Value Creation

For more details, refer to pages 26 to 75

Value Creation through Our Performance

For more details, refer to pages 76 to 117

Leadership and Governance in Creating and Preserving Value

For more details, refer to pages 118 to 160

Reporting Boundary

- Integrated Annual Report (IAR)
- Financial Statements
- Sustainability and Environmental Report and Social Impact Report
- Corporate Governance Report
- Basel II Pillar 3 Disclosure

Any significant restatements of data from previous years are noted in the respective sections.

The value creation, preservation and erosion process impacting our six capitals is covered in this report, with the outcomes documented by stakeholders below:

- Customers
- Investors
- Employees
- Communities
- Regulators and Governments
- Suppliers

OUR DISCLOSURES PROCESS

Preparation

Aligned with Integrated Reporting <IR> principles, a dedicated reporting team plans and gathers material information from stakeholders to ensure the quality and relevance of disclosures.

Review

Consolidated disclosures are then vigorously reviewed for consistency with statutory provisions, best practices and regulatory guidelines.

Assurance

The suite of reports undergo a validation process for assurance as explained in detail below.

Publication

The finalised reports are published alongside the Notice of the Annual General Meeting, in compliance with Bursa Malaysia's requirements.

Oversight

Maybank Group's Board of Directors reviews and approves the validity and suitability of the content and all issues considered material.

ASSURANCE

Maybank's assurance combines both internal oversight and independent external verification, to ensure integrity and segregation of duties, aligned with the Group's Risk Governance Structure (page 150).

Assurance Scope	Independent Provider	Type of Assurance
Internal assurance	Internal teams (Risk, Audit, Compliance)	Internal assurance
Group's annual financial statements	Ernst & Young PLT	External assurance
Sustainability Statement in IAR, Sustainability and Environmental Report	SIRIM QAS International Sdn. Bhd.	Limited assurance
Sustainable finance achievements and GHG emissions (Scopes 1, 2 and selected Scope 3 categories)	PricewaterhouseCoopers PLT, Malaysia	Limited assurance

FORWARD-LOOKING STATEMENTS

This report contains certain forward-looking statements about Maybank's future strategy, performance, operations and prospects. These statements and expectations carry risks and uncertainties given that they are dependent on circumstances that will take place in the future. As such, these factors may cause actual results or developments to deviate materially from Maybank's forward-looking statements made at the time of release of our FY2025 results. Maybank makes no representations or warranty, expressed or implied, that these forward-looking statements will be achieved. Undue reliance should not be placed on such statements and Maybank will not assume responsibility for any loss or damage by any party arising from reliance of these statements.

BOARD'S RESPONSIBILITY STATEMENT

The Maybank Group's Executive Committee, supported by a dedicated reporting team, has sought to prepare and present this IAR through a robust integrated reporting process. This is to ensure the integrity of the report and fair and balanced disclosure of matters deemed material in the Group's process of value creation, preservation and in mitigating erosion. The Audit Committee of the Board reviewed and recommended this report to the Board of Directors for approval.

The Board acknowledges its responsibility for ensuring the integrity of this report and is of the opinion that this report is materially presented in accordance with the International Integrated Reporting <IR> Framework under the IFRS Foundation.

This report was approved by Maybank Group's Board of Directors on 25 February 2026.

INSIDE THIS REPORT

ICONS USED IN THIS REPORT

The Six Capitals that We Use to Create Value

- FC** Financial Capital
- IC** Intellectual Capital
- MC** Manufactured Capital
- HC** Human Capital
- SRC** Social and Relationship Capital
- NC** Natural Capital
- ALL** All Six Capitals

Our Five Strategic Thrusts (STs)

- ST1** Intensify Customer-centricity
- ST2** Accelerate Digitalisation and Technology Modernisation
- ST3** Strengthen Maybank's Position Beyond Malaysia
- ST4** Drive Leadership in Sustainability Agenda
- ST5** Achieve True Global Leadership in Islamic Banking
- ALL** All Five Strategic Thrusts

Macrotrends Impacting Our M25+ Strategy

- MT1** Economic Outlook
- MT2** Shifting Customer Preferences
- MT3** Growing Affluent Population in Asia
- MT4** Digital and Technology Transformation
- MT5** Sustainability
- MT6** Talent Development
- ALL** All Six Macrotrends Impacting Our M25+ Strategy

Our Prioritised Material Matters

- Governance**
- Environment**
- Employees**
- Society**
- Products and Services**

Our Key Stakeholders

- Customers**
- Investors**
- Employees**
- Communities**
- Regulators and Governments**
- Suppliers**

Our 14 Strategic Programmes (SPs)

- SP1** Reshape wholesale target operating model
- SP2** Build a regional transaction banking proposition
- SP3** Reimagine the consumer banking customer journey
- SP4** Reimagine the SME banking customer journey
- SP5** Build global Islamic banking leadership
- SP6** Become a regional leader in Insurance
- SP7** Uplift Indonesia
- SP8** Redefine our international footprint
- SP9** Be the sustainability leader in Southeast Asia (SEA)
- SP10** Elevate Maybankers
- SP11** Drive hyper-personalisation through advanced analytics
- SP12** Build next-gen technology capabilities
- SP13** Supercharge Singapore
- SP14** Redefining customer interactions
- ALL** All 14 Strategic Programmes

Our 13 Principal Risks

- CR** Credit Risk
- MR** Market Risk
- LR** Liquidity Risk
- OR** Operational Risk
- TCR** Technology and Cyber Risk
- FCR** Financial Crime Risk
- MoR** Model Risk
- RCR** Regulatory Compliance Risk
- BSR** Business and Strategic Risk
- RR** Reputational Risk
- TIR** Takaful and Insurance Risk
- SNCR** Shariah Non-Compliance Risk
- ESGR** Environmental, Social and Governance Risk (including Climate Risk)
- ALL** All 13 Principal Risks

Related UN SDGs:



Cross References:

- Tells you where you can find more information within the reports
- Tells you where you can find more information online at www.maybank.com
- Links you to related online content

Feedback:

- Should you have any feedback on this report, please reach out to ir@maybank.com.my

Customer Queries:

- Please reach out to Maybank Group Customer Care
- 1-300-88-6688 (within Malaysia)
- +603-7844 3696 (overseas)
- mgcc@maybank.com.my

INSIDE THIS REPORT

Maybank's IAR focuses on concise and meaningful disclosures that demonstrate our value creation process and meet regulatory requirements. Other corporate disclosures updated regularly on our corporate website but not included in this report are:

Maybank Corporate Updates

- History and Milestones
- Awards and Accolades
- Group Policies, Procedures and Frameworks
- Products and Services
- Global Network Directory
- Sustainability Position Statements, Policies and Frameworks
- Social Media and News Highlights
- Media Releases

Investor Updates

- Presentation Materials
- Debt Issuances and Related Information
- Financial Statements by Subsidiaries

66th

ANNUAL GENERAL MEETING



To be held physically and broadcasted live from:

Ballroom, Level 3
Malaysia International Trade
and Exhibition Centre (MITEC)
Kompleks MITEC
No. 8, Jalan Dutamas 2
50480 Kuala Lumpur
Malaysia



Date and time:

Thursday, 30 April 2026
10.00 a.m.

MAYBANK AT A GLANCE

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WHO WE ARE AND WHAT WE DO

Founded in 1960, Maybank is Malaysia’s largest financial services group, with an established presence across the ASEAN region.

Our Purpose

shaped by

We are a **values**-driven **platform**, powered by a **bionic workforce** that **Humanises Financial Services**.

together with

Our Values

Teamwork

Integrity

Growth

Excellence and Efficiency

Relationship Building

Guiding principles for all Maybankers to serve our purpose.

Our Unique Differentiators

drive

M25+

Over **43,300** Maybankers serve our communities in ways that are simple, fair, inclusive and human, fully embodying our purpose.

M25+ reinforces our focus across **five strategic thrusts** to drive sustainable long-term growth anchored on a deeper purpose.



WHO WE ARE AND WHAT WE DO

OUR STRUCTURE

In serving our mission, we offer a comprehensive range of financial products and services through three business pillars, supported by shared corporate functions across our global network spanning 18 countries.

Business Pillars

Who We Serve and What We Offer

Presence and Network



Group Community Financial Services

Consumer Banking

- Serves: Individuals.
- Offers: Housing, personal and hire purchase loans; unit trusts, fixed deposits, current and savings account (CASA); remittance services; bancassurance products; wealth management services; credit cards; and digital and mobile banking services.

Non-retail Banking

- Serves: Micro, small and medium enterprises (SMEs) across the region as well as business banking customers (outside Malaysia).
- Offers: Business financing, short-term credit (overdrafts and trade financing), cash management, payroll solutions as well as digital and mobile banking services.



Over 880 touchpoints which include branches, Maybank Premier Wealth centres, service centres and various digital and online platforms.



Group Global Banking

Corporate, Commercial and Transaction Banking

- Serves: Corporates, commercial banking customers*, financial institutions and governments.
- Offers: Term loans, overdrafts, revolving credit, trade finance, guarantees, supply chain and cash management solutions.

Global Markets

- Serves: Individuals, corporates, commercial banking customers*, financial institutions and governments.
- Offers: Foreign exchange and structured products, money markets, derivatives, capital products and trading services.

* Malaysia only

Group Investment Banking

- Serves: Financial institutions, corporates, commercial banking customers*, governments, sponsors and individuals.
- Offers: Corporate finance, advisory services, fund raising, securities, futures, brokerage, derivatives, research and sustainable finance advisory.



Regional presence in nine ASEAN markets and key global financial centres, with Investment Banking having a network comprising nine Group Global Banking offices and 29 branches.

Group Asset Management

- Serves: Individuals, SMEs, corporates, commercial banking customers*, institutions and governments.
- Offers: Unit trusts, money market funds, wholesale funds and investment mandates across conventional, Islamic, ESG, alternatives.



Group Insurance and Takaful

- Serves: Individuals, corporates and governments.
- Offers: Conventional and Islamic Insurance (takaful) solutions for general and life/family businesses, including long-term savings and investment products.



Over 10,000 agents and 44 branches. Bancassurance network of more than 490 branches, cooperatives, brokers and online platforms.



Group Islamic Banking

Maybank adopts an Islamic-first approach:

- Serves: Universal retail and non-retail segments.
- Offers: Shariah-compliant and values-based financial solutions integrated across the Group's three business pillars.



346 Maybank touchpoints in Malaysia and seven full-fledged Maybank Islamic branches, including global presence through Maybank Group.

Group Corporate Functions

Finance | Strategy | Technology | Operations | Compliance | Risk | Human Capital | Internal Audit | Corporate Secretarial | Legal | Sustainability

WHO WE ARE AND WHAT WE DO

We offer a full suite of conventional and Shariah-compliant products and services across commercial banking, investment banking and insurance, serving over 17 million retail, non-retail and corporate customers.

Areas of Strength and Differentiation

Contribution to Maybank Group FY2025

Maybank Helps Deliver Value Across ASEAN

Being at the heart of ASEAN, we continue to dedicate our efforts towards achieving a sustainable and inclusive future for our communities.

Over RM14 billion

in SME loans disbursed across key markets in FY2025, with Maybank serving over 893,000 SME customers across ASEAN.

RM2 billion

of affordable home loans mobilised in Malaysia in FY2025, providing home ownership accessibility to low-income households.

Over RM60 billion

of sustainable financing mobilised in FY2025 to support low-carbon transition initiatives and sustainable development, including RM36.23 billion through sustainable Islamic finance solutions and RM2.35 billion through Etiqa's sustainable insurance underwriting.

Over RM1 trillion

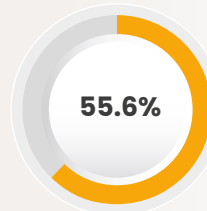
in transactions via Maybank's digital platforms across ASEAN in FY2025, driven by cross-border initiatives among key markets including Malaysia, Singapore, Indonesia and Cambodia to promote borderless inclusivity.

RM104 billion

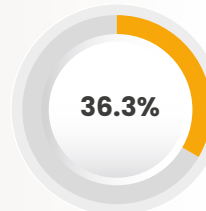
in Islamic wealth assets under management as at year end focusing on innovative solutions aligned with the five Islamic wealth pillars: creation, accumulation, preservation, purification and distribution.

- Largest physical retail distribution network in Malaysia, with regional presence in six other ASEAN markets.
- Market leader in Malaysia for cards, consumer CASA, merchant services, bancassurance and digital banking, supported by strong expertise in consumer and SME segments.
- Internet banking market share of 49.5% and mobile banking transaction volume share of 44.7%.

Net Operating Income



Profit Before Tax (PBT)



- Market leader in Malaysia by revenue, PBT, loans and deposits, with a strong presence across key ASEAN markets.
- Global Sukuk leader in 2025, ranked #1 by number of deals and #2 by total deal value - the only Malaysian Bank in the global Top 3.
- Achieved #1 in Debt Markets, ECM and M&A in Malaysia, alongside robust regional momentum.
- Commendable sustainable and Islamic finance recognitions, with multiple wins at The Asset Triple A Sustainable Infrastructure and Islamic Finance Awards 2025 across renewable energy, transport, green financing and Islamic advisory categories.

39.3%

54.6%

- Market leader in Malaysia for general insurance and takaful business, as well as the top bancassurance and bancatakaful provider.
- As one of only two Malaysian insurers with all four licenses (life, family, general and general takaful), Etiqa offers a complete suite of insurance and takaful products, Etiqa+ mobile app, Banca EaSE for bancassurance and bancatakaful intermediaries, and Agency EaSE for agents.

5.1%

9.1%

- Maintained position as the world's fourth largest Islamic bank and the largest in Asia-Pacific by total asset size.
- Market leader in Malaysia and Singapore and a leading Shariah bank in Indonesia, offering innovative, end-to-end Shariah-compliant solutions across the retail customer journey and non-retail business cycle, supported by extensive distribution networks and a large client base.
- Globally recognised as an award-winning Centre of Excellence (CoE) and thought leader in Islamic finance.

30.0%

32.7%*

* Includes zakat contribution

For more details about our business performance and Islamic franchise, refer to pages 90 to 102

OUR PRESENCE AND RANKING IN ASEAN

ASEAN PRESENCE

10 countries
890[#] branches
29 investment banking (IB) branches

GLOBAL PRESENCE

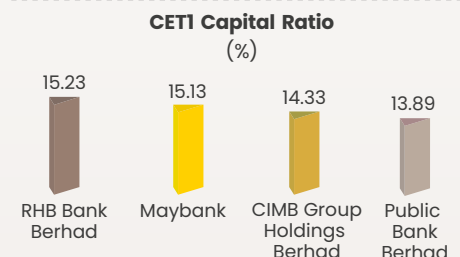
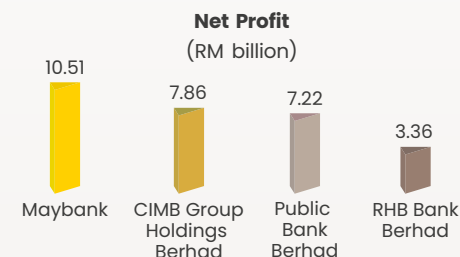
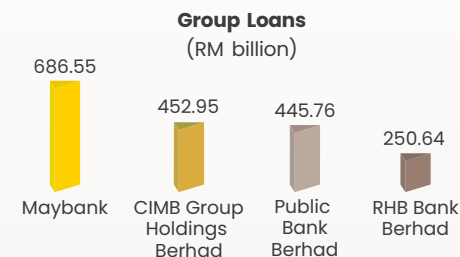
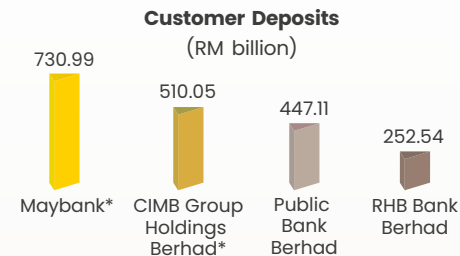
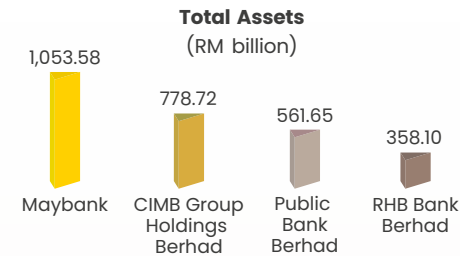
18^{*} countries
2,612[#] branches
29 investment banking (IB) branches



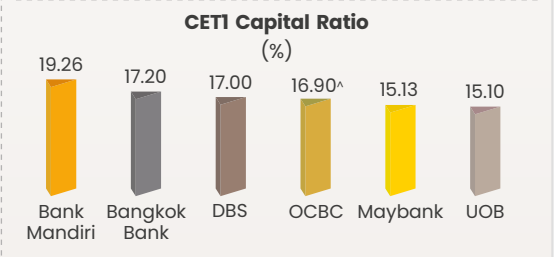
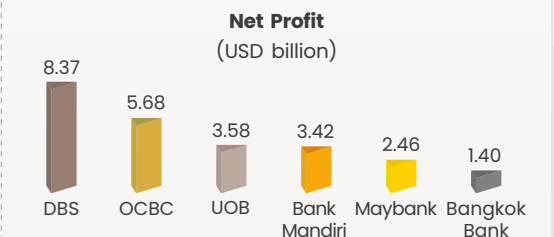
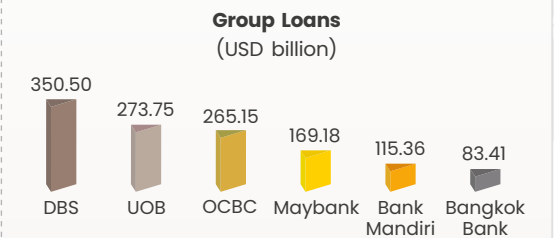
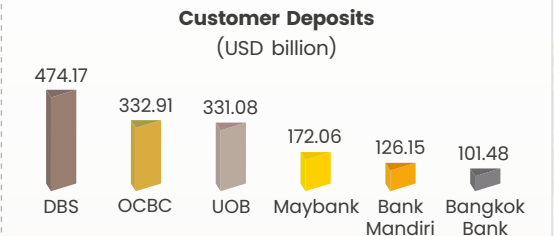
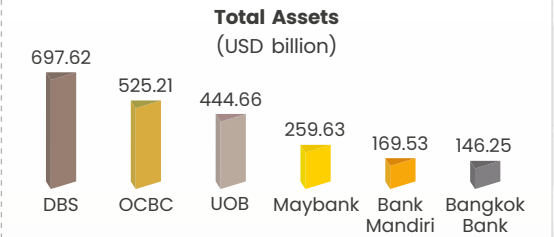
[#] Branches serve retail, non-retail and corporate customers
^{*} The non-ASEAN countries are Greater China, India, Pakistan, Saudi Arabia, UAE, UK, USA and Uzbekistan

MAYBANK'S RANKING AGAINST MALAYSIAN AND ASEAN PEERS

No. 1 in Malaysia



No. 4 in ASEAN by Total Assets, Customer Deposits and Group Loans



Source: Company's financial statements as at 31 December 2025

Source: Bloomberg for the reporting period as at 31 December 2025

[^] Transitional final Basel III reforms
^{*} Includes investment accounts

OUR PRESENCE AND RANKING IN ASEAN

OUR PRESENCE

Malayan Banking Berhad is the holding company and listed entity for Maybank Group. The Group, through its subsidiaries, offers an extensive range of products and services: consumer and corporate banking, investment banking (including stockbroking), Islamic banking, insurance and takaful, trustee and nominee services and asset management.

Our operations span across 18[^] countries, including 10 ASEAN countries and international financial centres such as London, New York, Hong Kong and Dubai. Maybank's home markets are Malaysia, Singapore and Indonesia, where we focus on growth and tailored strategies while building a coherent regional network. In other markets, we drive a unified network strategy to unlock synergies and consider strategic presence.

HOME MARKETS

MALAYSIA



- 1960
- 346
- Retail, SME, commercial and corporate businesses

SINGAPORE



- 1960 [Maybank Singapore Limited (MSL) incorporated in 2018]
- 18 (includes nine for corporate and institutional businesses)
- Retail and commercial businesses under MSL while corporate and institutional businesses under specific branches

INDONESIA



- 1959 (PT Bank Maybank Indonesia Tbk)
- 274 (includes 20 Shariah branches)
- Retail, non-retail and corporate businesses

OTHER MARKETS

CAMBODIA



- 1993 (Maybank Cambodia Plc, locally incorporated in 2012)
- 21
- Retail, non-retail and corporate businesses

PHILIPPINES



- 1997 (Maybank Philippines Incorporated)
- 59, nine branch lites with five Islamic Banking windows
- Retail and corporate businesses (including Islamic Banking)

LAOS



- 2012
- One (Vientiane)
- Retail SMEs, mid-tier local and ASEAN corporate businesses

UK



- 1962
- One (London)
- Regional ASEAN corporate businesses (i.e.: capital markets, trade finance and global market services)

GREATER CHINA



- 1962 in Hong Kong; 2000 in Shanghai, 2012 in Beijing, 2015 in Kunming and 2016 in Shenzhen
- Five
- ASEAN and domestic corporate clients and financial institutions. Also, private wealth customers through Maybank Hong Kong

THAILAND



- 1990 initially as Nithipat Capital Co., Ltd. with name changed to Maybank Securities Thailand in 2022
- 17 for IB and one head office
- Retail and institutional businesses (i.e.: brokerage, securities trading, underwriting and investment advisory services)

MYANMAR



- 1994 (as representative office but full bank license in 2014)
- One (Yangon)
- Foreign and local corporates as well as domestic financial institutions

INDIA



- 1995
- One (Mumbai held via Maybank Indonesia)
- Corporate businesses (i.e.: trade and remittance services across Asia)

VIETNAM



- 1995
- Two (Ho Chi Minh and Hanoi)
- Regional corporate businesses

BRUNEI



- 1960
- Two (Bandar Seri Begawan and Seria)
- Retail and commercial businesses

USA



- 1984
- One (New York)
- Corporate businesses (i.e.: lending, loan syndications, bilateral arrangements, treasury, capital markets and trade finance services)

UAE



- 2019
- One (Maybank Islamic Dubai-DIFC Branch)
- Corporate and Investment Banking (i.e.: lending - loan syndications and bilateral, global markets, capital markets, trade finance services, IB&A) and Community Financial Services (i.e.: Islamic wealth management)

Notes:

[^] The countries not featured are Pakistan, Uzbekistan and Saudi Arabia
 For more details, refer to www.maybank.com/en/maybank-worldwide.page

Icons:

- Established
- Branches
- Serves

GROUP CORPORATE STRUCTURE

AS AT 31 DECEMBER 2025



MALAYAN BANKING BERHAD

The operations of Maybank cover various key entities and business segments of the Group including commercial banking, insurance and takaful, investment banking, asset management and other business segments across 18 countries.

COMMERCIAL BANKING

ISLAMIC BANKING

- 100% Maybank Islamic Berhad (Islamic banking)
- 98.52%* PT Bank Maybank Indonesia Tbk (Banking)
 - 99.99% PT Maybank Indonesia Finance (Multi-financing)
 - 68.55% PT Wahana Ottomitra Multiartha Tbk (Multi-financing)
- 99.98% Maybank Philippines, Incorporated (Banking)
- 100% Maybank (Cambodia) Plc. (Banking)
- 100% Maybank Singapore Limited (Banking)
- 18.78% MCB Bank Limited (Banking)
- 16.39% An Binh Commercial Joint Stock Bank (Banking)
- 10.40% Uzbek Leasing International A.O. (Leasing)

INSURANCE AND TAKAFUL

- 100% Etiqa International Holdings Sdn. Bhd. (Investment holding)
 - 69.05% Maybank Ageas Holdings Berhad (Investment holding)
 - 100% Etiqa General Insurance Berhad (General insurance business)
 - 100% Etiqa Family Takaful Berhad (Family takaful and investment-linked businesses)
 - 100% Etiqa Life Insurance Berhad (Life insurance and investment-linked businesses)
 - 100% Etiqa General Takaful Berhad (General takaful business)
 - 100% Etiqa Insurance Pte. Ltd. (General insurance and life insurance businesses)
 - 100% Etiqa Life International (L) Limited (Offshore investment-linked business)
 - 100% Etiqa Offshore Insurance (L) Limited (Bureau services)
 - 79.87% PT Asuransi Etiqa Internasional Indonesia (General insurance business)
 - 95.24% Etiqa Life and General Assurance Philippines Inc. (General insurance and life insurance businesses)
 - 100%*** Etiqa General Insurance (Cambodia) Plc. (General insurance business)
 - 100%*** Etiqa Life Insurance (Cambodia) Plc. (Life insurance and investment-linked businesses)
 - 100% Etiqa Digital Solutions Sdn. Bhd. (Other IT, business management consultancy/ support services)

INVESTMENT BANKING

- 100% Maybank International Holdings Sdn. Bhd. (Investment holding)
 - 100% Maybank IBG Holdings Limited (Investment holding)
 - 100% Maybank Securities Pte. Ltd. (Dealing in securities)
 - 83.50% Maybank Securities (Thailand) Public Company Limited (Dealing in securities)
 - 100% Maybank Capital, Inc. (Corporate finance, financial and investment advisory)
 - 100% Maybank Securities, Inc. (Dealing in securities)
 - 99.78%® PT Maybank Sekuritas Indonesia (Dealing in securities)
 - 100% Maybank Securities (London) Limited (Dealing in securities)
 - 100% Maybank Securities USA Inc. (Dealing in securities)
 - 100% MIB Securities (Hong Kong) Limited (Dealing in securities)
 - 100% MIB Securities India Private Limited (Dealing in securities)
 - 100% Maybank Securities Limited (Dealing in securities)
 - Other Subsidiaries
 - 100% Maybank Investment Bank Berhad (Investment banking)
 - Other Subsidiaries

ASSET MANAGEMENT

- 100% Maybank Asset Management Group Berhad (Investment holding)
 - 100% Maybank Asset Management Sdn. Bhd. (Fund management)
 - 99% PT Maybank Asset Management (Fund management)
 - 100% Amanah Mutual Berhad (Fund management)
 - 100% Maybank Islamic Asset Management Sdn. Bhd. (Fund management)
 - 100% Maybank Asset Management Singapore Pte. Ltd. (Fund management)

OTHERS

- 100% Maybank Trustees Berhad (Trustee services)
- 100% Maybank Shared Services Sdn. Bhd. (IT shared services)
 - 100%** MBB Labs Private Limited (IT development services)
- 100% Maybank Ventures Sdn. Bhd. (Business/Economic consultancy and advisory)
- Other Subsidiaries

Notes:

1. This chart is not the complete list of Maybank subsidiaries and associates. Companies that are not shown include those that are dormant, under liquidation, have ceased operations, or are property investment or nominee services companies. For the complete list please refer to Note 66: Details of Subsidiaries, Deemed Controlled Structured Entities, Associates and Joint Venture in the Financial Statements

2. Where investment holding companies are omitted, shareholdings are shown as effective interest

* Effective interest held by the Group. Refer to Note 64, footnote 14, page 296 in the Financial Statements for details

** 0.01% is held by Dourado Tora Holdings Sdn. Bhd.

*** 99.998% is held by Etiqa International Holdings Sdn. Bhd.

® Effective interest held by the Group. 85% is held by Maybank IBG Holdings Limited and 15% is held by PT Maybank Indonesia Finance (14.78% effective interest held by the Group)



GROUP ORGANISATION STRUCTURE

AS AT 31 DECEMBER 2025

DATO' SRI KHAIRUSSALEH RAMLI
President and Group Chief Executive Officer

Steers Maybank Group's overall business growth and strategic direction and ensures the delivery of long-term value for shareholders, customers, employees and all other stakeholders anchored on our corporate purpose.



INVESTMENT CASE

A Truly Regional Bank

with a strong presence across ASEAN and a global footprint that supports regional ambitions

Refer to Our Presence and Ranking in ASEAN on pages 10 to 11

Over 90%
income derived from ASEAN

ST3

A Leading and Innovative Digital Bank

focused on elevating customer experiences throughout life journeys through seamless digital ecosystems

Refer to Pervasively Digital on pages 68 to 70

Facilitated
3.88 billion
digital transactions

Achieved NPS of
+44

ST1 ST2

Global Leadership in Islamic Banking

as the fourth largest bank by assets, advancing our leadership in Islamic wealth management (IWM) across the region

Refer to Group Islamic Banking on pages 100 to 102

Managing
RM104.41 billion
of AUM for IWM worldwide

ST5



WHY INVEST IN MAYBANK?



A Sustainability Leader in ASEAN

with the highest MSCI ESG rating of AAA, underscoring our commitment to the environment and society we serve

Refer to Sustainability Statement on pages 103 to 117

Mobilised
RM176.12 billion
in sustainable finance

ST4

Consistently delivering a **high dividend payout** and competitive dividend yield in the region

Refer to Group Chief Financial Officer's Statement on pages 76 to 80

Delivered
135.99%
10-year total shareholder return

ALL

Agile Ways of Working

fuelled by an **Agile workforce** that continuously adapts, drives efficiency and delivers measurable impacts

Refer to Our Strategy on pages 60 to 65

>1,500
Lite Agile initiatives launched

ALL



HIGHLIGHTS OF 2025



DELIVERED SOLID FINANCIAL GROWTH

Total Assets
RM1.05 trillion
(FY2024: RM1.08 trillion)

Record Net Profit
RM10.51 billion
(FY2024: RM10.09 billion)

Return on Equity
11.7%
(FY2024: 11.1%)

Earnings per Share
87.1 sen
(FY2024: 83.6 sen)

Group CET1 Capital Ratio*
15.13%
(FY2024: 14.90%)
* Post second interim dividend

Total Dividend per Share
63.0 sen
(FY2024: 61.0 sen)

Dividend Payout Ratio
72.4%
(FY2024: 73.0%)

Dividend Yield
6.0%
(FY2024: 6.0%)



STRATEGIC GROWTH ACROSS SEGMENTS

ALL



Reinforced Maybank's commitment in driving economic growth by facilitating over RM15 billion in financing and investments into Johor-Singapore Special Economic Zone (JS-SEZ).



Expanded global market FX sales with Malaysia's wealth and SME income and volume increasing by 3.3% and 10.9% YoY, respectively.



Scaled regional Islamic wealth management proposition across home markets, resulting in an increase of 12.6% YoY in Islamic wealth fees to RM252.04 million.



Boosted market penetration in high growth mid-market segments, achieving 8.3% YoY growth in mid-market loans in Malaysia.



REDEFINED DIGITAL EXPERIENCE

ST1

ST2



Enriched regional banking experience with the new multi-currency Global Access via MAE app, offering real-time exchange rates for 18 currencies and zero conversion fees.



Enabled convenient digital trading experience, allowing customers to trade globally, access holdings and convert currencies seamlessly within the Maybank Trade app.



Elevated the branch experience with the launch of next-gen Bangsar South branch, a digitally enhanced touchpoint delivering smarter and faster banking.



Delivered seamless connectivity and facilitated 3.88 billion digital transactions.



Relentless focus on customer-centricity leading to a **commendable Net Promoter Score** of **+44** (2024: +43).



POSITIVELY IMPACTING THE SOCIETY WE SERVE

ST4



Accelerated regional decarbonisation by improving physical emission intensity (PEI) across six key sectors - palm oil, power, aluminium, steel, commercial real estate and automotive.



Achieved the highest MSCI ESG rating of AAA for outstanding ESG performance and recognised as **Asia's Best Bank for Transition Strategy** at Euromoney Awards for Excellence 2025.



Supported communities through social impact investment totalling RM29.40 billion in 2025.



For more details about our Awards, refer to our website www.maybank.com

SIGNIFICANT EVENTS OF 2025

JANUARY

9 JANUARY

Maybank was Principal Partner of Forum Ekonomi Malaysia 2025, themed Seizing Malaysia's Moment, convening leaders to discuss growth, digital transformation and ASEAN collaboration.

FEBRUARY

27 FEBRUARY

Maybank Indonesia's Sharia Business Unit partnered with Muhammadiyah and Indonesian Ulama Council's Halal Examination Institute (LPPOM MUI) to provide halal education and certification support to 1,500 micro, small and medium enterprises (MSMEs) across Jakarta, Surabaya and Yogyakarta.

APRIL



7 APRIL – 28 MAY

Maybank's Manchester United post-season Malaysia tour featured campaigns, fan activations, VIP programme and title sponsorship of the Maybank Challenge Cup.

14 APRIL

Maybank Islamic launched Maybank Global Access, a Shariah-compliant multi-currency account integrated with Malaysia's first Mastercard World debit card, supporting 18 currencies and fully accessible via the MAE app.

MAY

14 MAY

Maybank Indonesia, together with Bank Negara Indonesia, signed an IDR1.85 trillion (USD110 million) long-term syndicated loan agreement with VinFast, complemented by an additional USD80 million accordion facility, to finance the construction of VinFast's electric vehicle assembly plant in Subang, West Java, Indonesia.

19 MAY

Maybank signed a memorandum of understanding with the Ministry of Economy to support the Johor-Singapore Special Economic Zone (JS-SEZ) and facilitated Singapore clients' letters of intent (LOIs) to the Iskandar Regional Development Authority, representing potential investments of RM2.35 billion.

MAY



27-28 MAY

In support of Malaysia's ASEAN Chairmanship, Maybank was a strategic partner in the inaugural Fortune ASEAN-GCC-China Economic Forum, co-organised with MITI, bringing together senior government and corporate leaders to discuss key economic and technological trends. Maybank's PGCEO and GCSO participated in panel discussions and a Fortune interview.

JUNE



11 JUNE

Maybank underwrote RM2.5 billion, the largest share of Asia-Pacific's largest syndicated Islamic financing for data centres, to support DayOne Data Centers' green data centres in the JS-SEZ. This formed part of a five-year, dual-currency green financing package totalling RM15 billion.

JULY



1 JULY

The Invest ASEAN-Malaysia Conference 2025, co-hosted by Bursa Malaysia and Maybank, showcased 71 ASEAN corporates with a combined market capitalisation of RM1.62 trillion, attracting over 1,500 delegates, including foreign investors with a combined assets under management of RM57.7 trillion.

Business

Corporate

Corporate Responsibility

JULY

5 JULY

Etiqa and ROSE Foundation launched Phase 5 of the Free Cervical Screening Programme, officiated by Health Minister Datuk Seri Dr. Dzulkefly Ahmad, providing screenings and digital registration for 4,000 women under the low-income bracket.

17 JULY

Maybank Singapore and the Singapore Chinese Chamber of Commerce & Industry (SCCCI) signed a landmark MOU to boost cross-border business collaboration and investment, with a strategic focus on the Singapore-Malaysia corridor and the JS-SEZ.

AUGUST



27 AUGUST

Launched Sustainable Procurement Principles (SPP) providing governance, ethical and zero-tolerance sustainability standards for suppliers, with the framework communicated through regional Maybank Sustainable Procurement Workshop (MSPW) sessions.

NOVEMBER

27 NOVEMBER

Maybank Philippines partnered with TikTok Shop Philippines on an SME digitalisation programme supporting the upskilling of MSMEs through an invitation-only Shoppertainment webinar to help business owners grow via the TikTok Shop platform.

DECEMBER

9 DECEMBER

Maybank Islamic and FGV Holdings launched SMART Supplier Financing-i, allowing FGV's SME suppliers to access early payments under Maybank Islamic's digital financing programme.

CHAIRMAN'S STATEMENT



Humanising financial services has never been more relevant than today, as the need for values-based solutions grows ever stronger.

**TAN SRI DATO' SRI IR.
ZAMZAMAIRANI MOHD ISA**
Chairman

Throughout the world, and certainly across ASEAN, there is a growing need for business to be driven by principles and purpose to create real economic and social value.

The year 2025 was marked by continued geopolitical and economic uncertainties on the global stage. Yet, ASEAN remained relatively resilient against the headwinds, underpinned by sound socio-economic policies, robust investment flows and steady domestic demand, all strengthened by greater regional integration and cooperation.

As a financial institution with an extensive presence and long-standing roots in ASEAN, this resilience presents both opportunity and responsibility to Maybank. It prompted us to reflect on what our mission of Humanising Financial Services stands for in a landscape that is expanding and evolving. We concluded that our deeply internalised value proposition extends beyond providing unparalleled service to our customers, employees and communities. It is also to create more inclusive economic value for markets across ASEAN, enabled and accelerated by digital innovation.

VALUES-DRIVEN IMPACT



Shareholder value creation
RM7.61 billion
Dividend payout



Improving lives of
2.95 million
households



Customer-centric
+44 (95th percentile)
Net Promoter Score



Supporting communities
RM29.40 billion
social impact investment

CHAIRMAN'S STATEMENT

With this, we advanced our values-based banking by weaving its principles into our Humanising Financial Services mission to drive greater impact in uplifting individuals and businesses. This is anchored in our focus on the broader social and environmental implications of everything that we do, ensuring we continuously contribute to more robust and sustainable ecosystems.

Embracing a values-based strategy in a transformative manner is a natural progression for Maybank, given our strong foundation and global leadership in Islamic finance, which is grounded in the principles of fairness, shared prosperity and responsible finance.

The growing demand for a purpose-driven strategy in managing and growing financial well-being is evidenced by the strong uptake of our **myimpact** solutions and global Islamic wealth management offerings. Over the last four years (FY2022 to FY2025), our Islamic wealth fees have grown at a 41.7% compound annual growth rate, while our global sukuk leadership achieved a top two position in 2025 by total deal value.

Our approach is especially relevant in ASEAN, a dynamic and fast-growing region with vibrant SME ecosystems, and an increasing need to both combat and accommodate climate change. In a community-centric region built on relationships, banking with values is not just inclusive – it is a strategic move for the future.

Our strategic direction also aligns with Malaysia's 2025 ASEAN chairmanship theme of *Inclusivity and Sustainability*. Maybank has actively supported the region's goals of inclusive growth, climate resilience and sustainable development. We are honoured to take on the role of a key strategic partner to the ASEAN chair in 2025, participating in initiatives that strengthen regional collaboration and integration, with benefits permeating inclusively across all communities. One such initiatives is the Johor-Singapore Special Economic Zone (JS-SEZ), where Maybank continues to lead as the primary financier.

It is most gratifying to see how our humanising approach to banking translates into strong performance. In 2025, we achieved another record-breaking net profit of RM10.51 billion



Our humanising approach to banking has delivered strong performance, demonstrating the cyclicity of creating value: value creation begets more value creation.

and return on equity of 11.7%, marking the highest performance in the past decade. These results demonstrate the cyclicity of creating value: value creation begets more value creation. As a result of our profit growth, we have been able to declare a higher dividend payout of RM7.61 billion to our shareholders. This represents a total full cash dividend of 63 sen per share. At the same time, by elevating our customer-centricity we have lifted our Net Promoter Score (NPS) to +44, indicating deeper customer relationship and trust.

I am also heartened by the impact generated through Maybank Foundation's efforts to uplift marginalised and underserved communities, underscoring our belief that growth must be sustainable and equitable. As an accredited ASEAN entity, it continues to advance a wide range of regional programmes that are improving the lives of students, youth, women and indigenous communities. At its core, our objective is simple – it is to ensure that no one is left behind as we chart pathways to lasting socio-economic well-being.

In 2025, we celebrated the 10th anniversary of one of our flagship programmes – Reach Independence & Sustainable Entrepreneurship (R.I.S.E.) – reflecting a decade of efforts to guide persons with disabilities towards financial independence. Similarly, to date, we have empowered over 2,000 underprivileged students through tertiary education to increase their income generating potential, thereby improve their lives and the well-being of their communities through the ASEAN-Maybank Scholarship and Maybank Group Scholarship Programme.

For more details on Maybank's social impact programmes, please refer to Maybank's Social Impact Report available at www.maybank.com/ar

Collectively, Maybank improved the lives of 2.95 million households since 2021 and mobilised RM29.40 billion social impact investment in 2025 to uplift communities across ASEAN. The integrity of our sustainability efforts continue to be validated by global awards and recognition. During the year, we were honoured to be named the Best Bank for Sustainable Financing in Emerging Markets globally by Brand Finance and Global Finance; and Best Bank for Sustainability Transparency in Asia Pacific.

For more details on Maybank's sustainability initiatives and achievements, please refer to Sustainability Statement on pages 103 to 117

When we say our people are our most important assets, we bring this to life by nurturing their growth and potential. Recognising that our performance and continued progress depend on Maybankers, we are committed to enriching their well-being. In addition to paying all our employees more than the Living Wage baseline, we nurture a culture of growth through engagement, upskilling programmes and career mobility, equipping Maybankers to be future-ready. To witness the tangible difference we make in their lives as well as the many other lives we touch is truly rewarding.

GREATER INCLUSIVITY, GREATER VALUE CREATION

With the conclusion of our M25+ strategy, I am pleased to share that we achieved most of our key targets and gained valuable insights along the way. Our successful journey was driven by a deliberate cultural shift towards greater agility, stronger digital innovation and a sharper focus on efficiency and productivity. To accelerate our transformation regionally,

CHAIRMAN'S STATEMENT

we invested in digital tools and platforms; but more importantly, we empowered Maybankers with an agile mindset and a customer-first culture to seize emerging opportunities.

Learnings from M25+ now set the stage for the next phase of our journey under ROAR30. Looking ahead, values-based and sustainability principles will continue to be embedded in everything we do, driving greater outcomes for our customers, society and the economies in which we operate.

Digitalisation sits at the heart of Maybank's strategy, driving growth and enabling us to capitalise on ASEAN's rising opportunities. It is more than an enabler – it is the catalyst that will redefine how we serve our customers across the region. By harnessing next-gen technology, data and artificial intelligence, we are building an intelligent, personalised and seamless banking experience that fortifies our regional leadership and positions Maybank to shape the future of finance.

Just as crucial, we will strengthen Maybank's resilience by cultivating a stronger culture and workforce, while optimising productivity and capital allocation to ensure long-term performance and readiness for the opportunities ahead.

Our focus will be on areas where we hold a competitive edge. Building on our leadership in Islamic finance, we seek to deepen wealth penetration and broaden our market reach, while leveraging our extensive ASEAN presence to expand in transaction banking, payments and corporate and investment banking. These strategic priorities will be guided by robust governance, ensuring that our growth is sustainable, responsible and aligned with the interests of all our stakeholders.

EXCELLENCE IN CORPORATE GOVERNANCE

Having the largest market capitalisation in Malaysia, Maybank embraces our responsibility to protect the interests of all our stakeholders. We uphold uncompromising integrity across the organisation by maintaining watertight corporate governance. This is one of the most critical functions of the



Recognised as Top five PLC in Malaysia and Top 50 PLC in ASEAN for corporate governance at the ASEAN Corporate Governance Awards 2025. These awards are especially meaningful because they reflect investors' and analysts' confidence in Maybank's leadership and governance practices.

Board, and one which we undertake with great diligence. Our commitment to ethics, governance and accountability is manifest by constant reviews and reinforcement of our governance frameworks. A milestone was achieved this year when all Group entities in Malaysia and overseas successfully completed the ISO 37001 Anti-Bribery Management System certification.

We are encouraged by recognition gained for our focus on governance and management. Most notably, we made a sweep at the FinanceAsia Awards 2025, earning Gold for Best Managed Company and Best Large-Cap Company; and Silver for Best Managed Financials, Most Committed to Diversity, Equity and Inclusion (DEI), Most Committed to ESG and Best Investor Relations. We were also named a Top five PLC in Malaysia and Top 50 PLC in ASEAN for corporate governance at the ASEAN Corporate Governance Awards 2025. These awards are especially meaningful because they reflect investors' and analysts' confidence in Maybank's leadership and governance practices.

Board diversity and inclusivity is integral to good governance as it strengthens our collective decision-making and oversight. Today, five of our 11 directors are women (46%) and eight are independent (73%), reflecting a balanced mix of skills, experience and perspectives. Our current composition reflects a few changes during the year and up

to February 2026. In 2025, Dr. Hasnita Dato' Hashim and Mr. Anthony Brent retired after nine years of dedicated service; while Puan Rohaya Mohammad Yusof joined us as an Independent Non-Executive Director as of 1 February 2026. I would like to note our appreciation of Dr. Hasnita and Mr. Brent's immense contributions while welcoming Puan Rohaya, whose expertise in investment and corporate finance will further enhance the Board and support Maybank's ongoing evolution.

ACKNOWLEDGEMENTS

As noted, we achieved numerous successes in 2025, all of which were the result of the unstinting support of our stakeholders. On behalf of the Board, I would like to express our gratitude to the regulators and governments, shareholders and investors, customers, suppliers and all Maybankers across our markets, whose dedication and commitment are highly valued and keep us striving to do better. Let us continue to collaborate in reimagining our mission of Humanising Financial Services and ensure the delivery of even more values-based offerings for individuals, businesses and communities across ASEAN.

PRESIDENT AND GROUP CEO'S STATEMENT



With M25+ now complete, **Maybank has emerged stronger and more sustainable**, shaped by a **deeper commitment to customers and digital progress**, and **guided by our leadership in Islamic finance and values-based offerings**, as we lay the foundation for **ROAR30**.

DATO' SRI KHAIRUSSALEH RAMLI
President and
Group Chief Executive Officer

Maybank remained strong and resilient, achieving positive results confidently despite notable shifts across markets worldwide as we advanced our sustainable values-driven transformation agenda.

Looking back at 2025, global markets were watching closely for how geoeconomic uncertainties and policies would pan out. This led to an overall moderation of growth to 3.2%, in tandem with the slowdown in the United States (US). This easing in growth was not, however, even. Growth in China and the ASEAN-6 remained broadly steady, while economic activity increased in the Eurozone, Japan and the United Kingdom. An AI-driven technology upcycle and easing global monetary conditions contributed to offsetting pressures arising from US trade policies and tariff actions.

GROUP FY2025 HIGHLIGHTS



Record net profit of RM10.51 billion
4.2% YoY



Higher net operating income of RM30.38 billion
2.7% YoY



Return on Equity of 11.7%
above 11.3% guidance



Robust Group CET1 and total capital ratios at 15.13% and 19.05% respectively

PRESIDENT AND GROUP CEO'S STATEMENT

BUILDING STRENGTH, DELIVERING RESULTS

Leveraging the relatively stable macroenvironment within ASEAN, we concluded M25+ in a final last sprint. And I am proud of the progress we made as reflected in the resilience and strength of our financial and business performance. In 2025, the Group recorded a 4.2% increase in net profit to RM10.51 billion driven primarily by non-interest income (Noll), steady preservation of net interest margin (NIM), disciplined cost control and continued management of credit cost. Overall loan growth was 1.7% YoY, or 4.0% on a constant currency basis. Malaysia led loans growth with a 6.1% expansion, exceeding market growth, while Singapore delivered solid momentum with loans rising 5.0% YoY. We continued to rebalance our portfolios in Indonesia and Greater China, maintaining a clear focus on sustainable returns, network clients and credit quality.

GLOBAL RECOGNITIONS

Achieved MSCI ESG's highest AAA rating

for outstanding ESG performance

Best Bank for Transition Strategy

at Euromoney Awards for Excellence 2025

Brand value rose 4.5% YoY to USD5.39 billion; remains only Malaysian bank within Brand Finance's

Top 500 Global Brands

On the funding front, total current and savings account (CASA) expanded by a commendable 9.4% YoY across all home markets and business segments. We released higher-cost deposits to optimise our loan-to-deposit ratio to 93.8% from 90.7%, and proactively tapped market funding to benefit from declining interest rates. As a result, our CASA ratio improved to 40.5% from 36.5% a year ago. These focused and deliberate actions, particularly in the second half of 2025, enabled us to preserve our NIM for the year at 2.05% while quarterly NIM improved to 2.09% in Q4 from 2.02% in Q3 and 2.00% in Q2. Noll grew 2.7% YoY supported by higher

M25+ KEY METRICS HIGHLIGHTS

Financial

Return on Equity (ROE)
11.7%
 Target: ~11%-12%
 2022: 9.6%

Fee to Income Ratio
33.4%
 Target: ~32%
 2022: 22.0%

Net Credit Charge Off Rate (NCC)
40 bps → **8 bps**
 2022 → 2025

Non-Financial

Next-Gen Roles
30.2%
 Target: 25%-30%
 2022: 13.0%

Digital Customers
79.1%
 Target: ≥80%
 2023: 75.6%

Cumulative Sustainable Finance
RM176.12 billion
 Target: RM80 billion

Relationship Net Promoter Score (rNPS)

Malaysia
+37 → **+44**
 2023 → 2025

Singapore
-15 → **+33**
 2023 → 2025

Indonesia
+38 → **+45**
 2023 → 2025

wealth fees, investment banking related fees, and investment and trading income gains. Noll constituted one third of our total income, a four-year high. Meanwhile, improved asset quality through tighter underwriting, portfolio diversification and early stress identification saw us record our lowest net credit charge off rate (NCC) since 2014 of 8 bps. We also improved our cost to Income ratio to 48.8% from 48.9% with continued discipline in cost management, our loan loss coverage remained comfortable and capital levels stayed strong. Above all, our core measure of performance, ROE, rose from 11.1% to 11.7% YoY, marking our highest ROE since 2016.

Further details on M25+ initiatives and achievements are in Our Strategy and Key Performance Indicators on pages 60 to 67, as well as FY2025 performance highlights in the Group Chief Financial Officer's Statement on pages 76 to 80

FROM STRATEGY TO SUCCESS, M25+ AND SUPER GROWTH IN ACTION

With M25+ now complete, Maybank has emerged stronger and more sustainable, driven by intensified customer-centricity and accelerated digitalisation as we expand our regional presence and ambition for global leadership in Islamic banking, while further entrenching our sustainability leadership. Our achievements over the last few years, anchored on our seven "Super Growth" areas, have laid a strong foundation for Maybank's future. We have grown our Noll sustainably, sharpened our segmental focus, expanded

our customer base and deepened our cross-selling, with tangible results reflected in our performance.

Elevating our customer-centricity, we have integrated Agile ways of working through dedicated squads, stronger governance and customer-centric minimum viable products (MVPs), enhancing collaboration across programmes, business lines, entities and countries. We have also optimised our advanced analytics and data-driven platforms, including the 360 Feature Store and Digital Twin, which provide unified customer intelligence that helps understand our customer needs and preferences, and Customer Engagement Portal. These enhancements have enabled more personalised and timely customer interactions at scale. As a result, we delivered 205 million personalised engagements, improved campaign turnaround time by 29.6%, and lifted the Group's Net Promoter Score (NPS) from +43 to +44. This execution was underpinned by disciplined Agile delivery, with a two-fold acceleration in time-to-market from an average of 8.8 months to three to four months, enabling over 86.1% of MVPs to be released within six months. In total, more than 2,000 MVPs were deployed across the Group, reinforcing our ability to scale innovation rapidly and consistently. In addition to enhanced digital and chatbot-enabled engagement that has reduced call volumes, customer interactions have been redefined through next-gen branches to optimise footprints.

PRESIDENT AND GROUP CEO'S STATEMENT

SUPER GROWTH HIGHLIGHTS

Wealth Management



Wealth Fees
+26.3%
CAGR¹

Global Islamic Leadership



Global Sukuk Leadership²
#2



Higher Group Islamic Total Financing Composition
43.9% → **50.1%**
2022 2025

Mid-Market



Higher Composition in MY GB Loan Book
12.3% → **14.8%**
2022 2025



MY and SG Loans
+8.5%
CAGR¹



Fee Income
+14.5%
CAGR¹

Global Market (GM) FX Sales



MY GM FX Sales
Income +7.1% and **Volume +12.9%**
CAGR¹ YoY



MY GM FX Wealth and SME
Income +3.3% and **Volume +10.9%**
YoY YoY

Cash Management



Transaction Banking CASA³
+5.1%
CAGR¹



Client Growth on M2E in MY
+16.3%
YoY

Insurance



MY Contractual Service Margin
+8.1 to 23.3%
p.p. YoY³

¹ All CAGR from FY2022 to FY2025
² Ranking based on total deal value
³ Across Global Banking, Commercial Banking and Community Financial Services

Our regional-first strategy gained momentum as we further regionalised products and accelerated cross-selling across the Group, leveraging our extensive footprint and large customer base. This translated into tangible cross-border growth through initiatives such as a regional wealth proposition, takaful propositions in Singapore, regional CASA straight-through processing (STP) capabilities and the continued deepening of our regional SME strategy. By end-2025, we had facilitated more than RM15 billion for clients in the Johor-Singapore Special Economic Zone (JS-SEZ), comprising approximately RM10 billion in committed financing and further RM5.35 billion in investment interest via letters of intent from companies across high-value manufacturing, the digital economy, healthcare and sustainable industrial real estate. At the same time, Maybank was the first bank to help establish a Single Family Office in the Forest City Special Financial Zone and has since facilitated in the completion of another, while supporting five Single Family Offices with conditional approvals and a further 13 in the pipeline. This underscores our deep regulatory engagement and scalable advisory capabilities in meeting growing demand from high-net-worth and new-economy investors.

This regional execution has been a key differentiator in reinforcing our leadership in Islamic banking. Under M25+, we strengthened our integrated Islamic ecosystem across banking, wealth, markets and takaful, anchored by deep Shariah expertise and regional connectivity. A key milestone was the establishment of the Islamic wealth hub in Singapore, enhancing our ability to deliver market-leading Shariah solutions across the five pillars of Islamic Wealth

Management, namely wealth; creation, accumulation, preservation, purification and distribution. In parallel, we expanded comprehensive Islamic wealth solutions, broadened our halal ecosystem through regional collaboration and cross-border facilitation, and advanced financial inclusion by extending **myimpact**-aligned Islamic solutions to underserved and unserved segments.

The impacts are evident in the continued progress of our wealth business. Our unified regional approach – anchored by Singapore as a hub – strengthened advisory capabilities and cross-border connectivity under a “One Captain” model, supported by regional Centres of Excellence (COEs). These efforts expanded our ASEAN customer base from 1.25 million in 2024 to 1.29 million in 2025. Total wealth fees rose 27.9% YoY to RM1.50 billion, representing a 26.3% CAGR, supported by Islamic wealth management AUM growth of 11.7% YoY to RM104.41 billion.

We saw increasing traction among Community Financial Services (CFS) non-retail customers, supported by SME re-segmentation, more focused relationship management and frontline productivity uplift. Ecosystem-led propositions such as ScaleUp SME and **myimpact** SME strengthened customer engagement, while sector-focused and financing accelerated regional and Islamic transformation. These initiatives translated into tangible outcomes, including close to RM2 billion in financing within the JS-SEZ, 4.4% YoY in SME financing and 13.5% YoY for CASA in Malaysia. On the other hand, enhancements to our retail lending platforms, particularly the upgrade of the Auto Loan Origination System with STP and fast-track capabilities, have accelerated credit decisioning and approvals. As a result, at least 80% of

processed applications were completed within 15 minutes in the second half of 2025, materially improving turnaround times and customer experience.

Within the mid-market space, we sharpened our segmented franchise by consolidating Commercial Banking under Global Banking (GB), enabling more integrated coverage and cross-sell synergies. As our regional footprint expanded, GB accelerated penetration across high-growth corridors including the JS-SEZ, data centres, power, food and beverage, and infrastructure, driving stronger deal credentials and mid-market loans growth of 8.3% to RM18.36 billion in Malaysia.

Cash management performed well too, with transaction banking CASA growing 12.9% YoY and delivering a 5.1% CAGR over the M25+ period, supported by accelerated digitisation, disciplined liquidity management and re-engineered customer journeys. In global markets, the expansion of our FX franchise drove higher client penetration and data-driven engagement, with Malaysia's wealth and SME volumes rising 10.9% YoY to RM59.04 billion and income increasing 3.3% to RM359.12 million. We enhanced digital market access and onboarding, expanding foreign market trading via the Maybank Trade MY app and extending straight-through account opening to the MAE app, enabling more seamless, convenient and fully digital client journeys across platforms.

On bancassurance, our contractual service margin rose 8.1 percentage points (p.p.) to 23.3% YoY, driven by a deliberate shift towards higher margin takaful and life insurance solutions, as opposed to just topline growth. Growth was prioritised in Regular Premium and Regular Contribution products, alongside accelerated Banca Perfect Club qualifiers



PRESIDENT AND GROUP CEO'S STATEMENT



We are building a future-ready Maybank by equipping our people with next-gen digital and technology skills, enabled by Agile operating models, targeted upskilling and stronger internal mobility. This enables our teams to work smarter, collaborate more effectively and deliver better outcomes for our customers.

through enhanced propositions, including non-medical limit and guaranteed issuance offer features. Advisory delivery was strengthened through enhancements to the Banca EASE platform, enabling more data-driven engagement and tailored financial solutions, complemented by deeper integration across the MAE app and SME platforms, targeted campaigns, disciplined claims monitoring and continuous improvements to straight-through claims processes. Collectively, these efforts deepened banking and beyond banking synergies; increased insurance penetration; and reinforced a more resilient and sustainable earnings base, supporting long-term profitability.

In totality, M25+ has transformed Maybank into a stronger and more sustainable institution, driving growth, enhancing resilience and advancing our purpose led commitments, while laying a solid foundation for ROAR30.

For more details on M25+ initiatives and achievements as well as Super Growth performance, refer to Our Strategy on pages 60 to 65

DRIVING AGILITY AND INNOVATION FOR A FUTURE-READY WORKFORCE

Our current transformation is premised on becoming a next-gen organisation which necessitates a future-focused workforce equipped with the right digital and technology skills. As I mentioned in my statement last year, we are leveraging Agile operating models to restructure our teams based on skillsets, job families and job groups. With more streamlined operations, we can undertake more targeted upskilling while enhancing internal mobility thereby unlocking new career pathways for Maybankers. This is supported by targeted learning and development programmes, which commanded no less than RM115 million in 2025. We had set the goal of having 30.0% of all employees take on next-gen roles by end 2025. I'm pleased to share that we have exceeded our target, with next-gen roles constituting 30.2% of the total, up from 25.1% in 2024.

Of course, we also continue to build our leadership pipeline. During the year, more than 200 Maybankers participated in our flagship 3-Tier Leadership Development Programmes – X-celerate, Transitioning Leaders to CEOs/C-suites and STAR – and enterprise-wide initiatives including the Chief Financial Officer Accelerator Lab, Growing Leaders of Banking Agility & Leadership (GLOBAL) Programme, and the Chief Risk Officer Immersion Mentoring Programme. More than 100 high-potential talents progressed into broader and more complex roles while first-time managers underwent readiness programmes such as LaunchPad and Ctrl-Alt-LEAD. This drove a succession realisation rate of 82.0% for key leadership roles, up from 80.0% in 2024.

Moving forward, it will be essential to strengthen our organisational agility and equip our workforce with advanced digital and AI-enabled capabilities to sustain our momentum. We are deepening our cloud, data and automation foundations to modernise core systems, streamline workflows and enable our people to work smarter and collaborate more effectively. These improvements also reinforce our cyber security as digital adoption accelerates. Advancing our digital transformation is a major technology upgrade through an RM1 billion partnership with Microsoft. The collaboration encompasses a strengthening of our data and cloud foundations; modernising core systems on Azure; and equipping Maybankers with Microsoft 365 and Copilot to enhance productivity and decision-making. By embedding these AI-enabled capabilities across the Group, we will see marked improvements in our customer service via faster,

more seamless experiences, further supported by empowered Maybankers who are able to work more efficiently and effectively across our regional footprint.

To ensure our talent remains future-ready, we are investing in new COEs and building in-house expertise with Microsoft in cloud engineering, AI innovation and advanced digital skills, positioning our teams to lead confidently in an increasingly technology driven financial landscape.

Further details on digital initiatives and innovation are in Pervasively Digital on pages 68 to 70, with FY2025 Group Human Capital developments on pages 71 to 75

SERVING SOCIETY AND MEETING GLOBAL IMPERATIVES

We made meaningful and positive strides in our sustainability commitments through embedding core values of sustainability into how we run our business. Our improved overall sustainability scorecard and, especially, our performance towards becoming a net zero organisation contributed to Maybank's MSCI ESG rating upgrade from AA to the highest level, AAA.

The Group's commitment to contributing positively to society as well as to helping meet climate change imperatives is integral to our broader purpose of being a values-based financial institution that seeks to humanise financial services. Efforts in this regard are guided by four sustainability commitments, each comprising annual mileposts. In 2025, we once again met all related targets. In sustainable finance, we almost doubled our RM80 billion goal by mobilising more than RM170 billion over a five-year period.

Our core purpose on climate change is to contribute towards decarbonisation. In this, we have issued six sectoral decarbonisation white papers to support clients' transition in the power, palm oil, steel, aluminium, automotive and commercial real estate industries. We are making good progress along our net zero glidepath while deepening collaborations to mobilise sustainable infrastructure. Our green financing contributes substantially to our own net zero ambition as well as the region's transition to a low-carbon economy. As indicated in the table, our greenhouse gas (GHG) reduction efforts are on track with the net zero glidepath for physical emissions intensity (PEI) across the palm oil, power, aluminium, steel and automotive sectors. While progress in commercial real estate is advancing at a more measured pace, this is being supported through one of our most recently released white papers.

PRESIDENT AND GROUP CEO'S STATEMENT


Sector	Physical Emission Intensity (PEI)	
	Baseline	FY2025
Palm Oil	1.47 tCO ₂ /tCPO	1.31 tCO ₂ /tCPO
Aluminium	2.36 tCO ₂ /t Al	3.40 tCO ₂ /t Al
Commercial Real Estate	80.5 kgCO ₂ /m ₂	73.3 kgCO ₂ /m ₂
Power	442 kgCO ₂ /MWh	376 kgCO ₂ /MWh
Steel	0.80 tCO ₂ /tSteel	0.75 tCO ₂ /tSteel
Automotive	150 gCO ₂ /vkm	141 gCO ₂ /vkm

We recognise that financial inclusivity is embedded in how we operate and who we serve. Through initiatives such as the RM500 million ASEAN Social SRI sukuk arranged for Cagamas, we have supported affordable home financing for families amid rising living costs, while our social programmes across ASEAN have positively reached more

than 2.95 million households. We continued to uplift underserved groups through the Reach Independence & Sustainable Entrepreneurship (R.I.S.E.) programme, alongside ongoing efforts to strengthen inclusive employment across the Group. Since 2023, 163 persons with disabilities (PWDs) have formed part of our Maybankers community. We also extended affordable Etiqa microinsurance coverage to close to 300,000 households, reinforcing access to protection and financial resilience across ASEAN.

Good governance is key to our ability to balance profits with purpose and is assured through strong leadership and disciplined oversight. While the Board retains overall responsibility for governance, the Group Executive Committee (EXCO) is accountable for embedding the Bank's values and upholding integrity across our operations. During the year, we further strengthened our governance framework, with all Group entities achieving ISO 37001 Anti-Bribery Management System (ABMS) certification. Further reaffirming our commitment to integrity and transparency, we launched Maybank's Organisational Anti-Corruption Plan (OACP), which sets out clear strategies and initiatives to prevent

corruption, promote ethical conduct and reinforce a strong culture of integrity across the Group.

 For more details on sustainability initiatives and achievements, refer to Sustainability Statement on pages 103 to 117

LOOKING FORWARD

As we enter the year 2026, global economic growth is expected to remain steady at 3.0%, broadly unchanged from 2025. The momentum established in ASEAN is also predicted to remain resilient, with ASEAN-6 GDP growth projected at 4.8% in 2026.

Malaysia's GDP growth is expected to expand by 5.1%, underpinned by domestic consumption, continued investment activity, AI-driven global technology upcycles and public sector spending. Budget 2026 seeks to strike a balance between stimulating investment into new economic sectors and providing social relief with fiscal discipline. In the medium term, the government aims to progressively reduce the budget deficit towards 3%, while addressing structural imbalances to strengthen the economy and empower the people.

NOW IS THE TIME FOR ROAR30

Q1 What does ROAR30 mean for the Group?

ROAR30 is our Group-wide roadmap to 2030 and marks the next phase of Maybank's transformation as we transition from M25+. **It is anchored on a simple but powerful conviction – Now Is The Time.** The operating environment is evolving rapidly across economic, social and technological dimensions, and Maybank is well positioned to respond from a position of strength, scale and regional relevance.

ROAR30 reflects our commitment to build a stronger, more future-ready Maybank while continuing to deliver sustainable shareholder returns. **The strategy is structured around three pillars:**

- The **first pillar**, and the heart of ROAR30 is reaffirming our **Purpose of Humanising Financial Services through values based offerings.** This focuses on delivering **exceptional customer experiences, impacting society positively and powering the real economy,** with sustainability as a core design principle rather than an overlay.

- The **second pillar** centres on **building businesses at scale,** where we aim to strengthen and scale businesses in which we have a clear competitive advantage and the ability to be a regional or global champion. These include global Islamic finance, regional wealth management, regional transactions and payments, and regional corporate and investment banking.
- The **third pillar** is about **strengthening our foundation to build a Maybank that lasts.** This includes cultivating an enviable workforce and culture, deepening our technology, data and AI capabilities, and driving productivity, capital efficiency and disciplined execution across the Group.

Under ROAR30, we are targeting an **ROE of between 13% and 14% by 2030,** supported by disciplined execution across income growth, portfolio management, cost efficiency, asset quality and capital optimisation. Anchored on values based offerings, ROAR30 guides how we will continue to Humanise Financial Services by delivering exceptional experiences for our customers, creating positive impact for the communities we serve and powering the real economy, particularly SMEs and new economy sectors that will drive ASEAN's next wave of growth.

Q2 How will you differentiate Maybank under a values-based and Islamic-first strategy?

I believe our leadership in Islamic finance gives us a powerful and enduring advantage. A key evolution **under ROAR30 is the full incorporation of myimpact into our Humanising Financial Services agenda** of values-based offerings. Customer-centricity, sustainability-first social impact and real economy outcomes are integrated into our core business model rather than treated as standalone initiatives. **Sustainability is foremost when it comes to impacting society,** guiding how we design products, allocate capital and engage our customers.

Through this approach, we are scaling ethical, transparent and purpose-driven financial solutions across ASEAN, serving all segments of customers, including younger segments with rising expectations around impact and sustainability. Our focus is not only on delivering strong commercial outcomes, but also on **powering SMEs, supporting financial inclusion and mobilising capital into the real economy,** particularly in new economy and transition sectors.



PRESIDENT AND GROUP CEO'S STATEMENT

Maybank is well positioned to help realise the Budget's commitments given their alignment with our four strategic pillars of Inclusive Economy, Islamic & Values-Based Economy, Social Impact, and Sustainability. Concurrently, these pillars will continue to support our transformation into a next-gen purpose-led bank as we transition from M25+ to ROAR30. Under ROAR30, we have redefined our purpose of Humanising Financial Services through our reimagined values-based offerings. Serving our customers to the best of our ability, impacting society positively with a sustainability-first approach and powering the economy will be the core pillars of our purpose.

For more details on economic outlook, refer to Economic and Banking Sector Overview on pages 47 to 49

ACKNOWLEDGEMENTS

Maybank's growth momentum and successful completion of M25+ amid challenges is due to the vast and varied contributions of our internal and external stakeholders, all of whom play a role in our performance and outcomes. I would like to thank our customers, shareholders and investors, and the governments and regulators in the countries where we

operate. I likewise extend my appreciation to our business partners and suppliers for their ongoing partnership and collaboration. Within Maybank, my heartfelt gratitude extends to our Chairman and the Board for their wise counsel in navigating current headwinds and for their continued guidance in charting the Group's path forward.

Q3 What are your growth priorities and how will they reshape the portfolio?

Our priority is to grow where ASEAN is growing, so we can play a larger role in helping communities, businesses and economies scale sustainably. At the same time, we are reshaping our portfolio towards **new economy sectors such as digital, technology, energy transition and advanced manufacturing**, where long-term growth and relevance are strongest.

Under ROAR30, this translates into a sharper focus on **businesses at scale** – businesses where we have the competencies, regional footprint and balance sheet strength to be a **regional or global champion**. These include global Islamic finance, regional wealth management, transactions

and payments, and corporate and investment banking. Scaling these businesses allows us to drive more capital efficient growth, deepen fee income and strengthen returns over time.

Most importantly, I would like to express my appreciation to all our employees for their commitment to our mission and purpose. We have achieved much together and with your spirit as well as passion, we are set to record even stronger performance in the future, creating greater value for everyone.

These same principles also guided our leadership transitions in 2025. We were pleased to welcome Shafiq Abdul Jabbar as our new Group Chief Financial Officer and to appoint Mohamad Yasin Abdullah as Group Chief Executive Officer, Islamic Banking, and Chief Executive Officer of Maybank Islamic Berhad, from within. Collectively, our refreshed EXCO line-up brings the depth of experience, diversity of skills and values-driven leadership needed to continue unlocking Maybank's potential and delivering sustainable value to our

and payments, and corporate and investment banking. Scaling these businesses allows us to drive more capital efficient growth, deepen fee income and strengthen returns over time.

This portfolio shift supports a move towards **higher productivity, stronger risk adjusted returns and more sustainable earnings**, positioning Maybank for innovation led growth over the next decade while continuing to support SMEs and the real economy across ASEAN.

Q4 How will ROAR30 strengthen Maybank's leadership across ASEAN and globally?

I see ROAR30 as the catalyst that will elevate Maybank to the next level of regional and global leadership by sharpening our focus on scale, capabilities and execution. We are reinforcing our position as a deeply entrenched ASEAN bank by growing our business at scale and delivering integrated, cross-border solutions across Islamic finance, wealth management, transactions and payments, and corporate and investment banking.

stakeholders. I would also like to record my sincere appreciation to Dato' Muzaffar Hisham for his invaluable contributions and dedicated service to Maybank prior to his departure in 2025.

During the year, I was deeply honoured to receive two leadership awards – a Gold for Best CEO, Malaysia in FinanceAsia's Asia's Best Companies Poll 2025 and Best Bank CEO in Malaysia by The Asian Banker Global Leadership Achievement Awards 2025. I was also humbled to be ranked #85 under the Brand Finance Top 100 Brand Guardian list, as the only Malaysian CEO in the list. While these recognitions are personally meaningful, I dedicate them to all Maybankers, past and present, without whom they would not have been possible, and whose tireless commitment, resilience and passion continue to shape Maybank into what it is today.

**Now is the time for us to deliver on our promise.
Now is the time for us to change the game.
Now is the time for the tiger to ROAR.**

Equally important is our focus on **people and productivity**. Under ROAR30, we are building a future-ready workforce with stronger enterprise mobility, deeper specialist skills and expanded next-gen roles in digital, data and AI. We are cultivating a culture that embraces continuous learning, agility and performance, ensuring our people remain at the centre of our transformation.

Technology and digitalisation are critical enablers of this ambition. ROAR30 deepens our investment in cloud, data and AI; modernises our core systems; and embeds digital and automation capabilities across the Group. **These investments are designed to lift productivity structurally**, enhance personalisation, improve speed of execution and enable consistent regional delivery at scale.

By augmenting our people with technology and automation, we are enhancing execution, improving efficiency and future proofing Maybank beyond 2030. As we advance ROAR30, now is the time to deliver sustainable returns while shaping the next chapter of financial services in ASEAN through purpose-led leadership.

AN INTEGRATED APPROACH IN OUR VALUE CREATION JOURNEY

We drive our value creation journey through an integrated approach that combines diverse perspectives and expertise to make stronger decisions and maximise outcomes. Leveraging these capabilities helps us stay ahead of risks, capture growth opportunities and remain agile in changing markets. This approach encourages innovative thinking, strengthens confidence among our stakeholders and reinforces our commitment to lead with purpose regionally and globally.

1 Assess Our Operating Environment

Our decision-making and value creation are guided by macroeconomic trends, digital and technological advancements, sustainability priorities and talent developments that continuously shape our operating environment.

Refer to Economic and Banking Sector Overview and Macrotrends Impacting Our M25+ Strategy on pages 47 to 49 and pages 50 to 51

2 Manage Risks and Capitalise on Opportunities

We actively manage and mitigate 13 principal risks through a structured risk framework that identifies, assesses and monitors exposures across our business. We also proactively assess emerging risks and opportunities across our business segments and stakeholder groups as well as evaluating their potential impact. This enables us to take strategic and timely action to mitigate risks and capitalise on opportunities in our evolving operating environment.

Refer to Principal Risks and Business Performance on pages 52 to 59 and pages 90 to 102

3 Frequently Engage Stakeholders and Strengthen Our Relationships

Regular engagement with our stakeholders gives us an in-depth understanding of what they value and how their priorities align with Maybank's objectives. This allows us to address stakeholders' needs effectively, foster meaningful relationships and ensure long-term value creation.

Our Identified Stakeholders:

- Customers
- Communities
- Investors
- Regulators and Governments
- Employees
- Suppliers

4 Identify, Prioritise, Validate and Integrate Our Material Matters

Our 2025 materiality assessment identified and prioritised the issues that are most important to our stakeholder groups. These material matters are validated and embedded into our strategy to guide decision-making and value creation over the short, medium and long term.

Our Identified Material Matters:

- Governance
- Society
- Environment
- Products and Services
- Employees

Refer to Sustainability Material Matters on pages 41 to 46

5 Bolster and Amplify Sustainability Commitments

Global and regional sustainability developments continue to shape our long-term strategy and operations. Our commitments guide not only how we run our business but also how we support stakeholders on their sustainability journeys. As ASEAN's sustainability leader, we remain focused on creating impactful value for all our stakeholders by aligning with and contributing to the UN Sustainable Development Goals (UN SDGs).

Refer to Approach to Sustainability, Sustainability Material Matters and Sustainability Statement on pages 39 to 46 and 103 to 117. Also refer to our standalone Sustainability and Environmental and Social Impact Reports available at www.maybank.com/ar

6 Uphold Strong Governance

Our governance framework ensures ethical, responsible and effective leadership across all levels of the Group. With clear accountability, transparent decision-making and robust oversight of performance, risk and compliance, we align strategy, policies and operations with the highest standards of corporate governance to deliver sustainable and equitable value for all stakeholders.

Refer to Board of Directors, Corporate Governance Overview Statement and Statement on Risk Management and Internal Control on pages 118 to 123, pages 134 to 146 and pages 148 to 154

SUSTAINABLE DEVELOPMENT GOALS



WHAT WE CONSIDER WHEN CREATING VALUE

AN INTEGRATED APPROACH IN OUR VALUE CREATION JOURNEY

We deliver long-term value by understanding the evolving operating environment of the markets we serve and prioritising the needs, interests and material concerns of our stakeholder groups. We proactively manage risks in ways that benefit our customers, business segments and the Group as a whole. Our strategy and capital decisions, supported by strong risk and governance frameworks embedded in our business model, drive sustainable performance across all our business segments.



7 Develop A Comprehensive Business Strategy

Our business strategy is designed to lead with purpose, anchored on five strategic thrusts and 14 strategic programmes that strengthen our foundation and enhance our resilience. These initiatives focus on delivering sustainable value, enhancing customer experience, fostering cross-sector collaboration and accelerating regional integration across the Group through digitalisation. Progress is tracked through clearly defined key performance indicators under our M25+ strategy. At the heart of it all is our mission of Humanising Financial Services, which continues to guide our strategic direction and is deeply embedded in our purpose statement.

Refer to Our Strategy and Key Performance Indicators on pages 60 to 67

Our Purpose Statement

We are a **values-driven platform**, powered by a **bionic workforce** that **Humanises Financial Services**.

Five Key Strategic Thrusts

- ST1 Intensify Customer-centricity**
Full Agile and iterative minimum viable product (MVP) approach through customer journeys and imagining the end-state model.
- ST2 Accelerate Digitalisation and Technology Modernisation**
End-to-end straight-through processing (STP) platform that integrates with ecosystems within and beyond banking.
- ST3 Strengthen Maybank's Position Beyond Malaysia**
Regionalisation of business and product solutions, as well as technological platforms and applications, with clear leadership in Malaysia.
- ST4 Drive Leadership in Sustainability Agenda**
Expanded scope to embrace values-based banking principles, deepen social impact and execution of decarbonisation strategy.
- ST5 Achieve True Global Leadership in Islamic Banking**
Global Islamic wealth management (GIWM) leader with Singapore as hub and ASEAN countries as spokes.

8 Integrated Resource Allocation

We manage our business with careful consideration of the resources and relationships that drive value creation and preservation. Within our business model, six capitals are applied across operations to deliver meaningful outcomes for our stakeholders. We recognise that while most outcomes drive value creation, some are aimed at preserving existing value or mitigating potential value erosion. In light of this, strategic decision-making often

means balancing trade-offs with long-term value creation to support resilient and sustainable growth.

Refer to Our Value Creating Business Model and Performance by Capitals on pages 28 to 31

The Six Capitals that We Use to Create Value:

- | | | |
|--------------------------------|--------------------------------|--|
| FC Financial Capital | MC Manufactured Capital | SRC Social and Relationship Capital |
| IC Intellectual Capital | HC Human Capital | NC Natural Capital |

9 Our Positive Impact Through Value Creation

Our ability to create meaningful value for our six stakeholder groups stems from our business activities guided by strong risk management and governance frameworks. To measure the value we deliver, we track performance with key indicators at both business and Group levels. Through these measures, we demonstrate tangible, sustainable impact and reinforce our commitment to stakeholders.

Refer to How We Engage and Create Value for Our Stakeholders and Key Performance Indicators on pages 32 to 37 and 66 to 67

OUR VALUE CREATING BUSINESS MODEL AND PERFORMANCE BY CAPITALS



Our core values, **TIGER**, serve as guiding principles to encourage practices that collectively form our unique culture

TEAMWORK
We work together as a team based on mutual respect and dignity

OUR CAPITALS

OUR KEY DIFFERENTIATORS

FC

FINANCIAL CAPITAL

Accessible funds to sustain our operations, support activities and to invest in the growth of other key capitals.

IC

INTELLECTUAL CAPITAL

Our intangible assets, including brand reputation, organisational systems, proprietary innovations, in-house capabilities and strategic partnerships.

MC

MANUFACTURED CAPITAL

Our fixed assets and digital infrastructure that enable the delivery of products and services to our customers.

HC

HUMAN CAPITAL

Maybankers' knowledge, skills and experience that drive our strategy and deliver long-term value.

SRC

SOCIAL AND RELATIONSHIP CAPITAL

Relationships and goodwill established with stakeholders, including local communities and civil society.

NC

NATURAL CAPITAL

Natural resources utilised in our operations and the environmental impact of our business activities.

Supported by:

- Robust capital and liquidity with Group CET1 Capital Ratio of 15.13% and liquidity coverage ratio of 138.2%.
- Strong customer funding base of RM730.99 billion (FY2024: RM741.90 billion).
- Shareholders' equity of RM93.44 billion (FY2024: RM93.97 billion).
- Group loans and advances of RM686.55 billion (FY2024: RM674.97 billion).

Built on:

- Brand strength built on broad ASEAN network and heritage.
- Remained within the Top 500 Global Brands and Top 100 Global Banking Brands with AAA brand strength rating.
- Embedded risk management culture and holistic framework covering strategies, systems, processes and people.
- Key strategic partnerships and digital initiatives championing financial inclusivity and sustainability across ASEAN.
- Committed RMI.23 billion towards digital transformation.

Enhanced service delivery through:

- Wide network of 2,612 retail branches and 4,315 self-service terminals.
- Operational effectiveness via automation and digitalisation.
- Secure, seamless digital banking experience in core ASEAN markets built on innovative, customer-centric solutions.
- Robust cyber security measures and regional integration enabled by cross-border QR payments.

Empowered by our core values, TIGER:

- Comprising a diversified workforce of over 43,300 employees across the Group.
- Growing talent and securing a sustainable succession pipeline by investing over RM115.76 million.
- Implemented structured leadership development programmes that covered more than 460 Maybankers.

Strengthening stakeholder relationships and empowering communities by:

- Fostering financial inclusion by offering tailored solutions to vulnerable groups, microenterprises and SMEs.
- Investing RM38.71 million in community programmes through Maybank Foundation.
- RM3.14 billion spent on local suppliers in key home markets.
- Spearheading conversations and initiatives with regulatory bodies, NGOs and peers.
- Strong relationships with over 17 million retail, non-retail and corporate customers.

Supporting its preservation by:

- Incorporating ESG risk management into business operations, backed by frameworks and sectoral targets to achieve carbon neutrality by 2030.
- Limiting direct and indirect environmental impacts through energy efficiency programmes and increase in renewable energy usage.

M25+

M25+ PURPOSE

We are a **values-driven platform**, powered by a **bionic workforce** that **Humanises Financial Services**.

Group Strategic Thrusts



Executed through our 14 Strategic Programmes

For details on our value creation, mid- to long-term strategy and performance indicators, refer to How We Engage and Create Value for Our Stakeholders, Our Strategy and Key Performance Indicators on pages 32 to 37 and pages 60 to 67

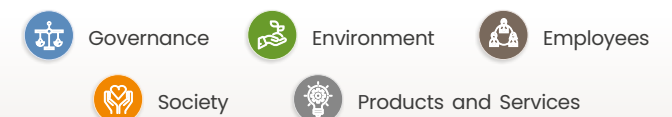
These considerations shape Our Strategy

Governance

Built on the foundation of good governance

For details on our Corporate Governance, refer to pages 134 to 146

Material Matters



For detailed Sustainability Material Matters, refer to pages 41 to 46

INTEGRITY
We are trusted, professional and ethical in all our dealings

GROWTH
We are passionate about constant improvement and innovation

EXCELLENCE AND EFFICIENCY
We are committed to delivering outstanding performance and superior service

RELATIONSHIP BUILDING
We continuously build genuine long-term and mutually beneficial partnerships

OUR BUSINESS ACTIVITIES PRODUCE OUTPUTS

Principal Risks

- CR Credit Risk
- MR Market Risk
- LR Liquidity Risk
- OR Operational Risk
- TCR Technology and Cyber Risk
- FCR Financial Crime Risk
- MoR Model Risk
- RCR Regulatory Compliance Risk
- BSR Business and Strategic Risk
- RR Reputational Risk
- TIR Takaful and Insurance Risk
- SNCR Shariah Non-Compliance Risk
- ESGR Environmental, Social and Governance Risk (including Climate Risk)

For details on Principal Risks, refer to pages 52 to 59

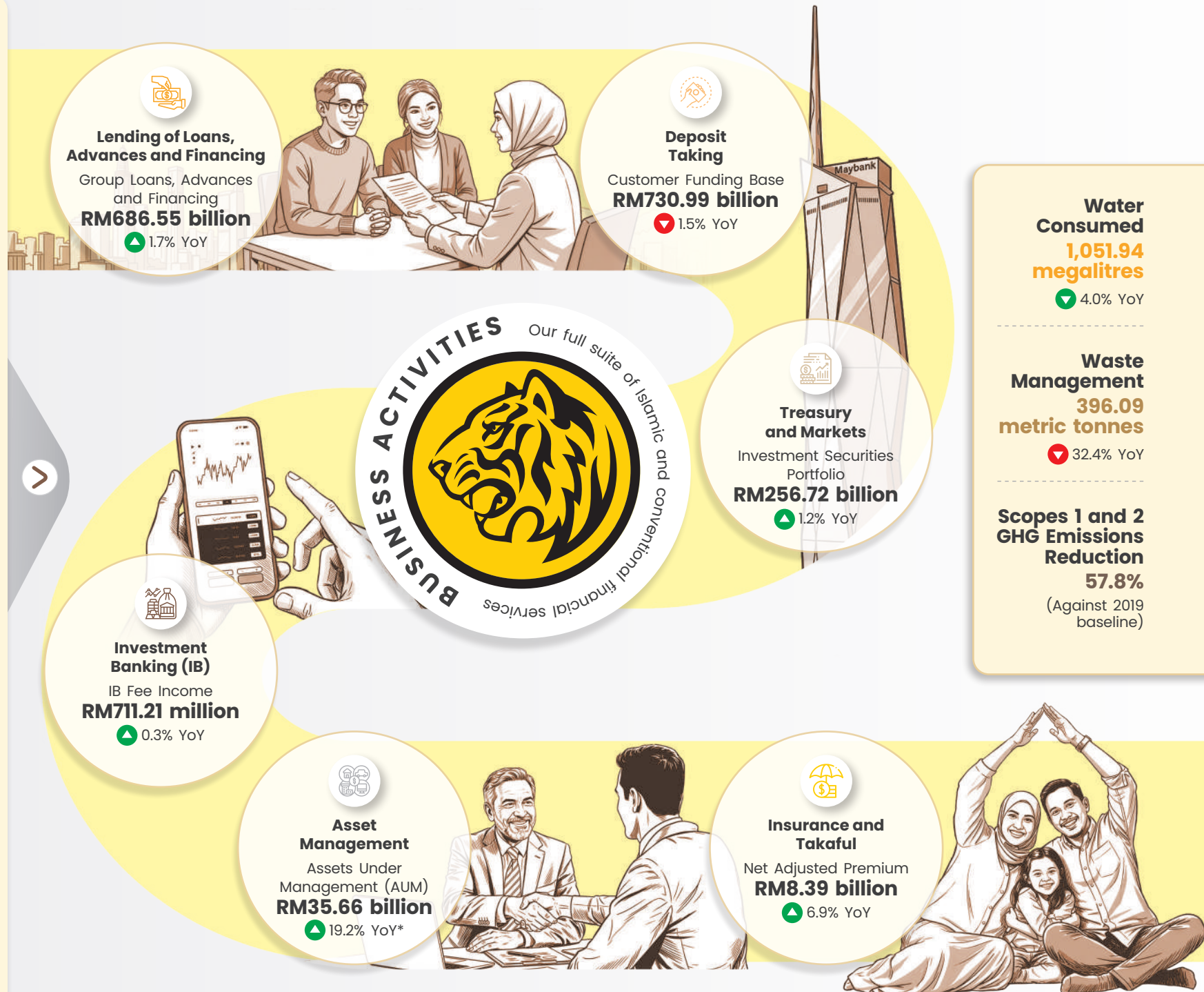
Macrotrends

- MT1 Economic Outlook
- MT2 Shifting Customer Preferences
- MT3 Growing Affluent Population in Asia
- MT4 Digital and Technology Transformation
- MT5 Sustainability
- MT6 Talent Development

Sustainability Pillars

- 1 Responsible Transaction
- 2 Enabling Our Communities
- 3 Our House is in Order and We Walk the Talk

For details on Macrotrends Impacting Our M25+ Strategy and Sustainability Statement, refer to pages 50 to 51 and 103 to 117



* FY2024 figure has been restated following a rebasing exercise

OUR VALUE CREATING BUSINESS MODEL AND PERFORMANCE BY CAPITALS

CREATE VALUE-ADDED OUTCOMES FOR OUR STAKEHOLDERS

Performance by Capitals

FINANCIAL CAPITAL

- Earnings per share (EPS) rose by 4.1% YoY to 87.1 sen per share.
- Return on equity (ROE) improved to 11.7% from 11.1%.
- Total assets stayed robust at RM1.05 trillion.
- 63.0 sen per share total dividend declared for FY2025.

- Market capitalisation higher by 2.5% at RM126.61 billion.

Refer to Key Messages to Shareholders, Group Chief Financial Officer's Statement, Financial Performance and Investor Information on pages 17 to 25 and 76 to 89

INTELLECTUAL CAPITAL

- Brand value rose 4.5% to USD5.39 billion in FY2025.
- Market leading customer satisfaction with a Net Promoter Score (NPS) of +44 (95th percentile) in FY2025 versus +43 (95th percentile) in FY2024.
- Digital solutions like Zakat-on-demand, Global Access account, Task It and activities under Young Families for MAE app.

- Complaints resolution rate stood at 98.9% in FY2025 versus 97.4% in FY2024.

Refer to Pervasively Digital, Business Performance and Sustainability Statement on pages 68 to 70 and 90 to 117

MANUFACTURED CAPITAL

- Group digital customer penetration rose to 79.1% from 77.1% in FY2024.
- Group digital sales penetration improved to 88.3% from 81.4% in FY2024.
- Digital monetary transactions value grew by 9.7% YoY to RM1.39 trillion and volume by 58.6% YoY to 3.88 billion transactions.
- Market share of 46.4% by transaction volume for mobile and internet banking in Malaysia.

- Number of three-month active digital users at the Group level rose by 6.3% YoY to 10.81 million.
- 99.99% service uptime of digital channels in FY2025.

Refer to Pervasively Digital and Group Community Financial Services on pages 68 to 70 and 90 to 92

HUMAN CAPITAL

- RM6.49 billion paid in salaries and rewards.
- Turnover rate remained stable at 11.2%, supported by ongoing initiatives to strengthen our employee value proposition.
- Achieved a 82.0% succession realisation rate for mission critical positions (FY2024: 80.0%).

- Sustainable Engagement Index stood at 92.0% based on Employee Engagement Survey in FY2024.

Refer to Group Human Capital on pages 71 to 75

SOCIAL AND RELATIONSHIP CAPITAL

- Disbursed RM1.97 billion for affordable housing in Malaysia.
- Benefitted 4,265 SMEs through our upskilling women entrepreneurs programmes (HERPower).
- Launched digital family takaful via PERKESO's SEHATI app, making affordable protection accessible to nine million PERKESO contributors.
- Contributed RM3.50 billion in taxes and zakat.

- Active involvement in leadership initiatives such as serving on the United Nations Environment Programme Finance Initiative Asia Pacific regional advisory board and our membership in the Institute of International Finance's Sustainable Finance Steering Committee.
- Expanded supplier diversity for selected procurement categories and actively engaged 47.6% of the SME/minority group suppliers (FY2024: 47.4%).

Refer to How We Distribute Value Created on page 38, Sustainability Statement on pages 103 to 117, Key Performance Indicators on pages 66 to 67 and Sustainability and Environmental Report 2025

NATURAL CAPITAL

- Mobilised RM60.95 million in sustainable finance.
- Mobilised RM7.86 billion in financing for electric and hybrid vehicles.
- Achieved a 57.8% reduction in Scopes 1 and 2 GHG emissions compared to 2019 baseline.

- 32.81 million tCO₂e emitted from the Group's Scope 3 financed emissions.

Refer to Sustainability Statement on pages 103 to 117 and Sustainability and Environmental Report 2025

OUR VALUE CREATING BUSINESS MODEL AND PERFORMANCE BY CAPITALS

● Value creation ● Value preservation ● Value erosion

Actions to Enhance Outcomes

- Balanced growth through disciplined risk planning and management.
 - Kept a diversified portfolio.
 - Reinforced balance sheet strength.
 - Delivered excess capital to shareholders.
-
- Expanded our ecosystem partnerships to enhance beyond banking proposition.
 - Launched customer-led and innovative digital solutions incorporating customers' needs.
 - Strengthened employee talent pool in next-gen roles to 30.2%.
-
- Streamlined branch operations in some key markets to improve operational efficiencies.
 - Solidified foray into every aspect of customer life journey.
 - Incentivised active customer engagement and loyalty through reward programmes.
 - Fostered strategic partnerships to deliver hyper-personalised, seamless omnichannel customer experiences.
-
- Actively nurtured a next-gen workforce through Group-wide engagement and learning and development initiatives such as digital learning, leadership development, sustainability and gen-AI.
 - Established personalised development and well-being programmes.
-
- Focused on enhancing community financial literacy and inclusion through our flagship programmes and digital solutions.
 - Enhanced social financing to drive socio-economic uplift and employment generation.
-
- Enhanced climate risk management to safeguard portfolios and enable informed decision-making.
 - Continued to support customers accelerate their decarbonisation journeys, guided by our Net Zero White Paper and Sustainable Product Framework.

Impacted Stakeholders and Related UN SDGs



STRATEGIC TRADE-OFFS FOR SUSTAINABLE LONG-TERM GROWTH

As we create value for Maybank and our diverse stakeholders, we understand that strategic choices often involve trade-offs. Recognising the decisions at present influence our long-term sustainability and success, we ensure balanced outcomes by continuously evaluating the capital inputs impact as well as the implications of short- and long-term strategic choices.

Balancing financial growth and resilience

We continued to pursue growth opportunities across ASEAN while maintaining disciplined asset and risk management amid evolving macroeconomic conditions. Our strategy balances prudent liquidity and capital management with targeted investments and partnerships supported by high-yielding financing and competitive funding to generate long-term value creation.

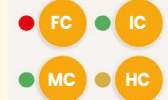
Capital Outcomes



Powering agility and innovation through digital transformation

Our digital advancement progressed through key strategic partnerships and investments in AI, machine learning, cyber security, talent and next-gen branches. These efforts strengthen our technology ecosystem, enhance agility, security and competitiveness, and deliver seamless, hyper-personalised customer solutions. We create long-term stakeholder value that will impact our financial, manufactured and intellectual capitals through these initiatives.

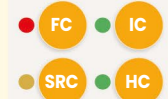
Capital Outcomes



Empowering future-ready workforce for growth

We invested substantially in technology and targeted next-gen workforce development including ESG skills to remain competitive, future-ready and resilient in a rapidly evolving business landscape. While these efforts require significant resources and employee engagement, they reinforce our commitment to withstand change, sustain operations and drive mid- to long-term growth.

Capital Outcomes



Driving inclusion and community resilience

We are focused on promoting financial inclusion and making financial services more accessible within the underserved communities. While such initiatives may involve strategic investments and require careful credit risk management, they also foster sustainable economic growth, strengthen community resilience and reinforces our Humanising Financial Services purpose.

Capital Outcomes



Advancing action and climate change mitigation

In striving for a climate-aligned future, we support customers in transitioning to responsible practices that mitigate environmental impact and align our portfolio with net-zero commitments. In the long run, this approach reinforces responsible financing and strengthens our natural, financial, social and relationship capitals.

Capital Outcomes



HOW WE ENGAGE AND CREATE VALUE FOR OUR STAKEHOLDERS

We engage with our stakeholders on various platforms to identify their priorities and develop initiatives that effectively address their evolving needs.

Frequency of engagement: Daily Weekly Monthly Quarterly Annually

CUSTOMERS

Quality of Relationship: Customer Engagement Score: Net Promoter Score (NPS) +44

Related STs and SPs: ALL ALL except SPI0

Who They Are

Over 17 million retail, non-retail and corporate customers in 18 countries including 10 ASEAN markets.

Why We Engage

- To gain insights on evolving needs and expectations, identifying gaps to enhance customers' trust and loyalty in Maybank as the preferred financial services provider.
- To enhance customer experience through hyper-personalised services, customer-centric innovations and share insights on trends and issues enabling informed decision-making.

How We Engage

- Digital touchpoints (MAE by Maybank2u, Maybank Trade, Maybank2u, Maybank2u Biz, Maybank2E websites and apps, Maybank2own, Etiqa+, Etiqa website).
- Physical branches, wealth centres, commercial banking centres, self-service terminals (ATMs) and bancassurance networks.
- Customer service centres and customer-facing personnel.
- Social media platforms.
- Marketing campaigns and events.
- Customer surveys, interviews, focus groups and empathy sessions via Customer Experience (CX) and Innovation Lab.

Stakeholder Expectations

- Seamless experience with easy, secure and reliable access to financial services and prompt real-time issue resolution across platforms.
- Integrated hyper-personalised solutions that meet diverse needs and goals.
- Empowerment to make informed financial decisions including financial literacy to avert fraud/scams.

Risks

- Increasing competition from traditional and non-traditional financial services providers.
- Reduced loyalty from limited insight into customers' needs and lack of personalised products and solutions, or poor relationship management.

- Customer attrition from cyberattack threats, financial scams, impersonation and/or phishing.
- Stranded assets if sustainable or transition financing solutions are unavailable.

Opportunities

- Become a "top of mind" bank through better engagement and innovative offerings that deepen relationships, retaining customers.
- Gain insights into customer journeys across ecosystems to pioneer innovative and beyond banking offerings.

Value for Maybank

- Ability to scale growth and profitability across portfolios, regions and footprint.
- Strong brand reputation by building customer loyalty and trust through positive endorsements.
- Broadening customer base driving relevant and timely offerings.

Value for Our Customers

- Personalised solutions that meet their needs and swift addressal of pain points.
- Best-in-class customer experience with access to safe, fast and reliable physical and digital financial services.

Our Strategic Response to Enhance Value Creation

- Elevate customer experience with innovative next-gen branch concept, enhanced Etiqa+ app, etc.
- Collaborate with TikTok Shop to empower SMEs across ASEAN to scale and future-proof their businesses.
- Introduced Global Access, a multi-currency Islamic account and globally accepted debit card, enabling cross-border spending.
- Launched **myimpact** Drive Financing-i, Malaysia's first Shariah-compliant agility financing programme for selected Perodua models, offering customers affordable and flexible end-of-term options.
- Guide SMEs and corporates seeking halal certification with banking and beyond banking solutions such as Halal Facilitation via Halal2u, including advisory and onboarding support.

How We Track Value

- Monthly number of customers utilising products and services.
- Annual relationship Net Promoter Score (rNPS).
- Number of customer complaints received and resolved including resolution time.

Achievements

Improved NPS

+44

(FY2024: +43)

Complaints Resolution Rate

98.9%

(FY2024: 97.4%)

Malaysia's No. 1 Online Insurer, General Insurance and Takaful Provider

Global Access Accounts Update and Balance Growth

40,752

Number of accounts

RM71.83 million

Outstanding balance

Key Highlight

Maybank unveiled our next-gen branch at Bangsar South, offering customers seamless digital access, self-service solutions, secure video assistance with Maybank specialists and a community space, leading to a faster, more personal banking experience that blends innovation and meaningful engagement in one convenient location.

For more details on FY2025 achievements, refer to Key Performance Indicators and Pervasively Digital from pages 66 to 70 and Business Performance from pages 90 to 102

Related Capitals: FC IC MC SRC NC

Related Material Matters:

Related UN SDGs:

HOW WE ENGAGE AND CREATE VALUE FOR OUR STAKEHOLDERS

Frequency of engagement: Daily Weekly Monthly Quarterly Annually

INVESTORS

Quality of Relationship: Survey score from Investor Day in 2025: 100% rated content delivery “Good” and “Excellent”

Related STs and SPs: ALL ALL

Who They Are

We have over 200,000 shareholders comprising institutional investors, fund management companies and retail investors.

Why We Engage

- To facilitate informed investment decisions through effective communication, cultivating credibility and trust.
- To gain insights into investors’ views of Maybank’s goals; better meet expectations; and ensure reliable access to capital.

How We Engage

- One-on-one and group meetings with Group EXCO members and Head of Group Investor Relations.
 - Conferences and non-deal roadshows.
 - Quarterly analyst briefings.
 - Thematic Investor Day briefings and surveys.
 - Dissemination of information on our website at www.maybank.com/ir.
 - AGMs and EGMs.
 - Annual integrated, sustainability and environmental reports.
- Refer to Investor Information on pages 86 to 89 for our investor engagements in 2025

Stakeholder Expectations

- Growth in earnings, profitability and dividends driven by revenue and margin growth, strategic long-term investments, capital, cost and asset optimisation as well as prudent asset quality, liquidity and risk management.
- Strategic technology investments and partnerships to withstand emerging competition.
- Sustainability/ESG considerations embedded into Group-wide approach, solutions and services offered.

Risks

- Reduced investor confidence from poor financial showing, risk management or governance.
- Unfavourable stock rating or share price performance from misreporting or inaccurate financial analysis by analysts and/or investors.
- Rising cost of capital.

Opportunities

- Increase investor confidence and interest via consistent performance growth.
- Enhance corporate value through transparent, accurate and timely disclosures on strategy and performance.
- Fuel growth by broadening access to competitively priced capital.

Value for Maybank

- Larger, more diverse pool of equity and debt holders to support growth.
- Obtain fair company ratings and share price valuation.

Value for Our Investors

- Compelling investment case given strong and consistent dividend payouts.
- Growth opportunities across ASEAN economies via Maybank’s presence in 10 regional markets.
- Well-established business backed by robust financial resources provides assurance on our ability to pay interest and repay debt capital.
- Sustainability commitments reflecting those of a climate action advocate and sustainability leader in ASEAN.

Our Strategic Response to Enhance Value Creation

- Diversified ASEAN portfolio leverage and presence in key financial hubs, showcased investment case and sustainable value creation by refocusing global footprint via thematic Investor Day, conferences and non-deal roadshows.
- Readiness for macroeconomic variability, including Basel III reforms, through prudent liquidity and capital management, ensuring resilience demonstrated by strong CET1 ratio, liquidity indicators and solid dividend payouts and yield track record.
- Comprehensive and timely disclosures on asset quality and ESG risk management.
- Balance sheet management by aligning risk appetite and lending strategies with industry outlook.
- Strengthen emerging competition mitigation through strategic investments and partnerships to develop digital and technological capabilities.
- Regional leadership in decarbonisation journey.

How We Track Value

- Key annual financial guidance.
- Long-term M25+ financial and sustainability commitments outcomes.

Achievements

Group Return on Equity **11.7%**
FY2025 guidance of ≥11.3%

Group Net Credit Charge Off Rate **8 bps**
FY2025 guidance of ≤20 bps

Key Highlight

Maybank’s Board of Directors engaged with over 6,500 shareholders on our annual financial performance, business outlook and strategies during hybrid annual general meeting (AGM) on 24 April 2025.



For our full FY2025 achievements, refer to Key Performance Indicators on pages 66 to 67

Related Capitals: FC IC SRC NC

Related Material Matters:

Related UN SDGs:

HOW WE ENGAGE AND CREATE VALUE FOR OUR STAKEHOLDERS

Frequency of engagement: Daily Weekly Monthly Quarterly Annually

EMPLOYEES

Quality of Relationship: Sustainable Engagement Index: 92.0%*#

Related STs and SPs: ST2 ST4 SP9 SP10 SP12

Who They Are

Diverse workforce of over 43,300 Maybankers across the Group, spanning multiple nationalities and cultures, reflecting an inclusive hiring approach.

Why We Engage

- To foster a culture of adaptability, sustainability and customer-centricity.
- To cultivate a positive environment for a motivated, productive and well-equipped workforce, ensuring organisational resilience in line with our strategic goals.

How We Engage

- Email, MSocial and other digital internal communication channels.
- Digital learning ecosystem with 24/7 accessibility (MyCampus).
- Feedback platforms (GHC Call Centre, MGage internal online platform) and employee outreach programmes.
- Career conversations, learning and development programmes (M25+UP, X-celerate, NEXTLeaders, ConnectUP).
- Dialogue sessions with leadership (The Conversation Series, townhalls, EXCO roadshows, skip-level conversations, Insight Scoop), coaching, mentoring and counselling.
- Staff celebrations, Maybank Group Employee Engagement series and Maybank Group Awards Night.

Stakeholder Expectations

- A safe, supportive and engaging workplace offering competitive rewards, growth and work-life balance.
- Workplace efficiency, flexibility and productivity through digital tools, hybrid work models and Agile ways of working.
- Comprehensive development programmes for future-ready skills and next-gen capabilities for continued high performance.

Risks

- Inability to attract and retain talent amid intense competition and shifting workforce trends.
- Potential skills gaps from digitalisation and automation, limiting future business growth.
- High turnover, disengagement, job dissatisfaction and reduced employee well-being, negatively impacting productivity, performance and morale.

Opportunities

- Offer regional industry leadership and best-in-class development opportunities, attracting top talents.
- Equip employees with the right infrastructure through innovative digital platforms, processes and new age tools, boosting productivity and efficiency.
- Leverage workforce diversity to drive sustainable performance and sustainable products and solutions development.
- Ensure leadership pipeline and organisational stability through robust succession planning.

Value for Maybank

- Strengthened agility and innovation through upskilling, mobility and leadership development, nurturing next-gen leaders across the Group.
- Improved retention, enhanced employee engagement and stronger organisational culture.
- Work-life balance and growth, improving reputation and productivity, positioning Maybank as an employer of choice.

Value for Our Employees

- Holistic and empowering employee experience supporting physical, mental, financial and social well-being.
- Strategic transformation and learning culture with top-tier development programmes promoting career progression and long-term relevance.
- Succession planning that enhances internal mobility and career growth.

Our Strategic Response to Enhance Value Creation

- Upskill employees through capability-building programmes on sustainability, CX and digital such as the Maybank Sustainability Practitioner Certification (MSPC), Maybank Data Associate Graduate Programme, Maybank Talent Acceleration in Islamic Finance and Takaful (MyTAIF) and Microsoft advanced role-based training.
- Improve mental well-being support through peers and outreach sessions supported by Mental Health First Aiders (MHFAs).
- Enhance employee engagement through tailored initiatives such as staff townhalls and EXCO roadshows to promote meaningful communication with senior management.

How We Track Value

- Acceleration of talents into next-gen roles and leadership/mission critical positions.
- Retention of high-potential talents and internal succession.
- Percentage of women in leadership and our successor plan for mission critical positions.
- Workforce diversity, equity and inclusion metrics.
- Employee engagement scores.

Achievements

<p>Workforce in Next-Gen Roles 30.2% (FY2024: 25.1%)</p>	<p>Group Internal Vacancy Realisation Rate</p> <p> 83.4% for senior management roles (FY2024: 84.0%)</p>
<p>Employee Learning Programmes</p> <p>Learners</p> <p> 42,257 (FY2024: 42,753)</p>	<p>Learning Activities</p> <p> 702,068 (FY2024: 543,165)</p>
<p>Average Programmes per Employee</p> <p> 16.6 (FY2024: 12.7)</p>	<p>49.5% for women (FY2024: 37.0%)</p>

Key Highlight

The Group EXCO Roadshow is a two-way engagement platform connecting Maybankers and senior leadership across 121 locations, fostering open dialogue and surfacing actionable resolutions that strengthen collaboration, streamline processes and shape our transformation journey.



For more details on FY2025 achievements, refer to Group Human Capital on pages 71 to 75

* 92.0% is based on our Employee Engagement Survey administered in FY2024

WTW describes sustainable engagement as the intensity of employees' connection to their organisation

Related Capitals: IC MC HC SRC NC

Related Material Matters:

Related UN SDGs:

HOW WE ENGAGE AND CREATE VALUE FOR OUR STAKEHOLDERS

Frequency of engagement: Daily Weekly Monthly Quarterly Annually

COMMUNITIES

Quality of Relationship: Maybank Foundation Stakeholder Survey: 93.2%#

Related STs and SPs: ST3 to ST5 SP5 to SP9

Who They Are

Diverse ASEAN communities including underprivileged groups, women, persons with disabilities (PWDs) and small and large businesses.

Why We Engage

- To deliver positive change and empower communities in line with our mission of Humanising Financial Services.
- To stay attuned to local dynamics through impactful operations, financial education and assistance.
- To promote inclusive employment through opportunities for talents with diverse abilities, including PWDs.
- To strengthen employee-community relationships, build trust and identify banking and beyond banking opportunities aligned with needs for a sustainable future.

How We Engage

- Websites, social media and virtual communication platforms.
- Employee volunteerism platforms (Cahaya Kasih (Ray of Love)) and long-term Maybank Foundation initiatives (Cashville Kidz, R.I.S.E., Maybank Women Eco-Weavers, eMpowering Youths Across ASEAN (eYAA) and MaybankHeart).
- Strategic partnerships, financial literacy programmes and on-the-job training for PWDs.
- Capacity-building and economic empowerment initiatives, financial assistance, local marketplace (Sama-Sama Lokal) and repayment assistance for eligible customers.
- Community engagement surveys.

Stakeholder Expectations

- Sustainable future for all via socio-economic initiatives targeting unemployment, low financial literacy and disadvantaged communities.
- Culture that promotes diversity and full participation in society and the economy.
- Personalised solutions for unbanked and underbanked communities, enhancing financial inclusion and equity.
- Financial assistance and support for MSMEs to stimulate the local economy and improve livelihoods.

Risks

- Financing activities that are harmful to the environment or surrounding communities.
- Reputational and/or partnership constraints from limited community engagement.
- Limited community progress due to unaddressed socio-economic issues.

Opportunities

- Enhance economic well-being, empowering communities through tailored financial offerings and financial literacy programmes.
- Expand community partnerships to enhance relationships and public perception.
- Meet underserved communities' needs, identifying new customer segments and attracting talents.

Value for Maybank

- Promote inclusivity by addressing needs of the underserved.
- Cultivate sustainable partnerships within communities while reinforcing social license to operate and goodwill.

Value for Our Communities

- Accessible and inclusive financial services and facilities.
- Self-empowerment, enhanced earnings potential and diversified business or job creation from socio-economic and outreach programmes.
- Access to essentials (education, healthcare, food security, clean water, energy, etc.) while strengthening financial literacy and self-reliance.

Our Strategic Response to Enhance Value Creation

- Transform the Maths for Rural Kids (MARK) programme into a comprehensive STEM learning platform, reaching students nationwide in partnership with Education Development and Solutions Specialist Sdn Bhd.
- Expand the Maybank Women Eco-Weavers programme to the Philippines with ANTHILL Fabric Gallery, supporting sustainable livelihoods for weavers and abaca farmers.
- Encourage youth volunteerism through eYAA in collaboration with the ASEAN Foundation and supported by the eYAA alumni network.
- Enhanced protection for underprivileged women through Phase 7 of Etiqa's Free Mammogram Programme, introducing a digital self-breast examination kit with the National Cancer Society of Malaysia.
- Rolled out education and community programmes for the Asnaf including:
 - Glory of Knowledge (Semarak Ilmu) to inspire educational excellence among underserved students.
 - MIB Energy for Life providing solar panels to underserved households, enabling access to electricity.

How We Track Value

- Number of individuals or households impacted.
- Assessment of financial and non-financial benefits to beneficiaries of community and zakat programmes.
- Monitoring of Maybank Foundation programmes.
- Monthly monitoring by Values-Based Intermediation Sustainability Steering Committee.

Achievements

Maybank Foundation Flagship and Core Programmes Across 10 ASEAN Countries

105,442 beneficiaries
(FY2024: 80,661)

Zakat Contributions

89,140 recipients, of whom 2,790 were Islamic Social Finance beneficiaries
(FY2024: 67,242 recipients)

eTiqa B40 Product Coverage 297,752 individuals

Maybankers Team- and Individual-based Volunteering Efforts
107,090 hours through Cahaya Kasih (Ray of Love)

Key Highlight

Honoured by Prime Minister of Malaysia, YAB Dato' Seri Anwar bin Ibrahim, Maybank celebrated a decade of empowering PWDs to achieve financial independence through the R.I.S.E. programme, transforming over 51,000 lives across six countries in ASEAN.



For more details on FY2025 achievements, refer to the Sustainability Statement on pages 103 to 117

Indicates the purpose, quality and impact of Maybank Foundation programmes and relationship rating with partners, beneficiaries and country representatives

HOW WE ENGAGE AND CREATE VALUE FOR OUR STAKEHOLDERS

Frequency of engagement: Daily Weekly Monthly Quarterly Annually

REGULATORS AND GOVERNMENTS

Quality of Relationship: Strong, collaborative relationships with regulators and authorities fostered through meetings, consultation papers and ad hoc requests

Related STs and SPs: ST2 ST4 SP9

Who They Are

Central bank, regulatory and supervisory authorities, capital market regulators, legislative bodies and financial institutions in countries where we operate, ensuring compliance with regional and international statutory requirements.

Why We Engage

- To stay informed of sectoral and economic developments, ensuring smooth operations and legal and regulatory compliance, driving best practices.
- To contribute to policy formulation and national development.
- To identify and mitigate risks that could impact financial system stability.
- To establish communication channels facilitating effective implementation of regulatory changes.
- To enhance transparency, governance and risk oversight aligned with regulatory expectations.

How We Engage

- Reports, meetings, roundtable discussions and periodic updates.
- Regular dialogues on strategic plans or significant changes to address potential regulatory concerns.
- Active contribution to industry and regulatory consultation papers, forums, committees and working groups.

Stakeholder Expectations

- Abide by laws and regulations ensuring financial soundness, compliance to regulatory requirements, professional and ethical business conduct and fair treatment of customers.
- Maintain effective risk management to clearly identify risks and implement mitigation to ensure continuous resilience.
- Lead collaborations and engagements between industry players and customers to build capacity, close industry gaps and integrate emerging trends.
- Explore regulatory-compliant opportunities for sustainable development and environmental protection.
- Continuous support of national growth via financing and governmental collaboration, aligned with strategic national and sectoral plans.

Risks

- Failure to comply with prudential standards and compliance requirements.
- Significant financial or non-financial implications due to non-compliance to regulatory requirements.

Opportunities

- Gain industry insights and adopt best practices through regular engagement and strategic collaboration, shaping effective decision-making.
- Preferred partner for business customers to generate economic activities, boosting national productivity and positively impacting society and the environment.

Value for Maybank

- Operational and organisational resilience, stability, agility and effective risk management.
- Reinforce customers' trust.
- Facilitate constructive supervisory relationships.

Value for Our Regulators and Governments

- Industry leader, providing insights to support fair and balanced policy-making.
- Implement and demonstrate best-practices in standard-setting.

Our Strategic Response to Enhance Value Creation

- Reinforce risk management capabilities through established methodologies and analytics to identify and measure counterparty risks across financial institutions, non-bank financial institutions, corporates and central clearing counterparties (CCPs).
- Implement the Bribery and Corruption Risk Register to strengthen anti-bribery governance and risk oversight.
- Participate in drafting the 4th Value-based Intermediation Financing and Investment Impact Assessment Framework (VBIAF) Sectoral Guide and identified information data centres, wholesale and retail trade, semiconductors and electronics and logistics as well as shipping as preferred sectors based on VBI Community of Practitioners (CoP)'s majority votes.

How We Track Value

- Adherence to regulations.
- Taxes and zakat paid.
- Regular reporting to Bank Negara Malaysia on counterparty exposure, climate change and principle-based taxonomy, climate related risks.

Achievements

Full compliance with regulatory expectations

Taxes and Zakat Paid **RM3.50 billion**
(FY2024: RM3.31 billion)

Key Highlight

Maybank reaffirmed our commitment to integrity and ethical conduct during Integrity Day 2025, highlighting the successful completion of the ISO 37001 Anti-Bribery Management System certification across all Maybank entities in Malaysia and overseas and launching of the Organisational Anti-Corruption Plan. Reinforcing this dedication, the Board and senior management recited and signed the Corruption Free Pledge, underscoring the Bank's dedication to maintaining integrity at all levels.



Related Capitals: FC SRC NC

Related Material Matters:

Related UN SDGs:

HOW WE ENGAGE AND CREATE VALUE FOR OUR STAKEHOLDERS

Frequency of engagement: Daily Weekly Monthly Quarterly Annually

SUPPLIERS

Quality of Relationship: Strong relationships and partnerships through sustainability workshops with suppliers in Malaysia, Singapore, Indonesia, Cambodia and Greater China

Related STs and SPs: ST2 ST3 ST4 SP8 SP9

Who They Are

More than 1,000 active suppliers in Malaysia, Singapore, Indonesia, Cambodia and Greater China across our value chain.

Why We Engage

- To ensure our sourcing decisions align with our mission of Humanising Financial Services and to build a diverse, responsible and resilient supply chain that drives sustainable economic growth.
- To promote ethical conduct, environmental stewardship and shared value creation.
- To continuously assess and manage the environmental and social impacts of the products and services we source, uphold fair labour practices and balance cost-efficiency with long-term sustainable value creation.

How We Engage

- Supplier due diligence, which constitutes mandatory compliance to Supplier Code of Conduct (SCoC), supplier ESG and ESG risk assessments, and supplier engagement.
- Sustainable procurement workshop for suppliers to communicate procurement best practices and to support their sustainability journeys.

Stakeholder Expectations

- Trust and accountability throughout the supply chain via integrity, fairness and transparency in procurement processes.
- Supplier diversity and local sourcing, enabling equitable access for SMEs, minority-owned businesses and community-based enterprises.
- Clear communication on sustainability, compliance and reporting requirements, minimising ambiguity and enabling suppliers to align with Maybank's standards thereby reduce the risk of non-compliance.

Risks

- Supplier non-compliance with ESG standards, exposing the Group to reputational and/or operational risks.
- Lack of transparency in supply chain practices, increasing potential for non-compliance and audit challenges.
- Insufficient supplier diversity and over-reliance on limited vendors, creating concentration and resilience risks.

Opportunities

- Improve supply chain stability and risk management through proactive ESG integration.
- Develop a network of educated and responsible suppliers, enabling long-term partnerships and sustainable growth.

Value for Maybank

- Uphold ethical business conduct with responsible sourcing across the supply chain, from onboarding to contract management.
- Strengthened supply chain resilience through supplier diversity and mitigated ESG-related risks.
- Procurement supports human rights and environmental stewardship.

Value for Our Suppliers

- Access to capacity building and knowledge sharing, as well as support in their growth and sustainability journeys.
- Enhanced market competitiveness and reputation by adopting established sustainability and responsible practices.

Our Strategic Response to Enhance Value Creation

- Empower suppliers across ASEAN through Maybank Sustainable Procurement Workshops (MSPW) that facilitate open dialogue and provide guidance on responsible and sustainable practices.
- Raise awareness of responsible sourcing across the Group by disclosing and implementing Sustainable Procurement Principles (SPP) to strengthen governance in procurement practices.
- Embed ESG considerations into procurement processes, from supplier onboarding to contract management, including due diligence and risk assessments to manage supply chain risks and enhance resilience.

How We Track Value

- 100% of suppliers to meet ESG criteria by 2030.
- Number of suppliers graduating from the supplier watchlist upon improved ESG performance.

Achievements

Suppliers that Met ESG Criteria

96.3%
(FY2024: 96.0%)

Establishment of SPP across the Group in FY2025

Key Highlight

The inaugural MSPW, held as part of the Maybank Sustainability Series at Maybank Singapore, was conducted to gain insights into sustainability practices and to articulate our expectations of suppliers following the publication of the Sustainable Procurement Principles, and was subsequently rolled out across Maybank Cambodia, Maybank Indonesia, Maybank Philippines and Maybank Greater China.



For more details on sustainable procurement, FY2025 achievements, metrics and targets, refer to Sustainability Material Matters, Key Performance Indicators and Sustainability Statement on pages 41 to 46, 67 and 103 to 117

Related Capitals: FC MC HC SRC NC

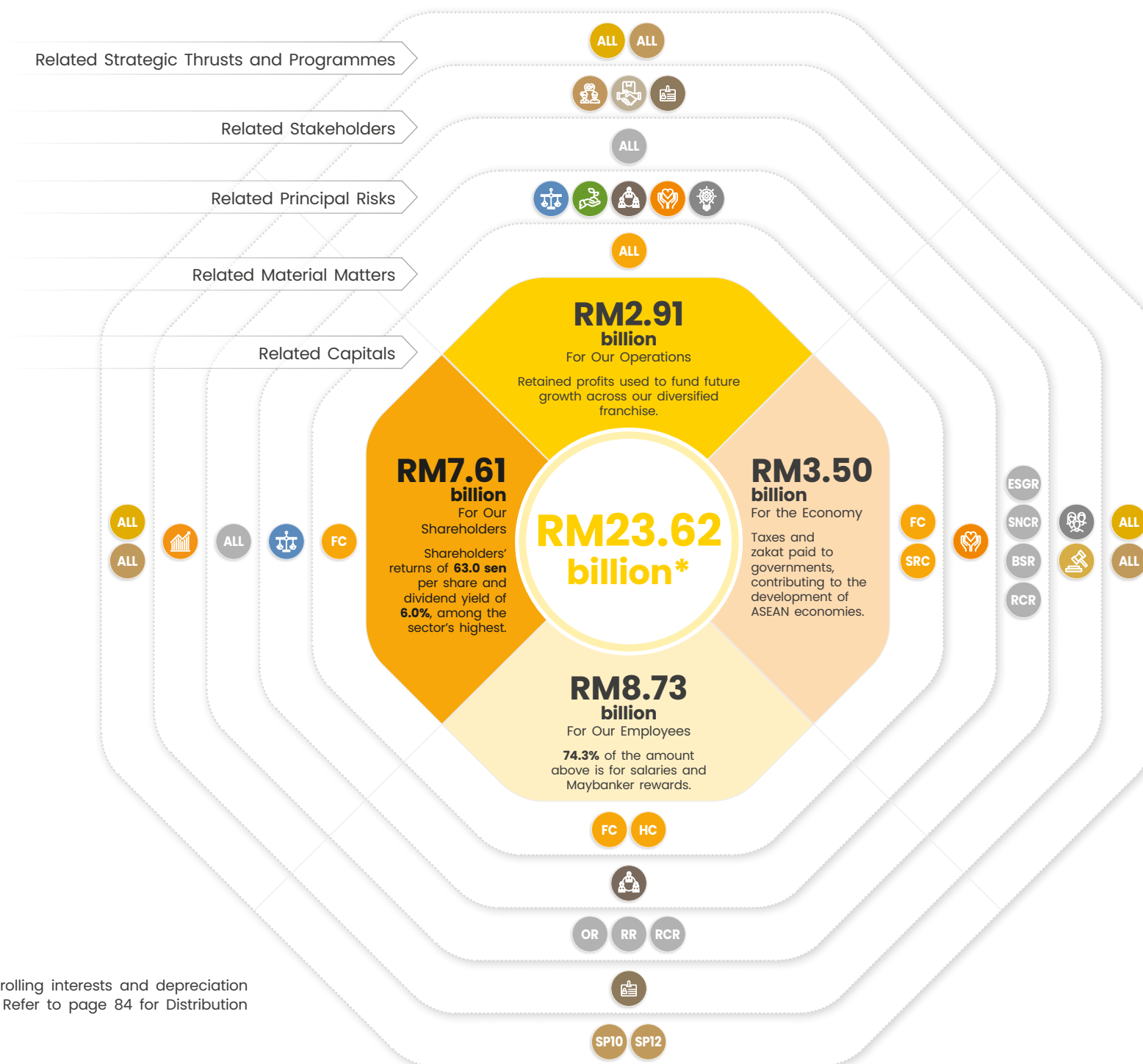
Related Material Matters:

Related UN SDGs:

HOW WE DISTRIBUTE VALUE CREATED

In fulfilling our promise to our stakeholders, Maybank Group distributes value created in relevant and meaningful ways – and for some stakeholder groups, beyond financial means. Stakeholders receive intangible benefits ranging from employee upskilling programmes to diverse community initiatives resulting from our efforts to enable a more sustainable future.

Value created in FY2025 was distributed as follows:



* Includes non-controlling interests and depreciation and amortisation. Refer to page 84 for Distribution of Value Added

APPROACH TO SUSTAINABILITY

Our sustainability approach is guided by the Maybank Group Sustainability Framework, built on three core pillars. The framework outlines our mission, targets, governance and overall approach, integrating sustainability across our operations, products and services while responsibly supporting communities. We conduct a materiality assessment every two years to identify the ESG issues most relevant to our business and stakeholders. These findings inform and strengthen our sustainability strategy and initiatives, detailed in our Sustainability Statement.

Sustainability Scope of Reporting:

Information disclosed in Approach to Sustainability, Sustainability Material Matters (pages 41 to 46) and Sustainability Statement (pages 103 to 117) cover the activities of the Group, including our subsidiaries and branches across 10 ASEAN countries, Greater China, India, UK, USA and UAE. Disclosures have been made to reflect best practices, comparability, completeness, accuracy and balanced reporting, to the best of our knowledge.

Board Oversight – Board Sustainability Committee

The Board Sustainability Committee (BSC) drives the Group’s sustainability agenda, ensuring integration into business strategies and regulatory compliance. In 2025, it endorsed the Net Zero Pathway white paper for the automotive and commercial real estate sectors, updated the Group Transition Finance Framework, reviewed the Group’s No Deforestation stance, strengthened ESG risk management and supported ESG initiatives across the Group. The BSC also endorsed the Sustainability and Environmental Report, oversaw net zero initiatives, launched climate risk stress testing and executed carbon offset projects. Additionally, in safeguarding against greenwashing, the BSC continued to ensure that sustainability disclosures undergo independent external validation and constructive periodic engagement with the validators was held.



A comprehensive overview of the BSC’s role, responsibilities and key activities in 2025 can be found on page 139 of this report

Shariffuddin Khalid* *FCMA, CGMA*

* Stepped down as Chairman of BSC with effect from 1 February 2026

CREATING VALUE FOR OUR STAKEHOLDERS

RESPONSIBLE TRANSITION

Enabling transition to a low-carbon economy by balancing environmental and social imperatives with stakeholders’ expectations.

ENABLING OUR COMMUNITIES

Building community resilience across ASEAN and undertaking responsive action to promote economic development and social well-being.

OUR HOUSE IS IN ORDER AND WE WALK THE TALK

Leading by example with good management practices and ensuring that Maybank’s ESG strategy is based on a strong foundation.



UN SDGs 2, 6 and 14 are mainly mapped to disclosures in the Sustainability and Environmental Report

MAYBANK’S SUSTAINABILITY JOURNEY OVER A DECADE



APPROACH TO SUSTAINABILITY

Commitment	Value Created for Stakeholders	Achievements	What We Did in 2025	What We Plan to Do in 2026
<p>1</p> <p>Mobilising RM80 billion in sustainable finance by 2025</p> <p>Related Stakeholders:</p>	Embed sustainability considerations, including biodiversity and nature, into lending and investment practices, guided by strong risk management policies.	Cumulative: RM176.12 billion (Target: RM80 billion)	<ul style="list-style-type: none"> Sole sustainability structuring adviser and lead arranger for landmark transactions across ASEAN, financing low-carbon transport, healthcare and inclusive housing. Supported regional clients in Singapore, Indonesia, Cambodia and Thailand with sustainable infrastructure financing (in green and transition-linked financing). 	<ul style="list-style-type: none"> Innovate emerging products and thematic instruments including support for blue bonds for marine and water-related initiatives, orange bonds for gender empowerment, and/or nature bonds for nature-related projects. Implement the latest green enabling projects guidance, highly relevant to issuers of enabled green project's value chain. Enhance biodiversity governance through nature and biodiversity frameworks development and strategy roadmap aligned with TNFD.
<p>2</p> <p>Improving the lives of two million households across ASEAN by 2025</p> <p>Related Stakeholders:</p>	Create lasting positive community impact through initiatives promoting social well-being, financial inclusion, access to financing and microinsurance.	Cumulative: 2.95 million households (Target: 2 million)	<ul style="list-style-type: none"> Advanced financial inclusion through targeted initiatives and provided accessible financial solutions for lower-income customers such as affordable housing, car financing and SMEs microfinance programmes. Provided affordable safety nets through Etiqa's microinsurance products across Malaysia, Singapore, Indonesia, Cambodia and the Philippines, expanding financial resilience. 	<ul style="list-style-type: none"> Develop a Social Impact Framework to provide clearer structure and alignment across all community initiatives. Strengthen practices through policy enhancement and supplier engagements. Enhance ESG products to meet diverse customer needs while advancing seamless, user-friendly digital solutions. Innovate and digitalise Maybank Foundation programmes for broader reach and more inclusive participation across ASEAN.
<p>3</p> <p>Achieving a carbon neutral position of our own emissions by 2030 and net zero carbon equivalent position by 2050</p> <p>Related Stakeholders:</p>	Support stakeholders' transition to lower carbon emissions by providing sustainable solutions and reducing financed and operational emissions.	Cumulative: 57.8% (Target: 2030: Carbon neutral, 2050: Net zero)	<ul style="list-style-type: none"> Developed and deployed Net Zero Carbon Calculator (NZCC) for power and palm oil sectors and established centralised NZCC Datamart in Malaysia, Singapore and Indonesia. Established emissions reduction targets and delivered the net zero white paper for six key sectors (power, agriculture, steel, aluminium, automotive and commercial real estate). Integrated transition risk controls into credit origination to ensure new financing aligns with the Group's Net Zero Transition Plan. 	<ul style="list-style-type: none"> Develop systems to measure and manage Scope 3 emissions. Expand white paper series for other high-emitting sectors. Operationalisation of net zero pathways and physical emission intensity (PEI) tracking, monitoring and portfolio management for all six sectors of our net zero pathway. Operationalisation of portfolio emission baselining for insurance.
<p>4</p> <p>Achieving one million hours per annum on sustainability and delivering one thousand significant UN SDG-related outcomes by 2025</p> <p>Related Stakeholders:</p>	Cultivate culture of sustainability through action and mindsets to build employees' credentials by enhancing business ethics, policies, practices and trainings.	Cumulative: 2.01 million hours (Target: 1 million per annum)	<ul style="list-style-type: none"> Upskilled employees through targeted sustainability, CX and digital programmes. Launched the Sustainable Procurement Principles embedding governance, transparency and accountability throughout the procurement life cycle. Scaled the Maybank Sustainability Practitioner Certification (MSPC) Programme, building internal sustainability expertise in Singapore, Indonesia, the Philippines and Cambodia. Evolved the FutureReady programme into a four pillar framework - covering digital, data, AI and IT in collaboration with Microsoft's Enterprise Skills Initiative. 	<ul style="list-style-type: none"> Embed human rights considerations within existing business and risk management processes. Enhance the existing MSPC programme to future-proof our workforce with next-gen skills in alignment with the Group's net zero agenda.

KEY RECOGNITION

Ranked 2nd in TIME's Asia Pacific's Best Companies, the highest ranked Malaysian company out of 500 listed for achievements on employee satisfaction, sustainability transparency and financial performance.

MSCI ESG rating upgraded to the highest AAA rating, reflecting leading ESG performance with strong environmental pillar scores and improved social pillar.

Awarded World's Best Bank for Sustainability Transparency and Best Bank for Sustainability Transparency in Asia Pacific by Global Finance Sustainable Finance Awards 2026.

Improved Sustainability ESG Risk rating from "medium" to "low", reflecting strong overall ESG issues management relative to our exposure, demonstrating strong governance and proactive ESG integration.

Recognised as the inaugural **5-Star Lister in the UNGCMYB ESG Select List 2025**.

SUSTAINABILITY MATERIAL MATTERS

Double materiality allows Maybank to assess our impact on society and the environment, as well as how external sustainability issues are influencing our business. Through this process, we identified our key sustainability-related risks and opportunities, strengthening our ability to allocate resources to the issues most critical to stakeholders and Maybank's long-term growth.

Double Materiality Assessment Process

In 2024, we conducted an in-depth double materiality assessment to establish a robust understanding of our most significant sustainability topics. The process combined external stakeholder engagement and leadership evaluation, ensuring the consideration of both impact and financial materiality.

1 Determination of Sustainability Material Matters

Identified preliminary material matters based on key frameworks, standards and industry trends:

- National Sustainability Reporting Framework (NSRF)
- Bursa Malaysia's Listing Requirements
- GRI Sustainability Reporting Standards
- Sustainability Accounting Standards Board (SASB)
- United Nations Sustainable Development Goals (UN SDGs)
- Global analyst reports, i.e.: CDP, FTSE ESG, S&P Global and MSCI ESG Index

2 Stakeholder Prioritisation

Evaluated and ranked key stakeholder groups according to their influence, dependence, representation and interest in Maybank's activities.

3 Evaluation of Sustainability Material Matters

- **Impact Materiality (Stakeholder Engagement):** Collected quantitative and qualitative feedback through online surveys, focusing on ESG issues that influence stakeholder value and create economic, environmental and social impacts.
- **Financial Materiality (Leadership Engagement):** Compiled quantitative feedback by Maybank leaders through online surveys on the significance, likelihood and impact of the financial risks and opportunities of each material matter. This was supplemented with one-on-one interviews with key leadership to gather qualitative insights for a more comprehensive view of financial impact.

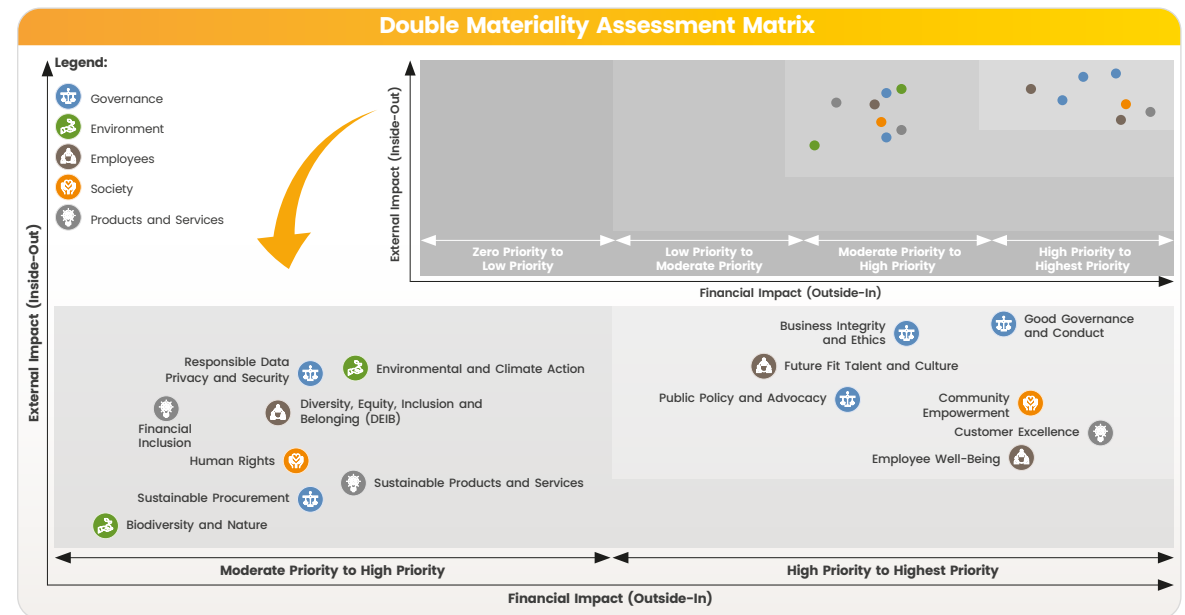
4 Discussion, Validation and Approval

Consolidated the final findings and materiality matrix, which were reviewed by senior management and validated by the Board of Directors, resulting in a robust and leadership-driven list of material topics.

In 2025, we undertook a materiality refresher to ensure the identified topics remain relevant amid evolving regulations, stakeholder expectations and our ROAR30 transition. The review focused on three key actions:

- Mapping existing topics against regulatory and market developments;
- Analysing stakeholder feedback collected throughout the year across key touchpoints; and
- Validating continued alignment with Maybank's strategic priorities through engagement with the Group Chief Sustainability Officer and Group Chief Financial Officer.

This approach ensured that Maybank's material topics remain dynamic, strategically aligned and reflective of stakeholder priorities.



KEY FINDINGS FOR 2025

The 2025 refresher validated that all existing material matters remain relevant. Focus areas relate to enhancing execution and strengthening delivery, reflecting the maturity of Maybank's ESG agenda since the last assessment in 2024.

- **Material Topics Remain Stable with Strategic Enhancements:** The materiality landscape remains unchanged from 2024, reflecting continued relevance of existing ESG topics. This stability supports the Group's transition into ROAR30, where sustainability will guide strategic decisions and impact delivery. The focus ahead is now on accelerating implementation, deepening outcomes and embedding sustainability into day-to-day operations rather than redefining priorities.

To strengthen alignment with evolving strategic priorities, the definitions of two material matters – (1) Future Fit Talent and Culture and (2) Environmental and Climate Action – were expanded to reflect increased emphasis on AI-enabled workforce readiness and climate adaptation, respectively.

- **Regional ESG Context Supports Maybank's Direction:** Despite slower ESG momentum in several developed markets, ASEAN continues to progress through transition policies, regional cooperation and sustainable finance growth. The ASEAN Summit commitments and sector-based transition incentives underscore the relevance of Maybank's material topics and position the Bank to capitalise on regional ESG opportunities.
- **Climate Strategy Expands to Cover Adaptation:** While climate mitigation remains central to Maybank's commitments, leadership feedback and market signals show a gradual shift towards climate adaptation as an emerging emphasis, especially for ASEAN where physical risks are projected to escalate. The focus is evolving from primarily reducing emissions to also strengthening resilience across portfolios, clients and communities.
- **Growth Opportunities in Sustainable Financing:** Both stakeholders and Maybank leadership view sustainable finance as a core growth lever, with opportunities emerging in renewable energy, waste solutions and financing for SMEs. Incentive programmes and tailored solutions are key levers to further accelerate adoption across segments. This reinforces sustainability not only as a responsibility, but a commercial opportunity that supports long-term business resilience.
- **Rising Focus on Social Outcomes:** While Good Governance and Conduct remains a foundational topic, feedback from Maybank leadership indicates a growing emphasis on Future Fit Talent and Culture and Community Empowerment, particularly as Maybank scales its impact across diverse markets. This focus aligns with ROAR30's intent to amplify social outcomes for key stakeholders.

SUSTAINABILITY MATERIAL MATTERS

We also introduced **Impact–Risk–Opportunity (IRO) insights** for each material matter. These set out how the topic creates outcomes for stakeholders (impact); identify risks that may arise if the matter is not well managed; and the potential to unlock growth or competitive advantage (opportunity). Each IRO is linked to our six capitals to show how sustainability issues influence enterprise value and long-term performance, in line with disclosure expectations.

GOVERNANCE

Related Stakeholders:

Related Risks:
ALL

Related STs and SPs:
ST2
ST4
SP9

+ Positive
- Negative

Strong governance is the foundation of Maybank’s resilience and long-term success. It ensures decisions are made with integrity, transparency and accountability, thus protecting the rights of stakeholders while strengthening trust in the financial system.

MATERIAL MATTERS

Public Policy and Advocacy

Ensuring our efforts to drive public policy development and influence industry best practices are in line with our sustainability strategy.

Engaged in **24 collaborations and partnerships** with external stakeholders

Our Approach and Response

Actively engage with policymakers and industry peers through regional and international platforms, including the UN Environment Programme Finance Initiative (UNEP FI), UN Global Compact Network Malaysia and Brunei, and Malaysia’s National Climate Action Council. These collaborations strengthen our ability to align business strategies with sustainable finance standards.

For more information, please refer to the Sustainability Statement on pages 103 to 117 in this report; and Sustainability Thought Leadership in Action on pages 13 to 15 in the Sustainability and Environmental Report 2025

Impact

- + Contribute to national and regional sustainability goals by helping shape responsible regulatory frameworks that benefit consumers, businesses and the broader financial ecosystem.
- Limited policy engagement could reduce representation of stakeholder needs in regulatory decisions, slowing progress on inclusive and sustainable finance.

Risk and opportunity

Risk: Evolving policy directions or inconsistent regulations across jurisdictions may increase compliance complexity and operational burden.

Opportunity: Active participation in policy dialogues enhances Maybank’s credibility and influence, positioning the Group as a thought leader in sustainable finance.

Responsible Data Privacy and Security

Promoting ethical and effective data and security practices to safeguard rights and prevent security breaches, while ensuring responsible use of technology.

Zero identified leaks, thefts or loss of customer data

Our Approach and Response

We focus on the privacy of our customers, business partners and employees through the Group Data Privacy Policy, which complies with stringent privacy standards and legal requirements. We also prioritise robust cyber security measures to protect personal data and enhance customer privacy, as outlined in the Group Technology Risk Management Framework and Group Cyber Risk Management Framework.

For more information, please refer to the Statement on Risk Management and Internal Control (SORMIC) on pages 148 to 154 in this report; and Responsible Data Privacy and Security on pages 146 to 149 in the Sustainability and Environmental Report 2025

Impact

- + Customers’ sensitive data is protected, reducing risk of fraud and identity theft, giving them peace of mind in digital banking.
- Data breaches could expose customers and businesses to financial loss, scams and misuse of personal information.

Risk and opportunity

Risk: Rising cyber threats and tightening regulations may increase compliance costs and expose the Bank to penalties or operational disruptions.

Opportunity: Strong cyber security practices position Maybank as a safe digital banking partner, attracting more customers and supporting digital growth.

Good Governance and Conduct

Establishing strong governance frameworks with clear accountability, effective decision-making processes and proactive risk management, guided by an engaged and effective Board to ensure organisational resilience.

Achieved leadership inclusivity with **46%** female Board representation

Our Approach and Response

Our governance framework integrates sustainability oversight, risk management and corporate accountability. The Board and senior management undergo regular Board Effectiveness Evaluations (BEE) and training to ensure decisions align with best practices and long-term value creation.

For more information, please refer to the Corporate Governance Overview Statement on pages 134 to 146 in this report; and Sustainability Governance on pages 43 to 52 in the Sustainability and Environmental Report 2025

Impact

- + Heightened stakeholder confidence in Maybank’s leadership and decision-making integrity, disciplined execution and continuity of strategy.
- Ineffective governance may weaken internal alignment and erode public trust, undermine investor confidence and reduce the credibility of the banking sector.

Risk and opportunity

Risk: Governance failures may expose the Group to compliance breaches, financial penalties or operational inefficiencies.

Opportunity: Strong sustainability-first governance oversight and accountability frameworks drive consistent performance, strengthen resilience and enhance investor confidence.

SUSTAINABILITY MATERIAL MATTERS

Business Integrity and Ethics



Upholding integrity in all business practices through a zero-tolerance policy for misconduct, robust grievance mechanisms, as well as fair and ethical treatment of stakeholders in every interaction.

100% employees have been communicated to about **anti-corruption policies and procedures**

Our Approach and Response

Enforce strict ethical standards through the Group Code of Ethics and Conduct, Anti-Bribery and Corruption Policy and Whistleblowing Policy. Continuous training reinforces ethical behaviour, transparency and accountability across all levels of the organisation.

For more information, please refer to SORMIC on pages 148 to 154 in this report; and Business Integrity and Ethics on pages 141 to 145 in the Sustainability and Environmental Report 2025

Impact

FC SRC

- + Enhanced confidence among customers, investors and communities as a result of transparent and ethical practices across operations and supply chains.
- Unethical conduct or corruption could undermine stakeholder welfare, create market distortions and erode public trust in financial institutions.

Risk and opportunity

FC SRC

Risk: Misconduct could result in regulatory sanctions, litigation costs and reputational damage, affecting investor confidence.

Opportunity: A strong culture of ethics reduces compliance risk and enhances Maybank's standing as a responsible financial institution, attracting purpose-driven investors and clients.

Sustainable Procurement



Implementing sustainable procurement practices by embedding ESG considerations to ensure suppliers conduct their business in a responsible and ethical manner.

100% newly onboarded suppliers were screened using **environmental and social criteria**

Our Approach and Response

Drive responsible supply chain management through the Supplier Code of Conduct and Watchlist Supplier Committee (WSC). We promote ethical procurement and encourage the participation of local SMEs and minority-owned businesses to advance equitable growth.

For more information, please refer to the Sustainability Statement on pages 103 to 117 in this report; and Sustainable Procurement on pages 150 to 152 in the Sustainability and Environmental Report 2025

Impact

NC SRC

- + Supports inclusive and responsible business ecosystems by encouraging suppliers to adopt ethical, fair and sustainable practices.
- Supplier non-compliance could perpetuate labour rights violations or environmental harm within value chains.

Risk and opportunity

FC IC

Risk: Weak supplier oversight may lead to supply disruptions, reputational risk or non-compliance with sustainability standards.

Opportunity: Strengthening ESG due diligence and supplier partnerships enhances supply chain resilience and long-term business continuity.

ENVIRONMENT

Related Stakeholders:



Related Risks:



Related STs and SPs:



Maybank is committed to advancing environmental stewardship and climate resilience across our operations and value chains. Through responsible financing, sustainable operations and ecosystem partnerships, we aim to accelerate the transition to a low-carbon economy while safeguarding natural resources for future generations.

MATERIAL MATTERS

Environmental and Climate Action



Managing environmental and climate risks and opportunities by reducing operational and financed emissions, along with supporting climate adaptation financing and mitigation measures to address broader environmental impacts towards achieving net zero by 2050.

57.8% initiative-based reduction in operational GHG emissions from 2019 baseline

Our Approach and Response

Established a climate transition strategy to achieve net zero by 2050, supported by targeted financing for clients in hard-to-abate sectors, incentives for green projects and strategic partnerships across ASEAN. Our ESG Risk Management Framework guides climate-related decision-making and assesses exposure to high-risk sectors, ensuring robust governance and compliance with international standards.

For more information, please refer to the Sustainability Statement and SORMIC on pages 103 to 117 and 153 in this report; and Environmental and Climate Action on pages 154 to 157 in the Sustainability and Environmental Report 2025

Impact

NC SRC

- + Global and national climate objectives are supported via low-carbon solutions financing and clients empowered to reduce emissions.
- Insufficient progress in decarbonisation could increase climate-related harm, jeopardising socio-economic growth and social harmony in ASEAN.

Risk and opportunity

FC IC

Risk: Physical and transition risks from climate change may affect profitability, credit quality, reputation and operational resilience.

Opportunity: Expanding sustainable finance solutions, green investments and partnerships enhances long-term business resilience as well as Maybank's market leadership in sustainable banking.

SUSTAINABILITY MATERIAL MATTERS

Biodiversity and Nature



Integrating biodiversity and nature-related risk management across Maybank's operational footprint and financed activities, while supporting nature-positive initiatives to strengthen ecosystem resilience and biodiversity goals.

Invested **RM1.55 million** in biodiversity conservation

Our Approach and Response

Developed a nature and biodiversity primer as an internal upskilling tool, serving as a clear reference on the core concepts, key drivers, and policy landscape, establishing a common baseline of knowledge. It also complements the Group's integration of biodiversity into risk assessments, enabling more informed decision-making and laying the groundwork for stronger nature and biodiversity developments in the future.

For more information, please refer to Biodiversity and Nature on pages 158 to 159 in the Sustainability and Environmental Report 2025

Impact

NC SRC

- + Contributes to ecosystem restoration, sustainable land use and community livelihoods through financing and partnerships that protect biodiversity.
- Failure to address biodiversity loss could undermine ecosystem services that support economic growth, food security, livelihoods and climate regulation.

Risk and opportunity

FC IC NC

Risk: Nature degradation and deforestation may disrupt supply chains, increase regulatory scrutiny and heighten reputational risk across financed portfolios.

Opportunity: Integrating biodiversity considerations into financing decisions strengthens long-term resilience and aligns Maybank with emerging frameworks such as the Taskforce on Nature-related Financial Disclosures (TNFD).

EMPLOYEES

Related Stakeholders:

Related Risks: OR TCR ESGR

Related STs and SPs: ST2 ST4 SP9 SP10 SP12 + Positive - Negative

Maybankers are the foundation of our long-term success. Through continuous learning, holistic well-being and equitable opportunities, we aim to create a workplace where every employee feels valued, empowered and able to contribute meaningfully to Maybank's purpose of Humanising Financial Services.

MATERIAL MATTERS

Diversity, Equity, Inclusion and Belonging (DEIB)



Integrating DEIB considerations into the organisation and value chain, fostering fairness, dignity and inclusion for employees and stakeholders.

Onboarded **163 trainees with disabilities Group-wide** through Work Placement Programme since 2023

Our Approach and Response

Continue to advance our DEIB journey through our DEIB Policy – ensuring every employee feels seen, heard and supported. Focused initiatives target gender balance, disability inclusion and intergenerational diversity. Ongoing leadership programmes and awareness sessions reinforce inclusive mindsets and equitable workplace practices across markets.

For more information, please refer to Group Human Capital and Sustainability Statement on page 73 and 103 to 117 in this report; and Diversity, Equity, Inclusion and Belonging (DEIB) on pages 108 to 113 in the Sustainability and Environmental Report 2025

Impact

HC SRC

- + Creates an equitable and inclusive workplace where employees feel respected and empowered to contribute their best, improving morale and social cohesion, while signalling to customers and society that Maybank upholds fair practices.
- Lack of inclusion or perceived bias can lead to disengagement, lower morale and inequities that affect employee trust and relationships, as well as reduce the Group's connection with affected stakeholder groups.

Risk and opportunity

HC IC FC

Risk: Weak DEIB integration may hinder talent attraction and increase turnover across teams, further impacting creativity and innovation if diverse thinking and capability are under-utilised.

Opportunity: A diverse and inclusive workforce delivers richer ideas, innovation and problem-solving, enabling future-ready teams and reinforcing Maybank's credibility and brand as a responsible, community-aligned financial institution.

Employee Well-Being



Promoting employee health, safety and well-being through policies, processes and initiatives that support mental, physical and emotional balance.

Zero work-related fatalities recorded

Our Approach and Response

Through the GO Ahead. Flourish strategy, we take a holistic approach to employee well-being – encompassing physical health, mental resilience, financial literacy and social connection. Programmes include health campaigns, psychological safety training, flexible work arrangements and access to mental wellness resources. These initiatives build a resilient, engaged and high-performing workforce.

For more information, please refer to Group Human Capital and Sustainability Statement on page 73 and 103 to 117 in this report; and Employee Well-Being on pages 114 to 121 in the Sustainability and Environmental Report 2025

Impact

HC SRC

- + Enhances employee morale, trust and engagement, fostering a supportive workplace culture that prioritises people's holistic health and development. Healthier employees also lead to stronger family stability and positive community spillovers.
- Poor well-being support can contribute to burnout, absenteeism and reduced job satisfaction, affecting employees and their families, as well as negatively impacting connection with customers and communities.

Risk and opportunity

HC FC

Risk: High stress and turnover rates may reduce productivity, increase medical costs and harm organisational performance.

Opportunity: Investing in employee well-being enhances retention, productivity and innovation while strengthening Maybank's employer brand.

SUSTAINABILITY MATERIAL MATTERS

Future Fit Talent and Culture



Fostering a sustainable culture, developing a resilient workforce and maintaining a healthy pipeline of talent through comprehensive human capital management and upskilling in AI and emerging technologies.

Invested **RM2,740** in training per employee

Our Approach and Response

Continuously invest in learning and development to future-proof our workforce. Our learning ecosystem focuses on digital, sustainability and leadership skills, reinforced through the Future Fit Learning Framework and digital learning platforms. Programmes such as the Leadership Academy and Maybank Sustainability Series (MSS) equip employees with future-ready competencies that drive innovation and adaptability.

For more information, please refer to Group Human Capital and Sustainability Statement on pages 72 to 73 and 103 to 117 in this report; and Future Fit Talent and Culture on pages 92 to 107 in the Sustainability and Environmental Report 2025

Impact



- + Empowers employees with relevant skills and continuous learning opportunities, enabling them to innovate, improve products and thrive in a rapidly digitalising, sustainability-driven economy.
- Insufficient upskilling or capability development could limit employability and career growth for employees, reducing future readiness, while slowing innovation and limiting the Group's competitive edge.

Risk and opportunity



Risk: Inability to adapt workforce skills to evolving industry needs may reduce competitiveness and slow digital transformation, hindering system improvements due to insufficient talent readiness.

Opportunity: Continuous learning and agile talent development enhance innovation, service quality and long-term organisational performance.

SOCIETY

Related Stakeholders:



Related Risks:



Related STs and SPs:



+ Positive - Negative

Across ASEAN, Maybank drives measurable social impact by empowering communities while protecting human rights. We focus on improving financial resilience, access to opportunities and community well-being – ensuring that growth translates into shared prosperity and a more inclusive economy.

MATERIAL MATTERS

Community Empowerment



Leveraging community empowerment programmes to create lasting, positive impacts on the communities we serve, with a focus on improving financial literacy, economic inclusion and resilience.

RM38.71 million invested in communities across ASEAN through Maybank Foundation programmes

Our Approach and Response

Drive community impact through Maybank Foundation and Group-wide initiatives focused on education, financial inclusion, arts, sports and environmental diversity. These programmes are designed to create measurable sustainable outcomes that strengthen socio-economic resilience while aligning with our sustainability commitments. We also partner with local stakeholders and NGOs to ensure community initiatives remain relevant, inclusive and responsive to evolving needs.

For more information, please refer to Community Empowerment on pages 127 to 140 in the Sustainability and Environmental Report 2025

Impact



- + Improves financial literacy, entrepreneurship and income-generating capacity among underserved communities, while providing employee volunteers with a sense of fulfilment and skills development.
- Misaligned or short-term community interventions may fail to address root causes, leading to dependence or limited long-term impact.

Risk and opportunity



Risk: Lack of a structured social framework for community engagements could lead to reputational risk, reduced trust and weaker social licence to operate.

Opportunity: A unified social impact framework builds stakeholder trust, customer loyalty and contributes to market stability to further strengthen social empowerment partnerships with communities we serve.

Human Rights



Integrating respect for human rights into operations and value chains through structured policies, risk-based due diligence and alignment with international standards.

44 substantiated complaints concerning human rights violations

Our Approach and Response

We uphold respect for human rights through the Maybank Group Human Rights Policy (GHRP), guided by the UN Guiding Principles on Business and Human Rights. The policy covers operations, financing activities and supply chains, reinforced by the Maybank Group Dignity Policy (MGDP) and Diversity, Equity, Inclusion and Belonging (DEIB) Policy. Ongoing capacity building and grievance mechanisms ensure accountability and continuous improvement across the Group's ecosystem.

For more information, please refer to Human Rights on pages 122 to 125 in the Sustainability and Environmental Report 2025

Impact



- + Employees, customers and communities are protected from discrimination, exploitation and unsafe conditions, promoting dignity and equality throughout Maybank's value chain.
- Human rights violations across supply chains or client activities could harm vulnerable groups and erode public trust.

Risk and opportunity



Risk: Failure to manage human rights risks can result in regulatory penalties, loss of investor confidence and reputational damage.

Opportunity: Strong human rights governance enhances resilience, aligns with global ESG expectations and positions Maybank as a responsible business partner of choice.

SUSTAINABILITY MATERIAL MATTERS

PRODUCTS AND SERVICES

Related Stakeholders: Related Risks: Related STs and SPs: + Positive - Negative

Maybank's greatest impact comes from how we channel capital: influencing the growth of specific sectors and communities while shaping the region's transition to a low-carbon, inclusive economy. By embedding sustainability into every product and financing decision, we turn our core business into a driver of positive systemic change.

MATERIAL MATTERS

Sustainable Products and Services



Enables customers and clients to reduce emissions, enhance efficiency and access green financing that supports low-carbon transition and sustainable business practices.

Mobilised RM176.12 billion in cumulative sustainable finance

Impact

- + Empowers customers and businesses to reduce emissions, improve operational efficiency and access financing that supports low-carbon transition, enjoying strengthened long-term commercial viability and contributing to a more resilient, competitive economy.
- Misuse or misalignment of sustainable financing may lead to project failures or stalled decarbonisation progress, reducing market confidence in sustainable instruments and slowing capital flow to climate-positive sectors.

Risk and opportunity

Risk: Non-compliance with sustainable finance standards or weak product labelling may lead to market distrust, regulatory scrutiny and perpetuate moral hazard and emissions leakage, while limiting our ability to learn, adapt and refine sustainability offerings.

Opportunity: Expanding sustainable finance products creates avenues for revenue growth and positions Maybank as a regional ESG leader. Building and delivering these solutions deepens institutional knowledge, which strengthens long-term competitiveness and customer confidence.

Our Approach and Response

Mobilise sustainable financing, both Islamic and conventional, through the Maybank Group Sustainable Product Framework (SPF) and Maybank Group Transition Finance Framework (TFF) that guide financing to retail and corporate clients, supporting their efforts and transition towards greener, more responsible practices. We also forge strategic partnerships to scale sustainable finance innovation and amplify impacts across sectors.

For more information, please refer to the Sustainability Statement on page 109 in this report; and Sustainable Products and Services on pages 58 to 76 in the Sustainability and Environmental Report 2025

Financial Inclusion



Ensuring financial solutions and core business activities are accessible, affordable and inclusive, particularly for underserved communities and micro-entrepreneurs.

Reached **6,167 SME financial literacy beneficiaries**

Impact

- + Increased access to banking, credit and digital financial tools for underserved groups, supporting income growth and reducing inequality.
- Gaps in affordability, accessibility or financial literacy could leave vulnerable groups excluded from essential financial systems.

Risk and opportunity

Risk: Inadequate inclusion measures could restrict market growth and limit our ability to serve emerging segments, potentially impacting our business and revenue.

Opportunity: Inclusive financial offerings expand Maybank's market reach and enhance resilience in local economies, while creating pathways for commercial sustainability.

Our Approach and Response

Empower individuals, SMEs and microenterprises through inclusive finance and capacity-building programmes such as Maybank SME Hub, zakat- and waqf-linked entrepreneurship programmes and digital literacy initiatives. These efforts improve financial access, strengthen livelihoods and enhance inclusivity in the financial ecosystem.

For more information, please refer to the Sustainability Statement on page 109 in this report; and Financial Inclusion on pages 77 to 83 in the Sustainability and Environmental Report 2025

Customer Excellence



Creating a customer-first culture through human-centred service and continuous innovation in digital offerings, balancing technological advancements with personalised support from frontliners.

Achieved a **Net Promoter Score (NPS) of +44**

Impact

- + Enhanced customer trust, convenience and satisfaction through seamless, secure and accessible financial services across all channels.
- Service lapses or digital disruptions can erode customer confidence and damage brand loyalty.

Risk and opportunity

Risk: Failure to meet evolving customer expectations or address cyber security threats could reduce competitiveness.

Opportunity: Continuous innovation in customer experience strengthens retention, drives cross-selling opportunities and enhances operational efficiency.

Our Approach and Response

Maybank's Customer Experience (CX) Framework is guided by seven CX Principles focusing on empathy, speed and accessibility. Continuous feedback loops and digital transformation initiatives enhance service quality and convenience, while empowering frontliners through targeted training ensures human touch remains at the heart of the customer journey.

For more information, please refer to Customer Excellence on pages 84 to 89 in the Sustainability and Environmental Report 2025

ECONOMIC AND BANKING SECTOR OVERVIEW

Global economic growth eased in 2025 to 3.2% (2024: 3.3%) in tandem with the slowdown in the US to an estimated 2.3% (2024: 2.8%). In contrast, the momentum remained steady in China (2025: 5.0%; 2024: 5.0%) and ASEAN-6 (2025: 5.0%; 2024: 5.0%) while picking up in the Eurozone (2025: 1.5%; 2024: 0.9%), Japan (2025: 1.1%; 2024: 0.2%) and the UK (2025: 1.3%; 2024: 1.1%). AI-driven technology sector upcycle and global monetary policy easing helped mitigate downside risks from protectionist US trade policies and tariff actions.

In 2026, real global GDP growth is expected to remain moderate at 3.0% while growth in the US is projected to stabilise at 2.3% following cuts in the Federal Reserve's interest rate as well as US budget tax. China's economy is projected to expand by a slower 4.5% amid ongoing structural and transitional challenges (prolonged real estate slump, demographics, geopolitics). ASEAN-6 is expected to remain moderate but resilient at 4.8%, reflecting steady momentum in Indonesia, Malaysia and Thailand, as well as a pickup in the Philippines, while growth in Singapore and Vietnam moderates following the strong showing in 2025. Growth rates are also projected to moderate slightly in the Eurozone (1.2%), Japan (0.8%) and the UK (1.3%).

For business outlook and how material risks and opportunities were addressed, refer to Macrotrends Impacting Our M25+ Strategy and Business Performance on pages 50 to 51 and 90 to 102

ECONOMIC REVIEW AND OUTLOOK



MALAYSIA

GDP: 2026 (f): 5.1%
2025: 5.2% | 2024: 5.1%

OPR: 2026 (f): 2.75%
2025: 2.75% | 2024: 3.00%

2025 Operating Landscape

Positives:

- Resilient domestic demand underpinned by steady consumer spending and ongoing investment upcycle.
- Benign inflation at 1.4% (2024: 1.8%) despite minimum wage hikes, Sales and Services Tax adjustments and subsidy rationalisation.
- Fiscal consolidation and reforms supported Ringgit appreciation versus US dollar (end-2025: 4.06; end-2024: 4.47) and foreign net flows into the local bond market (2025: +RM25.7 billion; 2024: +RM5.6 billion).

Negatives:

- Moderate performance in non-electrical and electronics exports.
- Operating conditions for SMEs became more challenging amid tariffs, currency movements and competitive import pricing.

2026 Outlook

- Growth momentum is expected to be sustained by domestic consumption, continued AI-driven technology adoption and expanded public sector spending.
- Inflation to edge higher but remain moderate at 1.8%.
- BNM to maintain Overnight Policy Rate (OPR) at 2.75%.
- Key risks remain external, including US trade policies and geopolitical developments.



SINGAPORE

GDP: 2026 (f): 3.6%
2025: 5.0% | 2024: 5.3%

3M SORA: 2026 (f): 0.7%
2025: 1.2% | 2024: 3.1%

2025 Operating Landscape

Positives:

- Manufacturing and trade-related services, particularly electronics, benefited from AI-driven capex growth and substitution of US import demand from higher tariff countries.
- Falling interest rates supported buoyant financial markets, property sales and loan demand.
- Construction growth picked up on ongoing mega-infrastructure and housing projects.

Negatives:

- Food, beverage and retail businesses faced elevated costs and intensifying competition.
- Employers were cautious about hiring amid higher global uncertainty.

2026 Outlook

- GDP growth to remain above trend, supported by the AI-driven upcycle, construction activity, falling interest rates and a buoyant stock market offsetting tariff-related headwinds.
- Core inflation forecast to rise to 1.7% (2025: 0.7%) and headline inflation to 1.6% (2025: 0.9%) amid tapering external disinflation, administrative price hikes and resilient consumer demand.
- Monetary Authority of Singapore (MAS) to maintain current modest appreciation bias, with potential tightening of risks in late 2026.



INDONESIA

GDP: 2026 (f): 5.2%
2025: 5.1% | 2024: 5.1%

Reference Rate 2026 (f): 4.25%
2025: 4.75% | 2024: 6%

2025 Operating Landscape

Positives:

- Rapid rollout of stimulus packages improved retail sales and consumer confidence in 4Q 2025.
- Export growth was bolstered by robust manufactured exports and palm oil shipments.
- Bank Indonesia (BI) cut policy rates by a significant 125 bps while Finance Ministry's injection of SAL (excess budget funds) into state banks boosted liquidity.

Negatives:

- Fiscal deficit exceeded target, approaching 3% legal ceiling amid declining revenue, weighing on the Rupiah.
- Employment growth slowed amid cautious corporate hiring and economic uncertainty.
- Weather-related disruptions in Aceh and Sumatra in late 2025 affected local communities and infrastructure development.

2026 Outlook

- Slight pickup in economy is expected as pro-growth fiscal and monetary policies support domestic demand. Danantara will lead national infrastructure and downstream investment push, and may crowd in foreign investments.
- Headline inflation forecast rising but staying within BI's target range at 2.8% (2025: 1.9%).
- BI anticipated to cut policy rate by 50 bps, coordinating with government efforts to boost growth.

ECONOMIC AND BANKING SECTOR OVERVIEW

BANKING SECTOR REVIEW AND OUTLOOK



MALAYSIA

System Loan: 2026 (f): 5.0% | 2025: 4.8% | 2024: 5.5%

2025 Review

- Industry loan growth moderated in 2025 to 4.8% YoY. Nevertheless, total credit to the private non-financial sector expanded at a faster pace of 5.3% YoY.
- Deposit growth rose to 4.5% YoY from 3.3% YoY a year earlier, while CASA growth accelerated to 7.3% YoY (end-2024: 4.7%).
- Net interest margins remained under pressure amid intensified deposit competition, a 25 bps reduction in the OPR in July 2025 and seasonal funding competition towards year end.
- Asset quality improved, with the industry's gross impaired loans ratio at 1.37%, lower than the pre-COVID level of 1.51% (end-2019).

2026 Outlook

- Stable economic growth momentum and evidence of an investment upcycle are expected to support sustained loan growth.
- Improved liquidity and expectations of an unchanged OPR should underpin stable interest margins, with potential upside.
- Continued digital and IT investments may keep operating expense growth slightly elevated in the near term, although this is expected to be offset over time by improved operational efficiencies.
- A stronger Ringgit could pose earnings headwinds for banks with regional operations.



SINGAPORE

System Loan: 2026 (f): 6.0% | 2025: 5.0% | 2024: 4.6%

2025 Review

- Credit growth hit its fastest pace since US Fed rate hikes began, rising 5.0% YoY. This was led by consumer loans from a revival of mortgages, car loans and share financing.
- Ample liquidity, with deposits expanding 6.0% YoY.
- Coupled with credit growth, net interest income (NII) contracted just 2% YoY despite weak NIMs.
- Non-interest income (NII) momentum rose in 2H FY2025 led by wealth management, especially from higher fee generating products.
- Asset quality remained benign with system non-performing loans (NPLs) at 1.2%. Opex was well managed with cost to income ratios remaining flatish.

2026 Outlook

- Lower interest rates and ASEAN supply chain shifts are expected to support stronger business loan growth, complemented by a recovery in North Asian demand.
- Strong credit growth and lower funding costs should stabilise NIMs, while the wider adoption of AI use cases is expected to deliver early operational efficiencies and moderate opex growth pressures.
- Stronger NII momentum is expected as wealth management rotations from low-yielding deposits and a recovery in brokerage, M&A and IPO activity drive higher fee income.
- Asset quality is expected to remain benign with credit charges within a consistent 25 to 30 bps range, reflecting prudent provisioning despite global commercial property market uncertainties.
- Continued capital returns are expected to support dividends, with potential upside.



INDONESIA

System Loan: 2026 (f): 8%-10% | 2025: 9.7% | 2024: 10.4%

2025 Review

- Loan growth moderated in 1H FY2025 amid a broader economic slowdown but recovered in 2H FY2025 to 9.7% YoY, largely driven by investment loans at 21% YoY.
- Liquidity conditions tightened early in the year due to higher funding costs, but improved in 2H FY2025 following BI rate cuts and fiscal liquidity injections, while borrowing costs for stronger borrowers remained manageable.
- Elevated economic uncertainty weighed on asset quality, particularly in micro and consumer segments, alongside weaker working capital loan demand.

2026 Outlook

- Loan growth is expected to improve, led by investment loans as liquidity conditions normalise and government spending is front-loaded. Working capital and consumer loans should recover more gradually amid still cautious demand.
- Liquidity has improved with BI rate cuts and government liquidity support easing funding costs. However, strong competition for high-quality corporate borrowers is likely to keep loan pricing tight, limiting NIM expansion.
- Opex growth may slightly moderate as banks improve its efficiency through digitalisation.
- Overall, asset quality should stay manageable although risks persist in micro and consumer segments.



ECONOMIC AND BANKING SECTOR OVERVIEW

CLIMATE-CHANGE REVIEW AND OUTLOOK

2025 Review

Climate-Change Impact

- IEA's World Energy Investment predicts the injection of ~USD2.2 trillion in capital into renewables, nuclear, grids, storage, low-emissions fuels, efficiency and electrification in 2025, double the USD1.1 trillion channelled into oil, natural gas and coal.
- Think tank Ember expects more than 25% of new cars sold in 2025 to be electric. EVs make up more than 10% of new car sales in 39 countries; and ASEAN is emerging as a new leader in transport electrification. Since mid-2023, almost all growth in Chinese EV exports has come from non-OECD markets, with Brazil, Mexico, UAE and Indonesia among the 10 top destinations in 2025.
- The Global Carbon Budget projects total global CO₂ emissions in 2025 to remain flattish at 42.2 GtCO₂, falling by 0.04% YoY. Fossil CO₂ emissions rose 1.1% to 38.1 GtCO₂, while land-use emissions declined by 9.8% to 4.1 GtCO₂ (albeit with large uncertainties). At the current rate of emissions, carbon budgets to limit global warming to 1.5°C, 1.7°C and 2.0°C will deplete in four, 12 and 25 years, respectively.
- Record high temperatures (2025 was the second warmest year after 2024) and natural catastrophes led to USD162 billion in global economic losses in 1H FY2025 versus USD156 billion in 2024 based on World Economic Forum data.
- Morningstar Sustainalytics reports a serious credibility issue with the emissions reduction and net zero targets of companies based on the Transition Plan Task Force (TPT) and Net Zero Investment Framework (NZIF). Less than 3% of companies in the Morningstar Global Index are currently aligned to a net zero pathway and almost 49% have no publicly stated ambition to decarbonise towards achieving net zero. The gap in emissions performance versus ambition is greatest in Asia-Pacific.

2026 Outlook

Climate-Change Trend

- Despite US and EU policy reversals weakening the climate change battle, several global surveys suggest corporates are more aligned towards sustainability measures than ever. The Oxford Climate Policy Monitor reports progress in 35 out of 37 jurisdictions tracked. The lag in achieving emissions reduction, however, means talk is now about strengthening adaptation response (and containing risks) apart from decarbonisation.
- BloombergNEF expects sales of 16.9 million EVs globally through September 2026, marking a 16% YoY increase.
- ISSB Standards will have been adopted by 36 jurisdictions requiring companies to disclose their climate-related risks and opportunities including transition plans. Banks will be vigilant as ISSB standards adoption leads to changes in asset prices, exposing hidden carbon liabilities and potential stranded assets.
- By 2026, nature is expected to evolve from a niche ESG theme into a mature investment frontier. Biodiversity-linked bonds made up 16% of green issuances in 2023 and continue to grow. Simultaneously, Taskforce on Nature-related Financial Disclosures (TNFD) are being integrated into banks' and financial institutions' financial statements, helping to quantify hidden risks and dependencies for better planning and management.

MACROTRENDS IMPACTING OUR M25+ STRATEGY

Board Oversight – Credit Review Committee

The Credit Review Committee (CRC) continued to exercise rigorous oversight of the Group’s credit portfolio, asset quality, large counterparties and sectoral exposure throughout 2025. The CRC intensified its focus on the potential impact of macroeconomic, trade and geopolitical conditions on the Group’s lending and financing portfolios, ensuring timely identification and remediation of emerging credit risk. Heightened focus was also placed on climate-related risks and sectoral transition, reinforcing the Group’s commitment to maintain a sustainable and resilient credit portfolio. Through enhanced monitoring and prudent risk appetite, the CRC supported the preservation of asset quality and safeguarded the Group’s lending and financing activities in line with the Group’s risk appetite and sustainability agenda as approved by the Board, as well as current regulatory requirements.



A comprehensive overview of the CRC’s role, responsibilities and key activities in 2025 can be found on page 138 of this report

Fauziah Hisham *FCIS (CS) (CGP)*

MT1 ECONOMIC OUTLOOK



2024 2025

Key Drivers

Moderating global and ASEAN economic growth, along with monetary measures from major economies in response to ongoing global trade uncertainties, have contributed to subdued financial market activities.

Associated Opportunities and Risks

- Opportunity to optimise capital deployment across markets and support intra-ASEAN growth via harmonised regional offerings.
- Market volatility, a declining interest rate environment and varying regional recoveries may impact net interest margins and elevate asset quality risks.

Constraints

Operational capacity differences across geographies and market conditions dependencies may impact the achievement of strategic aspirations.

Key Actions Undertaken in 2025

- Strengthened regional franchise through targeted segment growth in ASEAN, while ensured robust asset quality management and liquidity positions.
- Continued technology modernisation, leveraged data-driven insights and Agile practices to deepen customer-centricity, optimise efficiency and strengthen competitive edge.

For more details, refer to Key Messages to Shareholders, Economic and Banking Sector Overview, Our Strategy, Group Chief Financial Officer’s Statement and Business Performance on pages 17 to 25, 47 to 49, 60 to 65, 76 to 80, and 90 to 102

Outlook

Caution around economic growth persists as geopolitical concerns, inflationary pressures and competitive liquidity conditions will continue to influence capital allocation and strategic responses.

Related Principal Risks: CR MR LR RCR

Related Capitals: FC

Related Material Matters:

Related Stakeholders:

Related STs: ALL

MT2 SHIFTING CUSTOMER PREFERENCES



2024 2025

Key Drivers

Changing customer expectations, digital adoption and demand for personalised, convenient and sustainable financial services are reshaping engagement and service models.

Associated Opportunities and Risks

- Enhancing customer journey and partnership ecosystems to drive differentiation, loyalty and cross-selling.
- Failure to adapt to changing behaviours and market competitiveness risk market share reduction and weakened customer relationships.

Constraints

Strategic allocation of resources to modernise platforms and strengthening workforce capabilities for improved service delivery, greater efficiency and business growth.

Key Actions Undertaken in 2025

- Strengthened digital platforms and partnership ecosystems, leveraged data analytics and revised target operating models to improve customer experience.
- Applied Agile methodologies, customer discovery and validation frameworks in the development process to gain deeper insights on customer needs and delivered products for long-term value creation.

For more details, refer to Business Performance on pages 90 to 102

Outlook

Customer expectations on digital, personalised and sustainable solutions will keep evolving, shaping seamless experience, product innovation, service delivery and engagement strategies.

Related Principal Risks: OR CR BSR

Related Capitals: FC IC MC HC

Related Material Matters:

Related Stakeholders:

Related STs: ALL

MT3 GROWING AFFLUENT POPULATION IN ASIA



2024 2025

Key Drivers

Expanding affluent segments in ASEAN, digital adoption, intergenerational transfers and intra-regional mobility drive demand for personalised wealth solutions, Islamic offerings and seamless cross-border advisory.

Associated Opportunities and Risks

- Rising affluent segments offer strong upside for regional growth.
- Inadequate capabilities and ineffective service models to meet growing segment’s needs.
- Regulatory fragmentation and rising competition constrain market capture.

Constraints

Realising regional wealth potential hinges on scaling advisory capabilities, digital enablement and seamless cross-border service delivery.

Key Actions Undertaken in 2025

- Enhanced service excellence and people-focused processes to improve customer-centric wealth journeys.
- Developed differentiated values-based and Islamic wealth propositions and seamless regional and cross-border services for target clients across ASEAN+.

Outlook

Sustained affluent growth and generational wealth transfer across ASEAN will continue to underpin demand for integrated and personalised wealth solutions.

Related Principal Risks: CR FCR BSR

Related Capitals: FC IC MC HC

Related Material Matters:

Related Stakeholders:

Related STs: ALL

MACROTRENDS IMPACTING OUR M25+ STRATEGY

Time horizon: Short-term Long-term Year-on-Year Macrotrend Movement: No change Increase Decrease

MT4 DIGITAL AND TECHNOLOGY TRANSFORMATION

2024 2025

Key Drivers
Artificial Intelligence (AI) and cloud technologies are reshaping banking, driving operational efficiency, enhancing customer personalisation and enabling data-driven decision-making. At the same time, this digital evolution also presents challenges in cyber security and competition.

Associated Opportunities and Risks

- Accelerating time to market and enabling new ways of working through AI and modernised technology.
- Rising cyber threats, rapid technology changes and widening talent gaps.

Constraints
Balancing technology risk management with maintaining system stability, regulatory compliance and operational consistency across diverse jurisdictions and evolving regulatory environments.

Key Actions Undertaken in 2025
Established strategic partnerships i.e.: Microsoft to advance AI, cloud and security foundations, while enhancing ecosystem resilience, process efficiency and technology talent development to strengthen long-term digital execution and organisational stability.

For more details, refer to Pervasively Digital on pages 68 to 70

Outlook
Digital transformation focuses on strengthening technology foundations, advancing AI and cloud adoption and enhancing cyber security to drive innovation, efficiency and resilient growth in an increasingly connected world.

Related Principal Risks: Related Capitals: Related Material Matters: Related Stakeholders: Related STs:

MT5 SUSTAINABILITY

2024 2025

Key Drivers
Increasing emphasis and regulatory pressures on financial institutions to address social impacts as well as nature and biodiversity's critical role in sustainability strategies.

Associated Opportunities and Risks

- Rising demand for transition energy solutions continues to provide new regional business and financing opportunities.
- Associated business and reputational risks from stricter regulations and sustainability reporting requirements.

Constraints
Fragmented ESG frameworks and standards hamper the development of a standardised approach across jurisdictions, constraining efforts towards harmonisation.

Key Actions Undertaken in 2025

- Accelerated real economy transition and net zero agenda by supporting businesses to decarbonise and transition responsibly.
- Drove positive social impact and played an active role in thought leadership to advance social outcomes, strengthen regional capabilities and enhance ESG risk management.

For more details, refer to Approach to Sustainability, Sustainability Material Matters and Sustainability Statement on pages 39 to 46 and 103 to 117 as well as the Sustainability and Environmental Report 2025, which are downloadable from www.maybank.com/ar

Outlook
Amid rising climate and social pressures, alongside advances in innovation and AI, decarbonisation and sustainable growth remain essential to the industry's future.

Related Principal Risks: Related Capitals: Related Material Matters: Related Stakeholders: Related STs:

MT6 TALENT DEVELOPMENT

2024 2025

Key Drivers
Shifting consumer demands, AI and technology adoption, and changing operating landscapes continue to shape workforce strategy and skills priorities.

Associated Opportunities and Risks

- Enhancing workforce agility, skills and technology adoption drives retention, organisational capabilities and growth.
- Adapting to evolving talent needs, organisational changes and effective cost management is essential for sustained performance and competitiveness.

Constraints
Workforce realisation depends on the delivery of high-impact initiatives within shorter-operating cycles as industry and job skills requirements are continuously evolving.

Key Actions Undertaken in 2025

- Strengthened organisational agility through targeted organisational design initiatives, including redesigning operating models and centralising key functions to enhance governance, efficiency and accountability.
- Nurtured a future-ready workforce through leadership development, digital learning programmes and skills-based learning pathways, while recognition and mentoring initiatives further reinforced performance and culture.

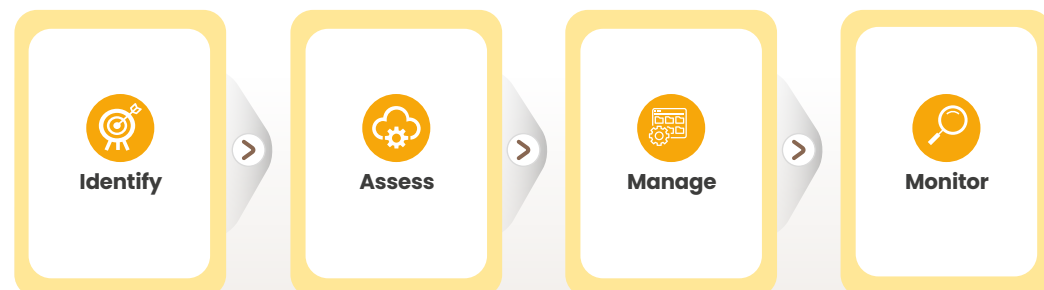
For more details, refer to the Group Human Capital on pages 71 to 75

Outlook
Data, digital, innovation and front-line sales and advisory capabilities remain critical to drive business growth, while AI disruption and regulatory complexity shape evolving talent and behavioural considerations.

Related Principal Risks: Related Capitals: Related Material Matters: Related Stakeholders: Related STs:

PRINCIPAL RISKS

The Group upholds an integrated and comprehensive approach to risk management that supports strategic decision-making and serves as a key enabler of sustainable performance, organisational resilience and stakeholder confidence.



Board Oversight – Risk Management Committee

The Risk Management Committee (RMC) plays a critical role in safeguarding the Group’s interest through robust oversight of risk governance and enterprise-wide risk management frameworks. In 2025, the RMC intensified its focus on ESG and climate risk integration, model validation and strengthened credit and liquidity risk management. It also enhanced oversight of operational resilience, technology and cyber risks, and regulatory compliance. Through proactive engagement, the RMC reinforced the Group’s resilience and financial soundness amid a rapidly changing global environment while ensuring adherence to regulatory expectations. The RMC also continued to work closely with the Board Technology Committee to reinforce the Group’s oversight of technology-related risks and resilience.

A comprehensive overview of the RMC’s role, responsibilities and key activities in 2025 can be found on pages 138 and 152 of this report

Risk management is embedded into our governance structure through active oversight by senior management and the Board. Policies and procedures governing each principal risk are regularly assessed and reviewed to maintain their effectiveness and alignment with best practices and regulatory expectations.

Our risk management strategy is anchored in an established governance framework that provides the foundation for our risk policies, procedures, methodologies and processes for identifying, assessing, monitoring and managing various material risks across the organisation. We adopt a forward-looking perspective, engaging both business and risk specialists to identify emerging risks and assess their implications for the Group’s portfolios. Risk drivers include evolving macroeconomic environments, regulatory and consumer expectations, geopolitical developments, demographic and social shifts, technology and cyber threats, operational risks, financial crime and climate-related risks, as outlined below.

SUMMARY OF PRINCIPAL RISKS AND RISK TRENDS IN FY2025

The risk heat map below shows the likelihood and potential impact of the Group’s principal risks, with key mitigation actions by Maybank outlined on the next page.

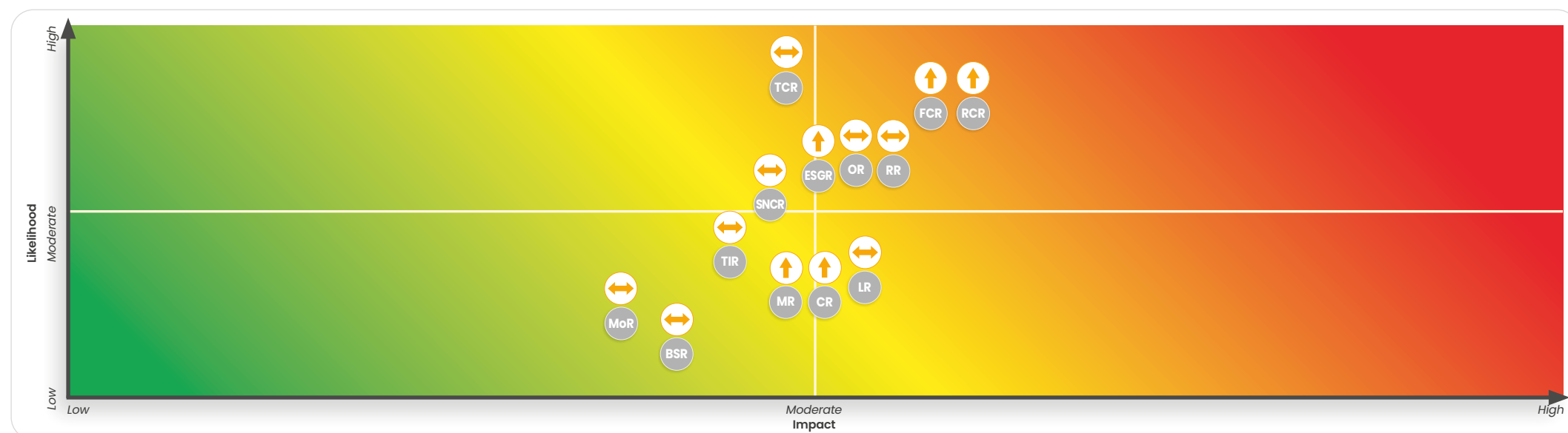
PRINCIPAL RISKS

Risk trend: No change Increase

CR Credit Risk OR Operational Risk MoR Model Risk RR Reputational Risk ESGR Environmental, Social and Governance Risk (including Climate Risk)

MR Market Risk TCR Technology and Cyber Risk RCR Regulatory Compliance Risk TIR Takaful and Insurance Risk

LR Liquidity Risk FCR Financial Crime Risk BSR Business and Strategic Risk SNCR Shariah Non-Compliance Risk



PRINCIPAL RISKS

PRINCIPAL RISKS FY2025

Risk trend: No change Increase **Time horizon:** Short-term (0-2 years) Medium-term (2-5 years) Long-term (>5 years)

CR
CREDIT RISK

Risk Description:
Credit risk refers to the potential loss of principal or income from the failure of obligors or counterparties to meet their contractual obligations, as well as from deterioration in their credit or risk profiles.

Risk Impact
Credit risk is expected to rise amid geopolitical tensions, US tariffs and global trade disruptions, pressuring export sectors, Greater China real estate and Malaysian SMEs affected by subsidy and tariff changes.

Value Creation Implications
Effective credit risk management – supported by robust structures, covenants and risk-based pricing – strengthens portfolio resilience, ensures sound borrower assessment and promotes sustainable growth, profitability and stakeholder confidence across economic cycles.

Associated Opportunities

- Expand credit risk analytics and capabilities to strengthen client partnerships, enhance cross-border financing, and support the Bank’s sustainable growth and regional leadership ambitions.
- Leverage the Bank’s extensive client base and global presence to identify new growth opportunities, and drive sustainable growth through targeted client networks, within defined risk appetite and Industry Prioritisation Matrix (IPM).
- Monitor adverse developments in specific industries such as construction and high-end property development.

Risk Movement
Credit risk increased slightly from 2024, driven by selective stress in export and Greater China property-linked sectors. Overall asset quality remained stable, with moderate pressure in retail and SME segments. No significant deterioration was observed, reflecting portfolio stability and improved business conditions post-economic reopening.

Key Mitigation Actions

- Established new Risk Acceptance Criteria (RAC) for the hotel, data centre, logistics and warehouse, semiconductor, food processing and healthcare sectors, to keep within the Group’s credit risk appetite and support the transition to sustainable financing and practices.
- Strengthened credit oversight through regular thematic portfolio reviews, enhanced early-warning systems, comprehensive stress testing and portfolio monitoring. ESG and climate-related risk factors were further embedded into underwriting and sectoral assessments to reinforce prudent credit decision-making and ensure portfolio resilience.

Outcomes in 2025
Employing diverse strategies to manage and maintain asset quality, the Group’s total gross impaired loans ratio stood at 1.28% (December 2024: 1.23%).

2026 Outlook
We remain cautious amid ongoing geopolitical tensions, trade disruptions and cost pressures. Uncertainties from tariff impacts and external headwinds may challenge business activities, supply chains and credit quality, potentially exerting prolonged effects on portfolio performance despite overall stable conditions across major sectors and regions.

For more information, refer to credit risk management on pages 173 to 198 of the Financial Statements and Basel II Pillar 3 Disclosure on Credit Risk available at www.maybank.com/ar

Related Capitals: FC IC SRC NC

Related Material Matters:

Related Stakeholders:

Related STs and SPs: ALL SP1 to SP9

MR
MARKET RISK

Risk Description:
Potential loss of economic value from adverse movements in financial market rates or prices such as interest rates, foreign exchange rates, credit spreads, commodities and equity prices. Both traded and non-traded risks are managed within the approved year-to-date stop loss limits.

Risk Impact
The risk impact is assessed to be moderate to high. Ongoing global market uncertainties pose direct and indirect risks to the Bank’s positions, necessitating proactive monitoring and responsive risk management.

Value Creation Implications
Appropriate risk management strategies will serve to manage exposures to price volatility and minimise any negative impact on the trading book.

Associated Opportunities
Market risk exposures are managed effectively within the Bank’s risk appetite through optimal utilisation of risk limits and ongoing assessment of key risk indicators.

Risk Movement
Market risk exposures are monitored and managed in accordance with approved risk and stop-loss limits.

Key Mitigation Actions
Regular risk assessment, analysis and stress testing at Group level facilitate the management of potential risk scenarios to contain exposures within Maybank’s risk appetite. Market risk limits are determined based on trading budget, historical limits, business and trading strategies, and financial market conditions.

Outcomes in 2025
Risk exposures were actively managed and aligned with robust policies and limits that were reviewed semi-annually.

2026 Outlook
Shifts in global interest rates and geopolitical tensions continue to be closely watched going into 2026.

For more information, refer to market risk management on pages 198 to 215 of the Financial Statements and Basel II Pillar 3 Disclosure on Market Risk at www.maybank.com/ar

Related Capitals: FC

Related Material Matters:

Related Stakeholders:

Related STs and SPs: ST1 ST3 ST5 SP1 to SP8

PRINCIPAL RISKS

Risk trend: No change Increase **Time horizon:** Short-term (0-2 years) Medium-term (2-5 years) Long-term (>5 years)

LR LIQUIDITY RISK

Risk Description:
Adverse impact on the Group’s financial standing or overall soundness from the perceived inability to meet our obligations. Liquidity risk is managed within the regulatory liquidity coverage ratio (LCR) and net stable funding ratio (NSFR) limits, ensuring we meet our short-term obligations and maintain long-term stability.

Risk Impact
The Group’s healthy LCR reflects our pro-active allocation of ample liquidity to buffer uncertainties in economic growth, inflationary pressure, rising interest rates, currency fluctuations and geopolitical tensions.

Value Creation Implications
Failure to manage this risk could lead to major funding issues, loss of public confidence and regulatory non-compliance.

Associated Opportunities
Maintaining a diverse, stable funding base and an optimal portfolio helps reduce the Group’s funding costs, enabling a sustainable balance sheet profile.

Risk Movement
Liquidity risk remains stable, with the Group consistently meeting all our obligations.

Key Mitigation Actions

- Active liquidity management to support balance sheet strategies.
- Enhanced liquidity coverage reporting for optimised management.
- Regular thematic reviews, stress testing and reverse stress testing.
- Continuous refinement of liquidity stress test methodology.
- Contingency funding plan enhancement in line with Bank Negara Malaysia (BNM)’s liquidity risk policy.
- Extensive review of the Group Recovery Plan incorporating best practices, assisted by an external consultant.

Outcomes in 2025
Group liquidity remained stable, with periodic assessments helping to maintain healthy buffers and track key risk metrics.

2026 Outlook
Group liquidity is expected to continue to be stable, with periodic assessments performed to maintain healthy buffers and track key liquidity risk metrics.

Malaysia’s economy is expected to grow steadily, while global risks persist due to geopolitical conflicts, US-China tensions and potential trade or supply chain disruptions.

Related Capitals:

Related Material Matters:

Related Stakeholders:

Related STs and SPs: to

OR OPERATIONAL RISK

Risk Description:
The risk of loss resulting from inadequate or failed internal processes, people and systems or from external events.

Risk Impact
Increasing digitalisation, evolving cyber threats and heightened regulatory expectations continue to elevate exposures to operational disruptions and third-party dependencies, reinforcing the need for robust controls, strengthened resilience and effective incident response capabilities.

Value Creation Implications
Significant operational disruptions can lead to financial loss, increased costs and reputational damage, including regulatory penalties, loss of customer trust and reduced competitiveness.

Associated Opportunities

- Actionable risk insights reduce operational risk exposure and drive cost efficiencies.
- Regulatory compliance and alignment prevent fines and regulatory scrutiny.
- Enhanced commitment to operational excellence through proactive risk mitigation.

Risk Movement
The impact and likelihood of non-financial risks remain moderate, as risks are proactively identified and key controls are continuously reviewed and refreshed to mitigate exposure.

Key Mitigation Actions

- Strengthened operational resilience with developments in governance and risk assessment methodologies.
- Enhanced risk management and oversight of outsourced service providers.
- Improved Risk and Control Self-Assessment (RCSA) and key control testing for operational and regulatory risks.
- Implemented governance and automation to comply with Basel III BNM Capital Adequacy Framework-Operational Risk Weighted Assets (ORWA) methodology.
- Advanced risk insights capabilities through adoption of automation and data-driven analytics.

- Launched the Unified Product Governance process, embedding Agile principles into product approvals to enhance collaboration, accelerate decision-making and improve risk visibility.

Outcomes in 2025
Strengthened risk and control posture with improvements in third-party governance, operational resilience and control assurance measures.

2026 Outlook
Developments in emerging technologies, increased AI adoption and growing third-party reliance will demand stronger operational risk governance and continuous monitoring to safeguard operational resilience and stakeholder interests.

Related Capitals:

Related Material Matters:

Related Stakeholders:

Related STs and SPs:

PRINCIPAL RISKS

Risk trend: No change Increase **Time horizon:** Short-term (0-2 years) Medium-term (2-5 years) Long-term (>5 years)

TCR TECHNOLOGY AND CYBER RISK

Risk Description:
Technology and cyber risk arises from vulnerabilities within systems, digital channels, Application Programming Interfaces (APIs) and cloud environments that may lead to cyberattacks, data breaches or service disruptions.

Risk Impact
Technology or cyber incidents could disrupt critical services, impacting customer experience and trust, trigger regulatory scrutiny and elevate security risks, highlighting the need for resilient systems and strong governance across operations.

Value Creation Implications
Failures in technology, processes or controls could result in financial loss, service disruption, regulatory non-compliance or reputational impact. Effective risk governance safeguards customer confidence, ensures business continuity and sustains enterprise value.

Associated Opportunities
The Group's responsible cloud adoption enhances agility, scalability and efficiency enabling faster innovation, improved resilience and sustainable growth while ensuring

systems remain secure, well-managed and compliant with regulatory expectations.

Risk Movement
Technology and cyber threats are growing in sophistication with increasing ransomware and social engineering attacks.

Key Mitigation Actions
We continue to strengthen our technology, cyber and cloud governance via enhanced frameworks, controls and oversight mechanisms, with independent reviews to identify areas for improvement. Cyber security awareness heightens our organisational vigilance, while advanced security measures improve our protection, detection and response capabilities to reinforce resilience across critical systems and ensure secure, reliable operations.

For more information on how we manage this risk, refer to the Pervasively Digital and Statement on Risk Management and Internal Control on pages 68 to 70 and 148 to 154

Outcomes in 2025
Independent assessments and strengthened controls improved the Group's cyber and cloud governance maturity, while continuous awareness programmes, cyber drills and modern security tools further enhanced readiness, protection and response across critical systems.

2026 Outlook
Cyber threats are becoming more sophisticated with artificial intelligence and supply chain exploitation. Rising regulatory focus on data protection and resilience will drive strengthened defences, enhanced detection and operational stability while preserving customer trust.

Related Capitals:

Related Material Matters:

Related Stakeholders:

Related STs and SPs:

FCR FINANCIAL CRIME RISK

Risk Description:
Risks stemming from fraud, money laundering, bribery, corruption and other illicit activities continue to escalate, driven in part by the rise in mule account usage and an increase in reported bribery and corruption cases.

Risk Impact
Financial crimes such as scams, sanctions and proliferation financing may lead to significant financial losses, regulatory sanctions, reputational damage and increased operational costs.

Value Creation Implications
Financial crime can hinder value creation, impacting shareholders' and customers' confidence as well as compromise the Group's long-term sustainability and growth.

Associated Opportunities

- Leveraging AI and advanced data analytics models enhances the effectiveness of anti-financial crime measures, supporting stronger regulatory compliance while reducing financial losses and improving operational efficiency through streamlined investigations.
- Continuous monitoring through intelligent analytics enables early detection of financial crime risks allowing for timely, proactive adjustments to risk strategies.

- Enhancing internal controls through technology-driven solutions promotes organisational integrity and reinforces trust among stakeholders.

Risk Movement
Rising risks like scams, sanctions and proliferation financing require stronger governance and comprehensive compliance risk management across all three lines of defence.

Key Mitigation Actions

- Frequent engagement with regulatory authorities.
- Strengthened policies, processes and controls for new regulations, trends and emerging risks.
- Enhanced financial crime risk assessments through advanced analytics.
- Continuous compliance and a culture of ethics and integrity.

For more information, refer to the Statement on Risk Management and Internal Control on pages 148 to 154

Outcomes in 2025

- Led an industry-wide eKYC initiative together with PayNet to enhance detection of mule accounts and facilitate information sharing across financial institutions.
- Implemented the Bribery and Corruption Risk Register to strengthen anti-bribery governance and risk oversight.
- Achieved full ISO 37001 ABMS certification across all Maybank entities, reinforcing the Group's commitment to anti-bribery and corruption standards.
- Deployed additional data analytics models to improve the effectiveness and efficiency of financial crime detection and response.

2026 Outlook
Evolving criminal tactics and heightened geopolitical tensions are increasing the risks of mule accounts and scams, exposure to bribery and corruption, proliferation financing and sanctions-related risks.

Related Capitals:

Related Material Matters:

Related Stakeholders:

PRINCIPAL RISKS

Risk trend: No change Increase **Time horizon:** Short-term (0-2 years) Medium-term (2-5 years) Long-term (>5 years)

MoR **MODEL RISK**

Risk Description:
Risk arising from a model that produces incorrect or misleading results impacting the model's output.

Risk Impact
The Group relies heavily on models for objective risk measurement which drive decisions and portfolio monitoring, hence an effective model risk management framework is crucial to mitigate financial, regulatory and reputational risks.

Value Creation Implications
Effective model risk management safeguards value, ensuring models remain reliable and aligned with risk management and business objectives, thereby mitigating potential investment losses and the risk of underestimating fund requirements.

Associated Opportunities

- Enhanced model monitoring framework would ensure timely detection of model weaknesses.

Risk Movement
Our model risk has been stable and well below threshold, presenting no major concerns.

Key Mitigation Actions

- Establish model risk management policy to manage and mitigate model risk across the Group.
- Conduct peer reviews of various non-regulatory models to ensure robustness.

- Mitigating model risk reduces the potential for financial losses, regulatory fines and reputational damage associated with model failure.
- Transparent and well-managed models build trust with stakeholders, including customers, investors and regulators.
- Share best practices and tools between risk centres of excellence to elevate modellers' expertise across the Group.
- Maintain an inventory of all models used within Maybank and prioritise models based on importance and complexity.

Outcomes in 2025
The Group's model risk management system remained robust with ongoing checks, transparency and rapid response supporting all strategic decisions.

2026 Outlook
Increased use of Artificial Intelligence/Machine Learning (AI/ML) techniques across the Group, with AI/ML-specific risk governance emplaced to mitigate model risk.

Related Capitals: FC IC HC

Related Material Matters:

Related Stakeholders:

Related STs and SPs: ST1 ST3 SP1 to SP8

RCR **REGULATORY COMPLIANCE RISK**

Risk Description:
Arises from failure to adhere to laws, regulations, supervisory expectations or internal requirements, potentially leading to regulatory enforcement actions, financial penalties, customer impact and/or reputational damage to the Bank.

Risk Impact
Evolving regulations, increased regulatory scrutiny, geopolitical uncertainties, economic fluctuations and technological advancements can significantly impact the Bank's regulatory compliance risk.

Value Creation Implications
Proactive regulatory compliance management can avert financial penalties, reputational damage, operational disruptions, legal actions and/or loss of stakeholder trust, ultimately safeguarding the Bank's business sustainability and strategic objectives.

Associated Opportunities

- Strengthened regulatory reputation and trust.
- Enhanced operational efficiency.
- Reduced financial and legal exposure.
- Improved stakeholder confidence and business sustainability.

Risk Movement
Regulators are increasingly scrutinising areas such as personal consumption credit and fraud countermeasures, requiring major changes in systems, processes and customer experience.

Key Mitigation Actions

- Refined our Risk Appetite Statement for better monitoring and to strengthen oversight of accepted compliance risks.
- Introduced Compliance Risk Assessment Heatmap to focus on high-risk regulations.
- Ongoing review of areas covering customer information, consumer protection and foreign exchange transactions.
- Conducted refresher sessions, compliance training and e-learning modules to strengthen staff awareness and understanding of regulatory obligations and ethical practices.

- Increased compliance oversight led to significant improvements in regulatory adherence and sales practices related to high-risk products offered to end consumers.
- Restructured processes to increase efficiency and eliminate redundancy.

2026 Outlook
Regulatory changes in the Hire Purchase Act and restrictions on imposing fees/charges to end customers may impact the Bank's earnings.

Related Capitals: FC SRC IC HC

Related Material Matters:

Related Stakeholders:

Related STs and SPs: ST1 ST2 SP3 SP4

PRINCIPAL RISKS

Risk trend: No change Increase **Time horizon:** Short-term (0-2 years) Medium-term (2-5 years) Long-term (>5 years)

BSR **BUSINESS AND STRATEGIC RISK**

Risk Description:
Risk of current or prospective impact on earnings, capital, reputation or standing arising from changes in the environment where we operate and from strategic decisions or their implementation or responsiveness to industry, economic or technological changes.

Risk Impact
Geopolitical tensions, evolving trade policies, emerging digital competitors and domestic economic developments contribute to market volatility and shifting dynamics, while growth in “new economies” creates pockets of opportunities.

Value Creation Implications
Robust management of business and strategic risk ensures Group resilience and continued delivery of sustainable returns amid changing market conditions.

Associated Opportunities

- Capture growth opportunities through targeted segments in priority ASEAN markets.
- Safeguard asset quality, liquidity and capital positions to uphold financial strength and stability.

Risk Movement
Risk remains low, with no material changes. Strong financial safeguards and effective risk management enable the Group to respond to evolving external environments and pursue strategic objectives.

Outcomes in 2025
Delivered improved YoY net profit at RM10.51 billion and return on equity (ROE) of 11.7% with higher interim full cash dividend of 63 sen per share.

2026 Outlook
The Group has built on the foundation of M25+, which concluded in FY2025, to develop ROAR30, supported by continued oversight from business units, Group EXCO and Board committees.

Key Mitigation Actions

- Internal capabilities and external factors guide the Group’s strategy which is periodically assessed by business committees, Group EXCO and the Board.
- Strategic risk is governed and overseen by the Board and Group EXCO to ensure effective identification, monitoring and management in line with the Group’s risk appetite.

Related Capitals: ALL **Related Material Matters:** **Related Stakeholders:** **Related STs and SPs:** ALL ALL

RR **REPUTATIONAL RISK**

Risk Description:
Risk of damage to the Maybank brand resulting from negative publicity due to business practices, conduct or financial condition. This may impair public confidence and result in costly litigation.

Risk Impact
Heightened stakeholder expectations, increased regulatory focus and the rapid spread of information through digital and social platforms amplify reputational exposure, underscoring the importance of transparent governance, responsible conduct and proactive stakeholder engagement.

Value Creation Implications
Damage to the Group’s reputation may result in loss of customer trust, brand value, financial impact, reduced market share, heightened regulatory scrutiny and challenges in attracting clients, endangering long-term success and stability.

Associated Opportunities
Effective reputational risk management strengthens stakeholder trust, enhances brand value and maintains market competitiveness. This proactive approach protects

Risk Movement
Reputational risk has been stable, supported by escalation in communication with internal and external stakeholders. Governance controls to manage potential service disruptions have been further strengthened, improving overall stakeholder confidence.

Outcomes in 2025
Elevated customer-centricity through enhanced touchpoints and integrated feedback, reinforcing service excellence, employee capability and proactive crisis management to uphold stakeholder trust and sustain positive brand perception.

2026 Outlook
Reputational risk is expected to improve, supported by continued enhancement of customer engagement frameworks, digital service and operational resilience, together with strengthened monitoring of sentiment across key markets.

Key Mitigation Actions

- Strengthened communication strategies with clear protocols, consistent messaging and a proactive crisis management plan for timely and coordinated stakeholder responses.
- Enhanced digital readiness through targeted technology investments and improved online service continuity.

Related Capitals: ALL **Related Material Matters:** **Related Stakeholders:** **Related STs and SPs:** ALL ALL

PRINCIPAL RISKS

Risk trend: No change Increase Time horizon: Short-term (0-2 years) Medium-term (2-5 years) Long-term (>5 years)

TIR **TAKAFUL AND INSURANCE RISK**

Risk Description:
Adverse changes in underwritten takaful/insurance liabilities due to deviation in portfolio experience as well as underlying assumptions/expectations on products, pricing, underwriting, claims, reserving and retakaful/reinsurance.

Risk Impact
Takaful and insurance risk may affect Etiqa’s financial position and solvency due to unexpected claims, pricing pressures, reserve uncertainties, underwriting assumptions, or retakaful/reinsurance, potentially impacting takaful participants or policyholders.

Value Creation Implications
Managing the risk would reduce uncertainty, enable timely, informed decisions and enhance product value. Competitiveness would be further strengthened with customer-focused takaful and insurance offerings, improved service, streamlined costs, sustainable long-term value creation and ESG integration.

Associated Opportunities

- Competitive pricing with effective risk management supports sustainable profitability while attracting and retaining customers.

Risk Movement
While the takaful and insurance risk landscape remains stable, the Group will continue to monitor underwriting, compliance, market conditions, regulatory changes and emerging risks to ensure preparedness and uphold prudent risk mitigation.

Key Mitigation Actions

- Using analytics for portfolio rebalancing to drive profitable growth.
- Risk awareness guides product innovation and market expansion.
- Build capabilities to meet regulatory needs, e.g.: for motor and fire tariff liberalisation, climate risk management, stress testing and health takaful/insurance.
- Leverage key risk and early warning indicators to develop actionable mitigation strategies.

Outcomes in 2025
Managed takaful and insurance risks through robust underwriting, prudent risk practices, sufficient reserving, diversified investments, strong compliance, respect for customer rights, innovative products and advanced digital services for all segments.

2026 Outlook
General takaful and insurance is expected to maintain strong underwriting performance, supporting profitability despite claims inflation and competitive pricing, while life insurance and family takaful offer opportunities to close protection gaps.

Related Capitals:

Related Material Matters:

Related Stakeholders:

Related SP:

SNCR **SHARIAH NON-COMPLIANCE RISK**

Risk Description:
Risk of legal or regulatory sanctions, financial loss or non-financial implications including reputational damage arising from failure to comply with Shariah Advisory Council rulings and standards issued by BNM on Shariah matters or decisions/advice of the Shariah Committee.

Risk Impact
Complexity of Islamic products/services, regulatory expectations and operational challenges heighten Shariah non-compliance risk exposure, with potential reputational, legal, regulatory and financial impact on the Group.

Value Creation Implications
Effective Shariah risk management across Islamic products/services builds public trust and supports the expansion of Islamic financial services locally and in other regions/countries.

Associated Opportunities

- Innovation in Islamic products/services, including beyond banking solutions to meet current needs.
- Strengthen public confidence in Islamic financial services.
- Expand Islamic financial offerings to other regions/countries.

Risk Movement
The impact and likelihood of Shariah non-compliance (SNC) risk remain moderate. The risk is closely monitored and proactively managed with continuous reviews of existing controls.

Key Mitigation Actions

- The Maybank Group Shariah Governance Framework, aligned with BNM’s Shariah Governance Policy, outlines the governance structure, roles, responsibilities and processes to ensure all activities comply with Shariah principles. It also defines the responsibilities of the Board, Management, Shariah Committee and Shariah control functions (Shariah Risk, Shariah Review and Shariah Audit) in managing non-compliance risk.
- Policies, procedures and ongoing training ensure Shariah requirements are adhered to.

Outcomes in 2025
Shariah non-compliance risk was well managed due to strengthened governance, risks and controls identification and assessment, enhanced systems, improved operational excellence and awareness and certification programmes.

2026 Outlook
SNC risk remains one of the top operational risks in Islamic banking/financial institutions. As evolving business demands, technology and regulatory requirements elevate operational complexity and SNC risk exposure, we will continue to uphold Shariah governance and enhance related processes, systems and staff knowledge.

Related Capitals:

Related Material Matters:

Related Stakeholders:

Related STs and SPs: to

PRINCIPAL RISKS

Risk trend: No change Increase **Time horizon:** Short-term (0-2 years) Medium-term (2-5 years) Long-term (>5 years)

ESGR ENVIRONMENTAL, SOCIAL AND GOVERNANCE RISK (INCLUDING CLIMATE RISK)

Risk Description:

ESG risk, including climate risk, refers to the potential adverse impacts of environmental, social and governance factors on the Group’s financial performance, regulatory standing, reputation and long-term resilience, with climate-related impacts arising through physical, transition and liability risk dimensions.

Risk Impact

Climate and broader ESG risks are cross-cutting in nature, with potential implications across multiple risk types including credit, operational, market, liquidity and reputational risks. These risks can affect asset value, loan performance, capital adequacy and the Bank’s long-term financial sustainability.

Value Creation Implications

- Effective implementation of ESG and climate risk management practices would enhance the Group’s long-term sustainability and resilience towards the negative effects of climate change and reduce the accumulation of potential stranded assets.
- Provide sustainable solutions to clients in order to manage physical and transition risks.

Associated Opportunities

- Engage clients on ESG and support their transition to sustainable practices.
- Alleviate credit and operational risks arising from climate-related risks.
- Create sustainable financing opportunities for clients seeking to implement adaptation and/or mitigation solutions to address ESG and climate risk on their business.

Risk Movement

- Overall ESG risk is increasing given its impact on businesses, scrutiny from stakeholders and regulatory demands for transparency and accountability.
- Climate change risk is also growing along with related hazards such as floods, water stress and heatwaves, which can disrupt commerce and affect access/availability of natural resources and livelihoods.

Key Mitigation Actions

- Enhanced ESG risk acceptance through strengthened criteria and ESC Subcommittee oversight.
- Enhanced Maybank Group Climate Risk Policy to strengthen governance, promote climate risk integration and ensure alignment and compliance with regulatory requirements.
- Embedded climate risk considerations across risk management processes and tools starting from customer and supplier onboarding to data collection, tools, infrastructure, analytics and governance.
- Completed BNM’s climate risk stress test on Malaysia’s retail and non-retail portfolios under multiple climate scenarios. Assessed the impact of a one-in-200-year flood event focusing on vulnerable geographical areas and gained forward-looking insights on effective climate risk management.

- Developed climate-to-credit (C2C) tool to calculate Climate Risk adjusted Borrower Risk Rating (CRBRR), expanding credit risk evaluation to include climate risk.
- Developed a climate risk dashboard to assess physical risk vulnerabilities across the Bank’s operations and highlight transition risks within the loan portfolio supporting effective climate risk management.

For more information, refer to the Sustainability and Environmental Report 2025 which is available on at www.maybank.com/ar

Outcomes in 2025

- Enhanced monitoring of the Bank’s physical assets and loan portfolios, especially for net zero pathway sectors.
- Integrated climate risk considerations into the credit risk and supplier assessment.

2026 Outlook

Climate risks are expected to increase in tandem with more frequent and intense climate hazards while transition risks are picking up as 2030 climate targets draw closer. However, the Bank is not expected to be saddled with significant stranded assets.

Related Capitals:

Related Material Matters:

Related Stakeholders:

Related STs and SPs:

OUR STRATEGY

M25+

We are a **values-driven platform**, powered by a **bionic workforce** that **Humanises Financial Services**.

FINANCIAL METRICS

NON-FINANCIAL METRICS

2-3x Income Growth FY2021-FY2025 CAGR	~7% Overseas Income FY2022-FY2025 CAGR	~7% Loans Growth FY2021-FY2025 CAGR	~32% Fee Income	~45% Cost to Income Ratio	~11%-12% Return on Equity
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≥80% Digital Customers	~2-4x Acceleration in Time-to- Market	~10%-20% Increased Customer Satisfaction	>90% Employee Engagement	25%-30% Next-Gen Roles
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GROWTH PERFORMANCE

PROFITABILITY

SUPPORTED BY FIVE STRATEGIC THRUSTS

ST1 Intensify Customer- centricity	ST2 Accelerate Digitalisation and Technology Modernisation	ST3 Strengthen Maybank's Position Beyond Malaysia	ST4 Drive Leadership in Sustainability Agenda	ST5 Achieve True Global Leadership in Islamic Banking
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DRIVEN BY 14 STRATEGIC PROGRAMMES

SP1 Reshape wholesale target operating model	SP2 Build a regional transaction banking proposition	SP3 Reimagine the consumer banking customer journey	SP4 Reimagine the SME banking customer journey	SP5 Build global Islamic banking leadership	SP6 Become a regional leader in Insurance	SP7 Uplift Indonesia
SP8 Redefine our international footprint	SP9 Be the sustainability leader in SEA	SP10 Elevate Maybankers	SP11 Drive hyper- personalisation through advanced analytics	SP12 Build next-gen technology capabilities	SP13 Supercharge Singapore	SP14 Redefining customer interactions

ENABLED BY

 Technology for Technology	 Technology for Business	 People and Other Investments
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OUR STRATEGY

M25+: FOUNDATION LAID FOR GROWTH BEYOND 2025

Reflecting on the M25+ strategy, over the years we have reinforced our strategic foundations, transformed the way we work and strengthened the Group’s resilience for long-term value creation. Through disciplined execution, we have unlocked new growth through our Super Growth areas, enabling the Group to diversify income streams and capture emerging opportunities across the region. Growth was pursued beyond asset expansion with a clear focus on profitability, capital efficiency and consistent delivery of total shareholder returns.

Our **regional-first strategy** has gained momentum as we further regionalised products and accelerated cross-selling across the Group, leveraging our regional footprint and large customer base. Key initiatives included the development of a regional wealth proposition, cross-border expansion through collaboration with Forest City Special Financial Zone, takaful proposition in Singapore, regional CASA straight-through processing capabilities and deepening our regional SME strategy.

Our **leadership in Islamic banking** remains firmly entrenched, driven by continued product innovation, ecosystem-led differentiation and strategic regional expansion. A key milestone was the establishment of the Islamic wealth hub in Singapore, which further solidifies our position as a global leader in market-leading Shariah solutions across five key Islamic pillars.

Refer to Group Islamic Banking on pages 100 to 102 for more details on Islamic banking initiatives and achievements

As part of our long-term value creation strategy, we advanced our **sustainability agenda** by accelerating decarbonisation through sector-specific physical emission intensity (PEI) pathways across six high-emitting priority sectors. We strengthened our social impact by

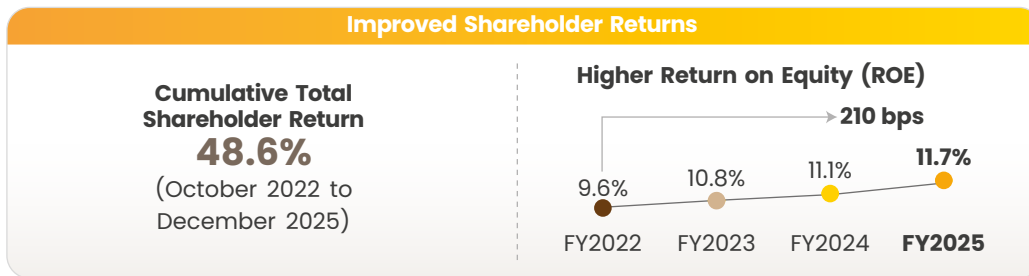
establishing the Maybank Group Human Rights Policy and continued to extend support for underserved communities. We exceeded all 2025 sustainability targets and improved our standing across key external sustainability ratings and rankings.

Refer to Sustainability Statement on pages 103 to 117 for more details on sustainability initiatives and achievements

At the same time, we have embedded deeper customer-centricity and **aligned our operating model** to deliver a more seamless experience. Our capabilities were further strengthened through Agile ways of working, a redesigned organisational model (i.e.: single captainship model, end-to-end capabilities, etc.) and strategic investments in **expanding technology capabilities** to enhance resilience and scalability.

Customer experience was elevated through personalised interactions, enabled by advanced analytics and enterprise platforms, as well as broadened connectivity with more than 200 ecosystem partners within and beyond banking. Customer interactions were further redefined through a new branch concept, AI-enabled chatbots and streamlined collections communication. We also expanded non-retail journeys with fully digital end-to-end financing solutions, including Maybank2E EzyApply and Maybank2E Trade. Collectively, these initiatives deepened our understanding of customers, enhanced service delivery across all channels and improved our ability to meet customer needs, contributing to an uplift in the Group’s Net Promoter Score (NPS) from +24 in 2022 to +44 in 2025.

Refer to Pervasively Digital on pages 68 to 70 for more details on digital initiatives and achievements



Note: Based on FY2025 dividend per share of 63.0 sen and closing share price of RM10.48 as at 31 December 2025

OUR STRATEGIC THRUSTS (STs)

ST1 Full Agile and iterative minimum viable product (MVP) approach through customer journeys and imagining the end-state model

Purpose: To innovate swiftly to meet customer needs in a dynamic financial landscape.

ST2 End-to-end straight-through processing (STP) platform that integrates with ecosystems within and beyond banking

Purpose: To enhance the customer experience and interconnectedness through seamless ecosystem integration.

ST3 Regionalisation of business and product solutions, as well as technological platforms and applications, with clear leadership in Malaysia

Purpose: To develop scalable solutions and seize opportunities in new markets.

OUR STRATEGY

OUR STRATEGIC THRUSTS (STs)

ST4 Expanded scope to embrace values-based banking principles, deepen social impact and execute decarbonisation strategy

Purpose: Build customer trust, enhance our reputation and mitigate climate vulnerabilities.

ST5 Global Islamic wealth management (GIWM) leader with Singapore as hub and ASEAN countries as spokes

Purpose: Lead in values-based and sustainable Islamic wealth solutions for ASEAN and the Gulf Cooperation Council's affluent and high net worth Muslim segments.

Related Capitals: ALL | Related Material Matters: | Related Stakeholders: | Related Principal Risks: ALL | Related Macrotrends: ALL | Demonstrated through Super Growth Areas and SPs

PERFORMANCE OF SUPER GROWTH AREAS

WEALTH MANAGEMENT

Related STs: ST1 ST3 ST5 | Related SPs: SP5 SP7 SP13

Key Transformation Initiatives

- Deepened customer engagement and productivity uplift**, underpinned by enhanced client service model and Agile "single captainship" structure to optimise sales force performance across markets.
- Differentiated through values-based and Islamic wealth solutions** – expanding **myImpact** and Islamic wealth management (IWM) propositions across home markets, introducing new Shariah-compliant funds and sukuk, advancing our ambition to become the leading onshore provider of Islamic retail and private wealth solutions.
- Strengthened regional and cross-border propositions**, connecting onshore and offshore wealth corridors across ASEAN with seamless client referrals and integrated offerings, supported by product innovations such as portfolio financing, investment-linked insurance, and multi-currency solutions.

Top Achievements

Total Wealth Fees (RM billion)

▲ 26.3% CAGR

Fiscal Year	Total Wealth Fees (RM billion)
FY2022	0.74
FY2023	0.74
FY2024	1.17
FY2025	1.50

Islamic Wealth Fees (RM million)

▲ 41.7% CAGR

Fiscal Year	Islamic Wealth Fees (RM million)
FY2022	88.59
FY2023	130.32
FY2024	223.92
FY2025	252.04

Global Sukuk Leadership
No. 2
in 2025 by total deal value

NON-RETAIL SEGMENT

Related STs: ST1 ST2 ST3 ST4 | Related SPs: SP4

Key Transformation Initiatives

- Strengthened SME relationships and enhanced sales productivity** through focused relationship management, SME re-segmentation, and continuous frontline upskilling to enhance origination momentum and customer engagement.
- Scaled ecosystem-led growth through one-stop SME propositions** such as ScaleUp SME and **myImpact** SME, embedding beyond-banking features and digital solutions to build stickiness and deliver a seamless experience across home markets.
- Accelerated regional and Islamic transformation** via sector-focused lending, sustainable financing and Shariah-compliant solutions, strengthening cross-border connectivity and expanding new growth opportunities across ASEAN.

Top Achievements

Non-retail loans growth by home markets (YoY)

- ▲ 9.2%
- ▲ 17.7%
- ▲ 5.6%

Total number of customers assisted through beyond lending and beyond banking solutions (YoY)

▲ >100%
from 2,428 to 47,992*

* Includes Malaysia, Singapore, Indonesia, Cambodia and Philippines

OUR STRATEGY

GLOBAL MARKET FOREIGN EXCHANGE (FX) SALES

Related STs: **ST1** **ST3**

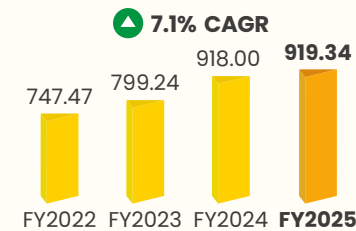
Related SPs: **SP1**

Key Transformation Initiatives

- **Expanded FX penetration across client segments** through focused go-to-market initiatives and data-driven engagement, deepening collaboration across business lines to unlock new revenue streams and grow active FX relationships.
- **Enhanced client experience** through end-to-end process transformation to improve turnaround time; simplified transactions by streamlining due diligence with digital innovations; strengthened compliance; and faster, more seamless FX servicing.
- **Built stronger regional and digital connectivity** by advancing platform integration and digital readiness, enhancing cross-border transaction capability and positioning the franchise for scalable growth across key ASEAN markets.

Top Achievements

Total Global Market FX Sales Income (RM million)



Malaysia Wealth and SME (YoY)

Income:
▲ **3.3%**

Volume:
▲ **10.9%**

MID-MARKET SEGMENT

Related STs: **ST1** **ST3** **ST5**

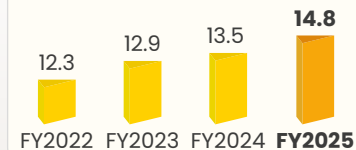
Related SPs: **SP1** **SP13**

Key Transformation Initiatives

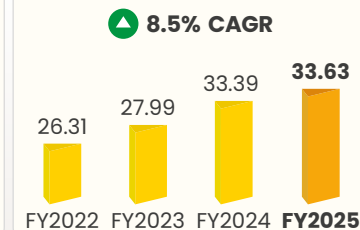
- **Sharpened segment-led franchise** under a unified model by consolidating Commercial Banking under Global Banking to deliver an integrated client coverage model, unlocking greater cross-sell synergies across products for holistic mid-market servicing.
- **Accelerated product and market penetration** as well as regional reach by expanding into high-growth corridors including JS-SEZ, data centres, power, food and beverage, and infrastructure. Leveraged sector expertise to deliver bespoke solutions and a seamless client experience, enhancing wallet share across the region through targeted regional engagement.
- **Improved speed to market and strengthened relationship coverage** by institutionalising account planning and advanced analytics through the Business Intelligence Hub and AI-enabled loan origination, as well as increasing primary banking penetration among existing and new customers.

Top Achievements

Composition of mid-market loans in Malaysia versus Malaysia Global banking loan book (%)



Total mid-market loans in Malaysia and Singapore (RM billion)



Total IB&A mid-market deals
77
(2024: 48)

CASH MANAGEMENT

Related STs: **ST1** **ST2** **ST3**

Related SPs: **SP2**

Key Transformation Initiatives

- **Refined deposit and liquidity strategy** through a unified leadership to drive customer stickiness and deepen wallet share. Developed a holistic, bank-wide framework to strengthen CASA growth, enhance funding stability and optimise margins across customer segments.
- **Expand penetration in the corporate segment** through a dedicated taskforce that drives effective deposit growth and aligns customer engagement model across the sectors.
- **Reengineered overall customer journey** with faster onboarding turnaround time and extended primary banking relationships. Also developing a regional digital platform to unify our regional cash ecosystem for greater cross-market scalability and better anticipate customers' financing needs and business risks.

Top Achievements

Transaction Banking CASA

▲ **5.1% CAGR**
(FY2022 to FY2025)

Client Growth on Maybank2E in Malaysia (YoY)

▲ **16.3%**

OUR STRATEGY

MOTOR INSURANCE

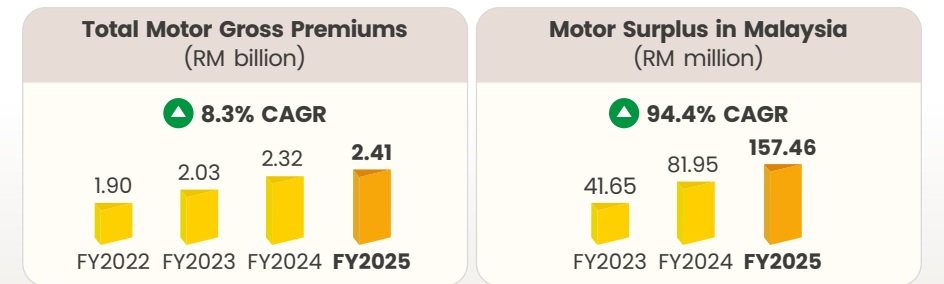
Related STs: **ST1** **ST2**

Related SPs: **SP6**

Key Transformation Initiatives

- **Focused on higher profitability segments** while being more disciplined in underwriting and cost controls as well as accelerated claims turnaround time.
- **Elevated productivity and efficiency** through digital tools, targeted incentive programmes, continuous upskilling, wider coverage and reinforced market presence.
- **Advanced customer engagement through AI-driven personalisation**, expanding digital add-on recommendations and the Etiqa Cashback by Driving Less to build loyalty, encourage cross-purchases, and deepen brand connection.

Top Achievements



BANCASSURANCE

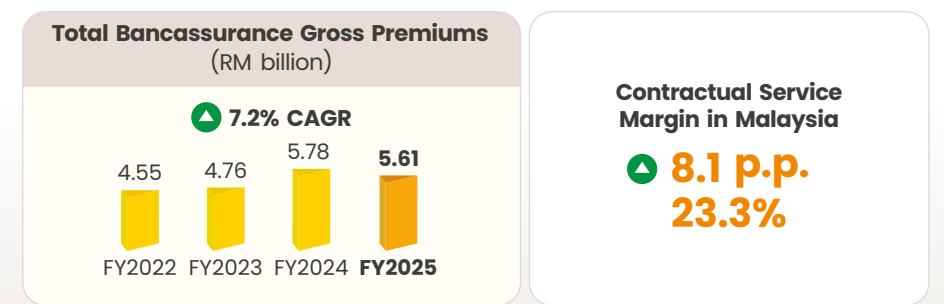
Related STs: **ST1** **ST2**

Related SPs: **SP6**

Key Transformation Initiatives

- **Repositioned product propositions** to increase Regular Premium/Regular Contribution while accelerating Banca Perfect Club qualifier's progress, including the rollout of new propositions such as providing non-medical limit and guaranteed issuance offer to attract untapped customers.
- **Enabled data-driven and seamless advisory delivery** through enhanced Banca EASE platform with portfolio review tools, lead generation and fee-income calculators, to provide tailored financial solutions.

Top Achievements



RESOURCE ALLOCATION PLANS

Financial resources, capabilities and expertise are strategically allocated across 14 Strategic Programmes (SPs) to drive optimal outcomes across the Group's six capitals. Resource deployment is prioritised based on value creation, regional scalability, ecosystem expansion, speed to market, and cross-sector process and productivity enhancements.

Below were key focus areas for resource allocation planning:

	Value creation	➤ Size of prize: Revenue uplift/cost savings versus investment required
	CX uplift	➤ Areas potentially resulting in biggest CX uplift
	Tech enablement	➤ Areas where foundational tech build will lay base to go further, bank-wide
	Cross-sector	➤ Initiatives entrenched across sectors, requiring tight integration to implement
	Regional	➤ Initiatives entrenched across countries, requiring tight integration to implement

M25+ drove transformation through digitalisation and technology advancement to improve customer-centricity and enhance operational productivity with next-gen technology. From 2023 to 2025, RM1.24 billion was committed towards operational and capital expenditure, with 82.2% for technology-for-business (enhancing customer journeys with business-driven architecture), 9.8% for technology-for-technology (strengthening digital and technology infrastructure) and 8.0% for other initiatives (Agile adoption and equip Maybankers with next-gen skills and roles).

OUR STRATEGY

ROAR30 NOW IS THE TIME FOR NEXT PHASE OF GROWTH

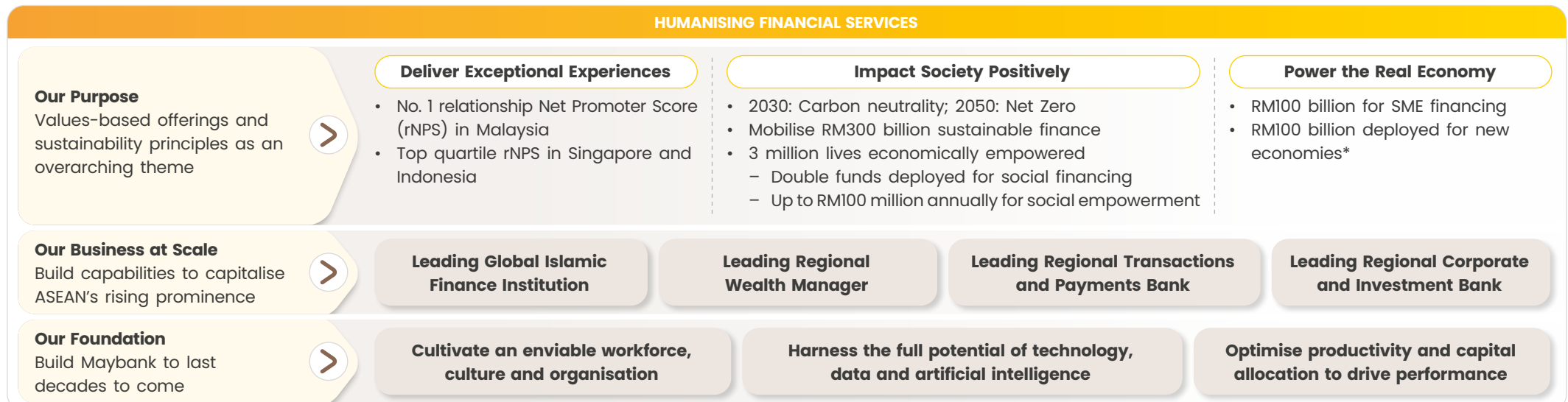
As we move into 2026, Maybank will embark on our next five-year strategy, namely **ROAR30**, which reinforces our purpose of Humanising Financial Services via values-based offerings, building businesses at scale to claim leadership position and strengthening our foundation to future proof Maybank. ROAR30 encapsulates key drivers of our next phase of growth, with a focus on enhancing shareholder value through continued ROE improvement, targeting a range of 13% to 14%.

Our home markets of Malaysia, Indonesia and Singapore will remain the core drivers of growth and profitability, underpinned by their respective strengths and market opportunities. Beyond these markets, the Group will enhance the connectivity of our regional footprint through a coherent network strategy, enabling seamless cross-border support for our clients wherever they operate and strengthening our position as a leading regional financial institution.

As technology continues to be a key enabler of growth, we have committed approximately RM10 billion over the next five years to advance our technology, data and AI strategy. Investments will be channelled to modernise core systems, establish regional data centres, enable full cloud and AI adoption, enhance resilience, and deliver next-gen applications, ensuring scalable architecture and superior user experiences to support long-term growth.

In parallel, we are advancing workforce transformation by nurturing deep and diverse talent pipelines grounded in a learning and growth mindset. Through structured enterprise-wide mobility, we are strengthening our regional “talent factory” to develop more versatile and well-rounded talent, enhance organisational agility, and better position the Group for sustainable growth.

Through ROAR30, Maybank aims to deliver stronger and sustainable growth as well as positive outcomes for all stakeholders, including shareholders, customers, communities and the economies we serve.



Note: * New economies include but are not limited to: net zero transition, digital economy and services, technology infrastructure and services, advanced/high-tech manufacturing, sustainable approach to food security, advanced urban/smart city solutions

KEY FINANCIAL PERFORMANCE INDICATORS FOR ROAR30			
	2030 Target		2030 Target
Net operating income growth	5%–6% CAGR FY2025–2030	Return on equity	13%–14%
Overseas (excluding Malaysia) income growth	5%–6% CAGR FY2025–2030	Net interest margin	>2.05%
Core fee income growth	6%–7% CAGR FY2025–2030	Cost to income ratio	≤47%
		CASA ratio	>41%
		Net credit charge	~20 bps

KEY PERFORMANCE INDICATORS

We assess key performance metrics to evaluate the holistic value created through our five strategic thrusts, strategy execution and day-to-day operations, aligned with our M25+ strategy.

STRATEGIC VALUE CREATION

● Met/exceed target

Indicators	Value Drivers	2021	2022 (Restated)	2023	2024	2025	Achievement	M25+ Targets	Assurance	Relevant STs
Financial Value Proposition > To demonstrate financial performance growth and resilience while expanding regional offerings										
Income growth (%)	Growth	2.8	8.5	3.3	8.1	2.7	5 CAGR FY2021-FY2025	2-3x CAGR FY2021-FY2025	● MO FS	ALL
Overseas income growth (%)	Growth	(3.8)	3.9	8.6	7.6	(0.4)*	4 [#] CAGR FY2022-FY2025	~7 CAGR FY2022-FY2025	MO FS	ST3
Fee to income ratio (%)	Growth	25.0	22.0	29.5	33.4	33.4	33.4	~32	● MO FS	ALL
Loans growth (%)	Growth	5.7	6.0	9.2	5.3	1.7	6 CAGR FY2021-FY2025	~7 CAGR FY2021-FY2025	MO FS	ALL
Cost to income ratio (%)	Productivity	45.3	45.2	48.9	48.9	48.8	48.8	~45	MO FS	ALL
Return on equity (%)	Growth/risk and capital management	9.8	9.6	10.8	11.1	11.7	11.7	~11-12	● MO FS	ALL
Customer-centricity > To fulfil customers' life journeys by offering hyper-personalised banking and non-banking solutions leveraging technology and data analytics										
Customer satisfaction: Net Promoter Score (NPS)	Engagement	+23 (95 th percentile)	+24 (95 th percentile)	+37 (95 th percentile)	+43 (95 th percentile)	+44 (95th percentile)	+44 (95 th percentile)	~10%-20%	● IN	ST1
Digital customers (%)	Growth	71.1	73.6	75.6	77.1	79.1	79.1	≥80	MO	ST2
Employee Proposition > To successfully build and retain a strong and diverse talent pool leveraging an engaged workforce										
Next-gen workforce (%)	Productivity	N/A	13.0	21.0	25.1	30.2	30.2	25-30	● MO	ST2
Employee engagement (%)	Engagement – teamwork and collaboration	87.0	N/A	88.0	90.0	90.0	90.0	>90	MO	ALL
Sustainability Commitments > To lead the decarbonisation journey while driving social and economic development of communities in ASEAN										
Mobilise sustainable financing (RM billion)	Growth	13.68	20.69	34.11	46.69	60.95	176.12	80	● MO LA	ST4
Improving lives of households across ASEAN	Growth/engagement	502,759	368,441	498,529	748,485	829,207	2,947,421	2,000,000	● MO LA	ST4
Carbon neutral position (%)	ESG advancement	N/A	41.0 ⁺	49.0 ⁺	53.0 ⁺	57.8⁺	57.8 ⁺	57.5	● MO LA	ST4
Sustainability hours per annum	ESG advancement	1,636,652	1,563,720	1,937,632	2,005,719	2,007,400	2,007,400	1,000,000	● MO LA	ST4

Assurance indicators:

- LA** External limited assurance on selected sustainability information. United Nations Global Compact Network Malaysia and Brunei has provided Second Party Opinion on the approach and processes undertaken in reporting the number of lives/household improved across ASEAN, sustainability hours and UN SDGs
- MO** Management and Board oversight through rigorous internal reporting
- IN** Externally sourced information i.e.: independent surveys
- OV** Independent oversight by regulatory bodies, including Bank Negara Malaysia
- FS** Financial information extracted from the 2025 Maybank Group Audited Annual Financial Statements or Financial Presentation

Notes:

- * The figure includes one-off Prosperity Tax whereby chargeable income above RM100.00 million was taxed at the rate of 33% instead of the statutory rate of 24%
- + Against 2019 baseline
- ^ Restated using rolling 12-month average based on Bank Negara Malaysia's guidelines on liquidity risk disclosure
- # Constant currency basis

KEY PERFORMANCE INDICATORS

STAKEHOLDER VALUE CREATION

Indicators	Value Drivers	2021	2022	2023	2024	2025	YoY Change	Assurance
Value Proposition > To cultivate and retain a skilled and diverse talent pool to remain relevant and competitive								
Salaries and rewards (RM billion)	Employee remuneration and benefits	5.20	5.41	5.98	6.36	6.49	▲	MO FS
Training spend (RM million)	Investment in employee development	74.50	110.90	129.89	139.50	115.76	▼	MO
Succession realisation for mission critical positions (%)	Internal talent successfully fill identified roles	93.0	86.0	82.0	80.0	82.0	▲	MO
Women in senior management (%)	Progress of women in leadership positions	41.1	41.2	42.2	42.1	42.8	▲	MO
Value Proposition > To deliver best-in-class customer experience and fulfil customers' banking and non-banking needs through their lifecycles								
Loans growth (%)	New loans disbursed	5.7	6.0	9.2	5.3	1.7	▼	MO FS
System availability (%)	System uptime for financial transactions	99.84	99.98	99.95	99.99	99.99	◀	MO
Net Promoter Score	Customer satisfaction with our products and services	+23 (95 th percentile)	+24 (95 th percentile)	+37 (95 th percentile)	+43 (95 th percentile)	+44 (95th percentile)	▲	IN
Complaints resolved (SLA) (%)	Addressing customers' complaints	96.0	96.4	97.0	97.4	98.9	▲	MO
Value Proposition > To provide consistent and strong shareholder returns								
Share price performance (%)	Share price appreciation	(1.9)	4.8	2.2	15.2	2.3	▼	IN
Full-year dividend per share (sen)	Dividends for shareholders	58.0	58.0	60.0	61.0	63.0	▲	MO FS
Return on equity (%)	Return on shareholders' investments	9.8	9.6	10.8	11.1	11.7	▲	MO
Price to book ratio (multiple)	Market value relative to book value	1.1	1.2	1.1	1.3	1.4	▲	MO
Value Proposition > To empower and advance communities through impactful initiatives								
Number of beneficiaries of Maybank Foundation's ASEAN programmes	Build financial skills and knowledge	28,279	48,339	75,658	80,661	105,442	▲	MO
Improving lives of households across ASEAN	Enhance social well-being and financial resilience	502,759	368,441	498,529	748,485	829,207	▲	MO LA
Providing accessible microinsurance products to underprivileged individuals	A safety net at a very affordable premium	276,987	122,664	177,078	302,868	297,752	▼	MO LA
Providing access to affordable housing for low income individuals (RM billion)	Accessible and inclusive financial services	1.79	2.31	2.81	2.03	1.97	▼	MO LA
Value Proposition > To maintain strong fundamentals supporting business and economic growth								
CET1 capital ratio (%) (post dividend)	Strength of capital position	15.40	14.78	15.34	14.90	15.13	▲	MO OV
Liquidity coverage ratio (%)	Strength of liquidity position	139.5 [^]	140.3 [^]	138.8 [^]	134.0	138.2	▲	MO OV
Net stable funding ratio (%)	Strength of stable funding	107.9	118.1	122.0	116.4	116.6	▲	MO OV
Taxes and zakat paid (RM billion)	Contribution to governments	3.30	4.03*	3.10	3.31	3.50	▲	MO FS OV
Compliance training completion (%)	Number of staff completed compliance training	95.4	94.4	97.9	94.2	98.2	▲	MO
Value Proposition > To champion inclusive growth and ESG compliance								
SME/minority group procurement engagement (%)	Engagement	-	-	44.1	47.4	47.6	▲	MO
100% active suppliers meeting ESG criteria by 2030 (%)	ESG advancement	-	-	93.0	96.0	96.3	▲	MO

PERVASIVELY DIGITAL



Board Oversight – Board Technology Committee

The Board Technology Committee (BTC) plays a vital role in shaping the Group's technology strategy, ensuring operational resilience, robust governance and regulatory alignment. In 2025, the BTC focused on oversight of the core banking transformation, cloud adoption and infrastructure resilience, while advancing AI adoption and post-quantum security preparedness. It also prioritised technology talent development, vendor management and cost transparency. The BTC continued to work closely with the Risk Management Committee to enhance the governance of technology and cyber risks across the Group.

A comprehensive overview of the BTC's role, responsibilities and key activities in 2025 can be found on page 139 of this report

Vittorio Furlan



TOP ACHIEVEMENTS IN 2025



Awarded **Best Consumer Digital Bank** (Malaysia) by Global Finance; **Best Digital Bank Malaysia** by Euromoney's Awards for Excellence 2025.



Signed a landmark RM1.0 billion five-year **partnership with Microsoft to accelerate digital transformation and AI-driven innovation.**



Advancing financial literacy via MAE app with new features such as "Task It" and "Activities" that enable parents to instill positive financial habits in their children.

OVERVIEW

The digital landscape across ASEAN continues to evolve, marked by increasing mobile-first behaviour, rapid growth in digital payments and customer expectations for seamless cross-border services. In response, we are sharpening our digital strategy to focus on customer-centricity, innovation and regionalisation of capabilities.

During the year, we elevated our customer journeys with enhanced-security solutions that deliver greater convenience and value. At the same time, we focused on innovation across the organisation through collaborative platforms and leveraged ethnographic research to better anticipate emerging needs and opportunities. Regionally, we have intensified our Beyond Borders Proposition, enabling seamless engagement across ASEAN and an expanded reach to new markets while connecting customers more effectively. These efforts reinforced our commitment to building a pervasively digital organisation.

PERVASIVELY DIGITAL

KEY FOCUS AREAS IN 2025

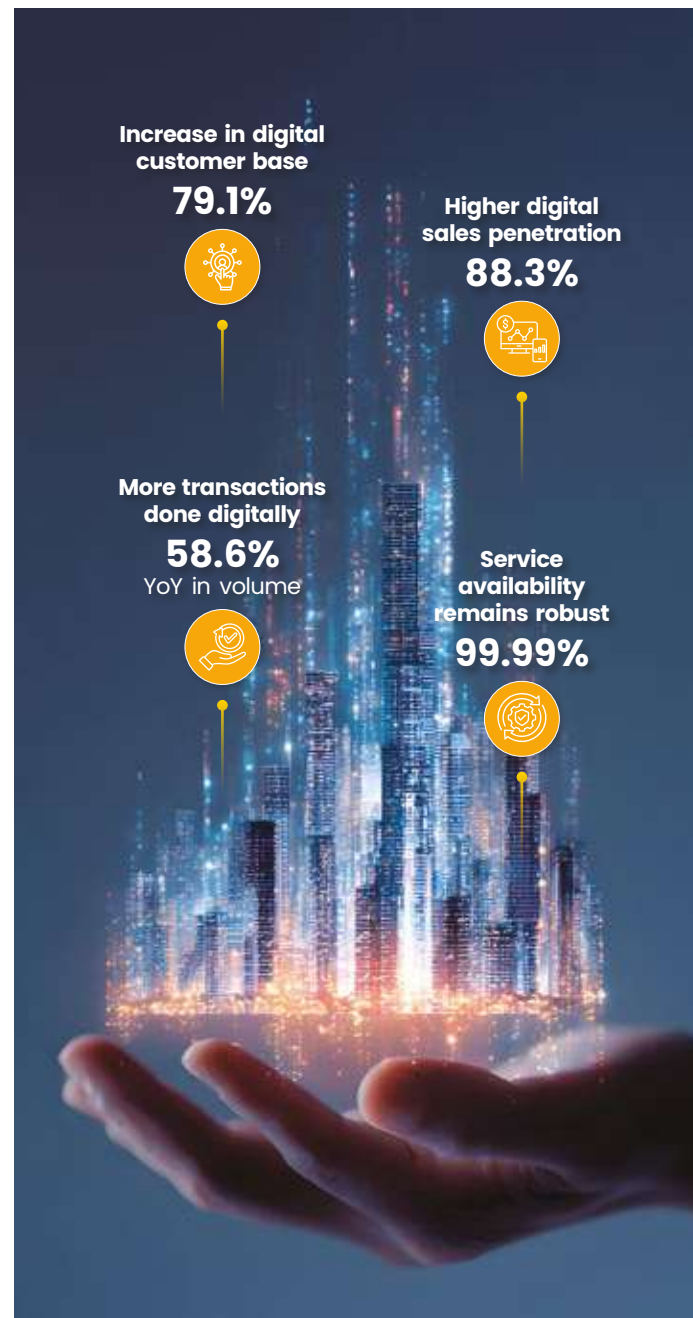
Delivering Digital Experience that Matters

To support our customers at every stage of their life journeys, we continue to expand our beyond banking ecosystems to meet evolving lifestyle and business needs. This is especially evident with our MAE app, which is increasingly becoming an integral part of our customers' day-to-day lifestyle. In 2025, we broadened its capabilities to promote financial literacy with features such as "Task It" and "Activities" allowing parents to reward positive behaviours. Leveraging our marketplace network, these rewards can take the form of food and beverage offerings from our Sama-Sama Lokal platform, while the "Activities" feature enables parents to discover, purchase and redeem curated family-friendly experiences.

For frequent travellers or those who transact across borders, we introduced the Shariah-compliant, multi-currency Global Access Account-i (GAA-i) on the app to make international banking seamless. GAA-i allows customers to hold, convert, send and spend in 18 currencies with ease, offering zero currency conversion fees for in-app transactions, competitive real-time exchange rates and monthly bonus profit rates. It also provides medical travel and personal accident coverage for added peace of mind. Existing Maybank customers can open the account in just minutes with a minimum deposit of only RM50.

We are also strengthening our global Islamic banking leadership through MAE with key features such as Zakat-on-demand and Maybank Islamic Gold Account-i (MIGA-i). Zakat-on-demand offers an all-in-one dashboard to manage wealth purification activities, including consolidating receipts and statements for real-time viewing and download, automated debit instructions for recurring contributions, and tracking the impact of donations. MIGA-i allows customers to invest in digital gold with 999.9 purity, enabling them to buy and sell at live gold prices directly via MAE. MAE's expanded capabilities contribute to strengthened customer loyalty reinforcing Maybank's position as a digital-first banking leader.

For SME customers, we are leveraging digital channels to deepen our engagement and expand our presence in the segment. During the year, we introduced the payroll payment initiation feature and the sole proprietor debit card, designed to streamline payroll and business payments via integration with third-party HR and payroll platforms. We also partnered with TikTok Shop to develop an ASEAN SME upskilling and digitalisation programme, piloted in Malaysia, to equip SMEs with essential digital capabilities to future-proof their businesses. These initiatives further strengthen our values-driven ecosystem beyond banking, reinforcing Maybank's position as a strategic partner in supporting SME growth in the digital economy.



Our digital momentum continues with 58.6% increase in transaction volume and 10.81 million digital active users.

Along with our initiatives, digital adoption and transaction volumes are on the rise as more customers are choosing the convenience of digital channels. Digital transaction volume grew 58.6%, while our digital customer base climbed to 10.81 million active users.

Meanwhile, we accelerated our omnichannel strategy by embedding digital capabilities across selected branches. These next-gen branches are designed to provide seamless channel convergence, digital advisory support and an elevated self-service experience, strengthening operational efficiency and positioning us to deliver consistent, high-value customer journeys across all touchpoints.

Enhancing Regional Digital Connectivity to Unlock Opportunities

Leveraging our extensive ASEAN network, we are scaling digital touchpoints to deliver a consistent customer experience across our markets. Key enhancements include the Maybank2u in Cambodia and Maybank Trade apps, upgraded with improved UI/UX. Maybank Trade now allows clients to trade in both local and global markets more easily, view total holdings anytime, activate global trading accounts on the same day without submitting physical forms and perform currency conversions instantly with limits updated in real time. Meanwhile, business solutions such as Maybank2E Convergence and Maybank2E EzyApply are streamlining processes for customers and support teams. The former enables real-time cash flow monitoring across the region, while the latter allows corporate clients to apply for multiple business products in a single submission.

PERVASIVELY DIGITAL

We are also strengthening our presence in the regional automotive segment with platforms like the Auto Dealer Portal in Singapore and myAutoHub in Malaysia. These enable dealerships to submit auto financing applications online, monitor application status and receive offer letters with minimal data entry and automated notifications. In digital wealth, the Wealth Investment Account dashboard in Malaysia was aligned with Maybank Singapore's platform in response to rising demand for digital wealth management solutions. The dashboard provides Premier and Private wealth customers with real-time portfolio visibility via Maybank2u web and MAE app. More transactional capabilities will be rolled out such as inter-account transfers, direct investments in structured products, mutual funds and fixed deposits, and account maintenance functions. These advancements further strengthen our overall wealth proposition and support greater customer stickiness.



Advancing a Culture of Innovation

Building on flagship digital initiatives such as the Customer Experience and Innovation Lab, we continue to foster a culture of innovation across the organisation. Engaging over 3,000 users across retail and non-retail segments, insights from market and UX research have shaped practical solutions that translate ideas into impactful outcomes. One example is Tabung for Car on the MAE app, a goal-based savings tool for first-time buyers, which has seen more than 19,000 accounts opened and RM7.1 million saved. More than 500 customers have converted their savings into car purchases with loan facilities from Maybank worth over RM37 million.

Meanwhile, the Ideas of the Tiger (IOTT) platform has evolved into a continuous innovation engine, enabling Maybankers to explore emerging opportunities across generative AI, open banking, low-code, sustainability and insurance. This year, we shortlisted 11 ideas from five countries that address key insurance challenges such as accessibility and affordability for underserved groups, flexible and intuitive insurance as well as curating solutions for individuals on the go like motorcycle commuters or travellers. Initiative owners are collaborating with Etiqa to refine ideas through customer discovery and validation workshops. This reflects our sustained focus on embedding a digital innovation mindset across the Group.

Leaping into Next-Gen Capabilities

We recognise that the next phase of growth requires strategic foresight and the right partners to help us scale at speed. We are therefore deepening our collaborations with industry leaders to unlock next-gen capabilities. This year, we entered into a landmark partnership with Microsoft to accelerate Maybank's digital transformation and elevate the customer experience through AI-driven innovation. This partnership represents more than a technology uplift – it is a catalyst to move Maybank closer to becoming a future-ready digital organisation.



We will be **modernising our technology foundation** by migrating selected systems, functions and data workloads onto cloud platforms. This shift will change how we operate at a fundamental level, enabling our teams to collaborate seamlessly across the region, innovate rapidly and harness real-time data analytics to deliver hyper-personalised solutions. A resilient and scalable cloud architecture will allow us to roll out new services faster, respond quickly to market changes and create consistently excellent experiences for our customers across ASEAN.



We are also transforming into a **workplace of the future** for over 43,300 Maybankers. We are embedding advanced AI capabilities such as generative AI features into our productivity and collaboration tools. These capabilities will allow Maybankers to offload low-value tasks, reimagine workflows and innovate at scale, leading to better operational efficiency and effectiveness.



We are developing a **Centre of Excellence**, focusing on acceleration of cloud, data and AI in partnership with Microsoft. The centre will serve as a hub for co-creation, experimentation and capability-building, providing a structured pathway to upskill our workforce in cutting-edge digital competencies. Our aim is to nurture a strong pipeline of digital talent and foster a culture that embraces continuous learning and future thinking.



Equally critical to our digital transformation is **strengthening our resilience and cyber security**. As customer trust is central to our business, we are leveraging industry-leading security solutions across our operations. This reinforces our commitment to safeguarding our customers' data and maintaining the integrity of our services as we scale our digital footprint.

GROUP HUMAN CAPITAL



TOP ACHIEVEMENTS IN 2025

- Graduate Choice Award** for the eighth consecutive year (No. 1 in the Banking Industry).
- Championed living wage commitment** by ensuring all employees earn above the RM3,100 per month Living Wage benchmark in Malaysia.
- Next-gen workforce population increased from **25.1%** in 2024 to **30.2%** in 2025.
- Productivity continued to increase:
 - Income per employee grew from **RM670,320** in 2024 to **RM700,440** in 2025.
 - Profit before tax per employee increased from **RM310,573** in 2024 to **RM330,485** in 2025.
- Achieved 83.4%** internal vacancy realisation for senior management roles.

OVERVIEW

Our human capital strategy is focused on best-in-class practices to develop next-gen talent and build an effective workforce ready to lead in a dynamic marketplace. In our final M25+ year, our people strategy remained anchored on four key thrusts across the talent management cycle to shape an inclusive workplace and empower our employees with opportunities to grow their next-gen capabilities.

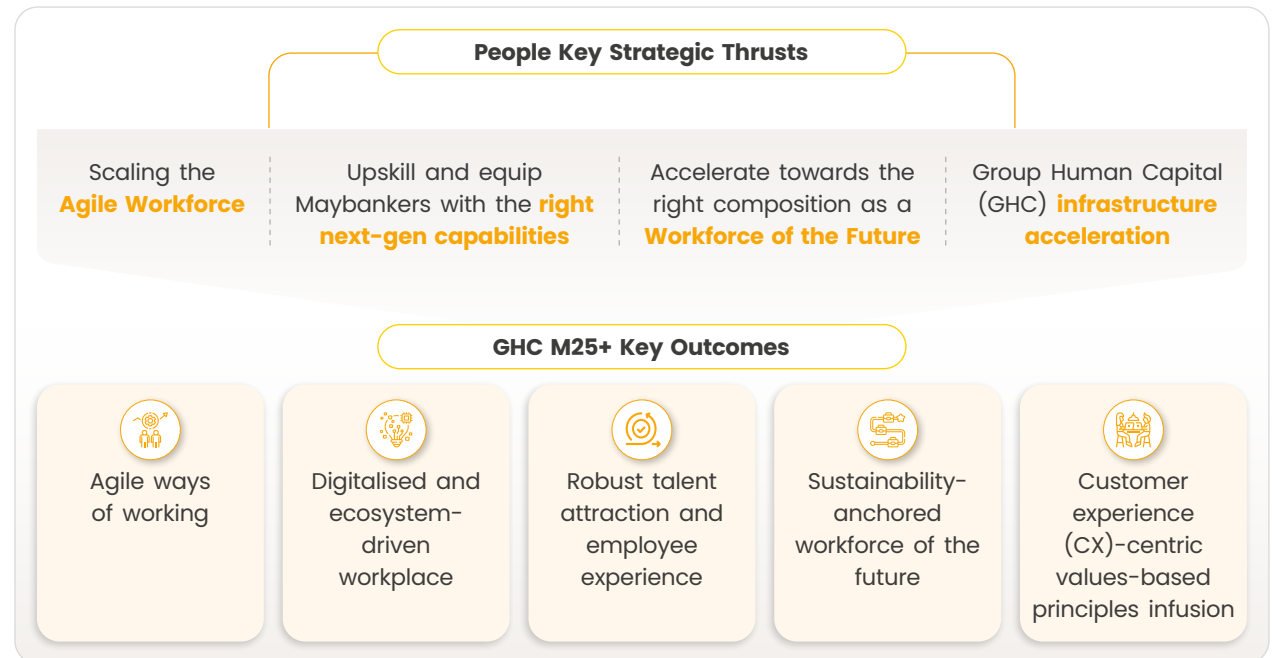
Amid rapid digitalisation and evolving market demands, building a future-ready, customer-centric workforce means acquiring and advancing skills in the right areas from technology, digital and data to sustainability. Alongside this is advancing Agile ways of working to drive strategic execution and innovation.

Recognising that our organisational culture is critical to our transformation and performance, we continue to support our employees through the necessary changes, investing into employee engagement and well-being. This includes using digital platforms to connect beyond borders, expanding our employee feedback mechanisms and continued focus on holistic employee well-being.

KEY FOCUS AREAS IN 2025

Strengthening Organisation Design and Next-Gen Roles

In shaping our organisation, we seek to elevate our workforce readiness for evolving business needs. We have adopted a future-focused approach to organisational design and effectiveness anchored in Agile operating models, and are restructuring teams based on skillsets, capabilities and value creation. These enhancements serve to streamline our job groups, enabling more targeted upskilling, internal mobility and unlocking of new career pathways for Maybankers.



We have achieved 30.2% composition of next-gen roles in 2025, reflecting strong momentum in building a future-ready workforce. By aligning our structure and roles to future capabilities, we are creating the space for Maybankers to deepen their expertise, grow within next-gen roles and take on cross-functional assignments – strengthening mobility across the Bank.

To further drive collaborative ways of working in our evolving workplace, we enhanced our Performance Management framework based on the Objective & Key Results (OKR) framework. This strengthens our strategic alignment with the Group's goals and priorities, while providing a platform to assess and recognise employees for their contributions to our transformation plan.

GROUP HUMAN CAPITAL

Developing Our Workforce

Encouraging Growth Mindset



At Maybank, we are committed to cultivating leaders at all levels, empowering our people – regardless of role or tenure – to drive meaningful impact. We have invested into comprehensive development programmes geared towards equipping Maybankers with the skills and support to grow and lead. This inclusive approach helps us build our talent bench strength, ensuring agility and resilience.

In 2025, more than 200 Maybankers participated in our flagship 3-Tier Leadership Development Programmes (X-celerate, Transitioning Leaders to CEOs/C-suites and Strategic Talent Accelerated Readiness) alongside enterprise-wide initiatives such as the Chief Financial Officer Accelerator Lab, Growing Leaders of Banking Agility & Leadership (GLOBAL) Programme and the Chief Risk Officer Immersion Mentoring Programme.


Since their inception, the 3-Tier programmes have supported over 100 high-potential talents progress into broader and more complex roles, strengthening the Group's leadership bench. To ensure readiness at the entry point of leadership, first-time managers undergo the Managers LaunchPad and Ctrl Alt Lead programmes, reinforcing a strong and sustainable leadership pipeline across all levels.


Recognising the importance of digital agility, we streamlined our curriculum under the FutureReady: Digital Acceleration strategy, delivering over 30,800 learning participations across 15,727 Maybankers in four critical skill domains – digital, data, AI and IT. These engagements spanned e-learnings, instructor-led programmes, and certification pathways, strengthening capabilities in digital workplace skills, data analytics, cloud, cyber security and AI across the organisation.

Our commitment to sustainability-focused upskilling continued through the Maybank Sustainability Practitioner Certification and targeted sectoral training across hard-to-abate industries. These initiatives are building a sustainability-ready workforce aligned with our net zero ambition while reinforcing Maybank's position as a values-based and purpose-led organisation. In FY2025, we trained over 1,040 Maybankers, exceeding our Group-wide target of 1,000 and achieved 620 White, Green and Red Belt certifications. In parallel, Maybank's Talent Acceleration in Islamic Finance and Takaful supports Shariah excellence and compliance by building internal capabilities. Over 22,980 Maybankers completed the "Quick Insights into Islamic Finance" module, while 153 employees undertook the Associate Qualification in Islamic Finance.

Offering meaningful career pathways and leadership investment, we have enhanced our engagement and retention initiatives, with staff turnover stable at 11.2% in 2025 (10.6% in FY2024). To further strengthen our workforce adaptability, the Maybank GO Ahead. Take Charge! programme continues to empower Maybankers to navigate career transitions confidently while supporting business continuity and long-term workforce sustainability.

 **Pillar 1: Reskill and Redeploy**
10,939 employees reskilled and redeployed (2024: 7,125)

 **Pillar 2: Flex In**
2,810 contract and gig workers were hired, enabling the Bank to leverage expertise from non-permanent employees (2024: 2,821)

 **Pillar 3: Flex Right**
9,337 employees leveraged flexible options for better work-life balance while remaining highly productive (2024: 9,079)

 **Pillar 4: Entrepreneur Option**
242 employees opted for the Entrepreneur Option (Exit) to engage in other business activities (2024: 256)

Employee Engagement

Engaged and High-performing Workforce



As we advance our digital transformation, we remain intent on nurturing meaningful employee connections, ensuring that technology enhances, rather than replaces, the human touch at the core of our culture. In 2025, we strengthened our engagement efforts through expanded leadership touchpoints, including in-person sessions across Maybank offices, creating more opportunities for Maybankers to engage, collaborate and be heard. The Group EXCO Roadshows, for example, served as a two-way engagement platform for open dialogue between employees and senior leadership.

These sessions provided an opportunity to celebrate progress, understand what matters most to employees and collectively shape the next chapter of our transformation journey. Practical resolutions and forward-looking ideas that emerged are helping to strengthen collaboration, streamline processes and enhance the overall employee experience.

We also held over 920 sessions of ongoing programmes such as the Leaders Teaching Leaders series, Conversations with C-Suites (CWC) and Insight Scoop across the Group.

To strengthen our employee recognition, real-time awards known as SPOT are presented. This has helped to make employee recognition and appreciation more timely and meaningful across all levels of the organisation.

GROUP HUMAN CAPITAL

Employee Well-Being



As technology accelerates the pace of work, we continue to build a safe, supportive and human-centred workplace where Maybankers can thrive personally and professionally.

Mental well-being

To ensure access to timely and confidential support, 175 certified Mental Health First Aiders (MHFAs) remain available across the Group to provide peer assistance and early intervention. This is complemented by the THRIVE web app, allowing Maybankers in Malaysia to obtain mental health counselling from an MHFA using the online tools. We also rolled out mental health playbooks for leaders and employees to embed mental health care into our day-to-day workplace practices.

Physical well-being

We strengthened our programmes to be more inclusive and community-oriented, creating opportunities for employees to connect through shared interests. The Group offers a wide range of sporting engagements via in-house cycling and running communities, sports classes for employees and their families as well as a dedicated Sports Employee Resource Group that supports diverse employee interests, among others.

The Maybank Academy sports league encourages cross-functional participation, with employees forming over 100 teams with 3,448 voluntary participations across four competitive circuits in 2025, fostering stronger relationships and camaraderie across the organisation.

Financial well-being

Our focus on employees' financial well-being – reinforced through alignment with Malaysia's national living wage (see Remuneration section on the next page) – is complemented by initiatives that help employees plan for life beyond their careers. The Maybank Retirement Readiness Programme equips soon-to- retire employees with financial planning skills and alternative income strategies, while the Maybank GO Ahead. Take Charge! programme supports those pursuing entrepreneurship by offering financial assistance for a sustainable transition into self-employment.

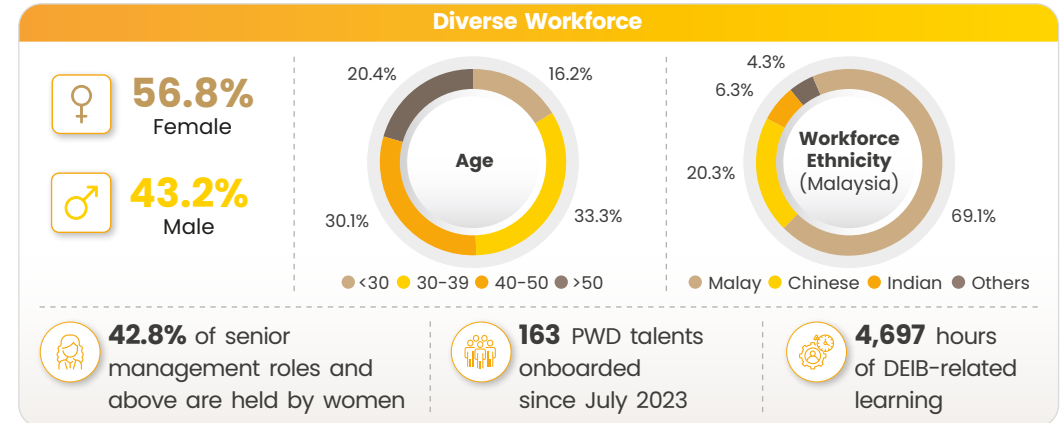
Emotional and family support

We support all employees and their families impacted by crisis (i.e.: medical, death, natural disasters, etc.) through our Staff Welfare Fund and the Staff Children's Education Support Programme. We also maintain a range of paid long-leave policies to assist employees through different life stages. The Dataran Maybank Childcare Centre, meanwhile, provides crucial support for working parents, alleviating childcare challenges and enhancing work-life balance.

Safety and health

We strengthen workplace safety through trained occupational safety and health coordinators, clear operational protocols for first aid and emergency response, and ongoing awareness initiatives that promote a culture of prevention and care across the Group.

Diversity, Equity, Inclusion and Belonging (DEIB)



We prioritise building a workplace where every employee feels valued, respected and empowered. The principles of DEIB serve as the foundation for Maybank's human capital strategies, shaping initiatives from inclusive hiring and development practices to equitable recognition and career growth opportunities.

In 2025, we strengthened our DEIB commitments leveraging internal digital platforms such as THRIVE and MSocial, an employee network platform, to build connections and support across our regional workforce. We also expanded our digital feedback channels including TeamUp (for employees to give feedback to team members) and MGage (for employees to raise operational issues) to enable continuous dialogue, reinforcing our culture of honesty, openness and trust. At the same time, we promoted responsible conduct across all employee touchpoints.

To nurture future talent, we engaged 8,844 students and young professionals through #MaybankDay@Campus and career activations. We also onboarded 468 student leaders across five markets into the #Mbassador programme, enhancing our visibility as an employer of choice.

Our commitment to accessibility and inclusion continued through the Maybank Work Placement Programme, which has enabled 163 PWDs to join the Bank since 2023. Supported by PERKESO and other partners, the programme provides training, coaching and sustainable employment pathways, contributing to greater equity and economic empowerment.

Shaping the Workforce for Maybank's Next Chapter

As Maybank marks its 65th anniversary, we celebrate a legacy of humanising financial services powered by our people. This milestone reminds us that our strength has always come from Maybankers who adapt, innovate and grow with purpose.

Looking ahead, we will continue to shape a high-performing, future-ready workforce that powers and humanises growth, anchored on excellence, agility and commitment. To accomplish this, we will:

- Transform the Group's culture and mindset to grow together as "Whole of Maybank", building a committed, energised and collaborative culture;
- Reshape Maybank's workforce to build a future-ready, AI-augmented workforce that is agile, mobile and outcome driven; and
- Build a regional talent factory by creating a strong, borderless pipeline of enterprise-ready talent and successors equipped with the right skills for the right roles.

GROUP HUMAN CAPITAL

Board Oversight – Nomination and Remuneration Committee

The Nomination and Remuneration Committee (NRC) plays a crucial role in ensuring effective leadership and governance. In 2025, the NRC focused on the Board and senior leadership appointments, performance evaluations and executive compensation. Other key activities included assessing the fitness and propriety of Board members, reviewing remuneration framework for Non-Executive Directors, reviewing the succession plan for the Board and senior management, integrating ESG considerations into compensation policies and overseeing the Employees' Share Grant Plan (ESGP) to align incentives with long-term strategic goals.

A comprehensive overview of the NRC's role, responsibilities and key activities in 2025 can be found on pages 138, 145 and 152 to 153 of this report

Fauziah Hisham FCS (CS) (CGP)



REMUNERATION

Maybank adopts a total rewards management approach to our remuneration and related practices. Aligned with our business and people strategies, the aim is to create long-term sustainable value for our shareholders, customers and other stakeholders.

Through our integrated Talent Management Framework and Total Rewards Framework, we drive employee engagement with timely and differentiated rewards, benefits and career development/progression opportunities. This enables us to attract and retain top talent, and to deliver exponential business results responsibly.

The rewards framework is anchored on the principle of pay for performance and affordability, ensuring our workforce is rewarded equitably, reasonably and in line with relevant indices. We are driven to remaining competitive against our peers, while differentiating our rewards by being inclusive, fair and relevant.

Focused on accelerating our environmental, social and governance (ESG) as well as sustainability commitments, we have embedded ESG considerations into our total rewards management through rigorous governance, performance metrics, and prudent risk management. We remain committed to supporting the well-being and dignity of our employees through fair remuneration. In Malaysia, all employees, including eligible contract staff, are paid at or above the living wage threshold of RM3,100 per month, enabling them to enjoy a decent standard of living.

Our remuneration policies and practices are periodically reviewed to align with regulatory requirements and to promote a high-performance culture.

Components of Remuneration

Our comprehensive Total Rewards Framework is supported by three pillars: total compensation, benefits and well-being, and development and career opportunities.

i) Total Compensation

The Group's Compensation Policy ensures competitive pay benchmarked against market standards. Through annual salary reviews, variable bonuses and long-term incentives for eligible senior management and above, we retain, motivate and reward our talents.

Our holistic approach to compensation encompasses fixed and variable pay, calibrated to align with Maybank's long-term performance goals and objectives while motivating employees and rewarding their achievements as well as contributions.

Fixed Pay

We attract and retain talents with competitive and equitable pay, which is reviewed annually using internal and external benchmarking against relevant peers and locations. The review considers market dynamics, individual responsibilities, functions and roles, performance, skillsets and competencies.

Variable Pay

Variable Bonus/Incentive: Bonuses and incentives reflect a pay-for-performance culture in line with Maybank's core values, TIGER. These bonuses/incentives are based on the Group's overall performance as well as that of the business/corporate functions and individuals. A balanced scorecard is used, comprising financial and non-financial KPIs to drive behaviours and performance that create long-term shareholder value.

Long-Term Incentive Award: A significant component of senior management's total compensation, the award is integral to longer-term risk management and to meeting the Group's strategy.

Variable Pay awards complement the Group's risk management and performance goals through deferral and clawback policies.

- **Deferral Policy:** Bonuses/incentives exceeding certain thresholds are deferred over a period of time and lapse upon termination of employment, including resignation, except in the event of ill health, disability, redundancy, retirement or death.
- **Clawback Provision:** Maybank's Board may adjust or clawback bonuses or long-term incentive awards if deemed appropriate for risk management purposes, financial misstatement, fraud, gross negligence or wilful misconduct.

ii) Benefits, Well-Being and Recognition

Maybank remains committed to fostering a safe, inclusive and empowering workplace where employees can thrive. Our comprehensive benefits support holistic well-being, including extensive medical coverage, with no age limit for children with disabilities; parental, sabbatical and volunteerism leave; competitive employee financing including housing, electrical vehicle and solar financing; and insurance and retirement protection. Employees are further supported through a flexible benefits scheme that allows personalisation and a staff welfare fund for urgent medical or disaster-related needs. In 2025, we intensified our focus on well-being through comprehensive awareness efforts and preventive health initiatives, creating stronger foundations for our people's growth.

As part of Maybank's commitment to a high-performance, values-driven culture, the SPOT Award was introduced to recognise impactful behaviours as they happen. The immediate acknowledgement of contributions comprises real-time recognition such as mini celebrations and gift vouchers, complementing Maybank's formal reward structures. It reinforces a culture where Maybankers feel valued for the difference they make.

iii) Development and Career Opportunities

We cultivate a learning culture that supports employees' growth and enables them to contribute effectively throughout their careers. Our learning and development programmes are designed to be relevant, accessible and aligned with the Group's strategic priorities. They provide opportunities for employees to strengthen technical capabilities, enhance leadership competencies and build future-ready skills to navigate a dynamic operating environment.



GROUP HUMAN CAPITAL

Our development approach integrates formal learning with on-the-job experience, coaching and mentorship, ensuring employees gain the knowledge and practical exposure required to perform and progress.

Internal mobility is core to our talent development and succession strategy, supporting leadership readiness and the continuity of critical roles across the Group. For more than a decade, Maybank has sustained an internal realisation rate of about 80%, reflecting our focus on advancing homegrown talent. Guided by our enterprise mobility framework, employees are encouraged to broaden and deepen their skills through movements within and across functions, sectors and countries. Exposure to different environments and business models enables them to acquire both technical and leadership capabilities, as well as versatility for future roles. This approach strengthens our succession pipeline, enhances organisational resilience and supports long-term capability building across the Group.

We remain committed to providing employees with the development opportunities, platforms and mobility pathways needed to pursue meaningful career progression, ensuring an agile and competitive workforce, aligned with the Group's long-term aspirations.

Long-Term Incentive Plan (LTIP)

Employees' Share Grant Plan (ESGP)

To align with our LTIP and strategic objectives of rewarding sustainable performance, retaining key talent and strengthening our ESG commitments, we launched our ESGP in December 2018. Until its expiry in December 2025, five awards were granted annually from 2018 to 2022, with all the tranches vested to eligible employees between 2021 and 2025.

Subsequently, a new 10-year ESGP scheme was introduced on 20 September 2023, sustaining our LTIP strategy until 2033. Three awards were granted under the new ESGP

scheme in 2023, 2024 and 2025, which will vest in 2026, 2027 and 2028, contingent upon the fulfilment of both Group and individual-level performance criteria and vesting conditions.

Performance Measures: ESG KPIs have been integrated into the vesting criteria of the LTIP alongside financial metrics such as return on equity (ROE) and our relative total shareholder return (TSR). This ensures our incentive structures drive long-term shareholder value and a sustainable future for our business and communities.

Governance and Controls – Remuneration Practices

We maintain strong corporate governance practices with remuneration policies and practices that comply with all statutory and regulatory requirements, reinforced by robust risk management and controls.

Performance and remuneration control functions are assessed independently of business units to avoid conflicts of interest. The remuneration of employees in control functions is predominantly fixed, reflecting their responsibilities. Annual reviews against internal and market benchmarks ensure competitiveness.

Our KPIs emphasise outcome-based performance while integrating risk governance and compliance goals for senior officers and other material risk takers (OMRTs). These help to shape our organisational culture and drive risk and compliance agendas. Input from control functions and Board committees is incorporated into the respective functional areas and individual performance results.

Senior Officers and Other Material Risk Takers (OMRTs)

Following annual reviews, the remuneration of senior officers and OMRTs are recommended by the Nomination and Remuneration Committee to the Board for approval. This ensures alignment with risk management and sustainability goals, while maintaining fairness and transparency in deferred compensation.

Total value of remuneration awards for the financial year (RM'000)	Senior Officers		OMRT	
	Unrestricted	Restricted	Unrestricted	Restricted
Fixed remuneration				
Cash	32,618 (18 headcount)	-	77,433 (127 headcount)	-
Shares and share-linked instruments	3,481 (1 headcount)	-	-	-
Others	-	-	-	-
Variable remuneration				
Cash	23,572 (16 headcount)	2,029 (3 headcount)	46,588 (126 headcount)	20,903 (12 headcount)
Shares and share-linked instruments	10,970 [^] (13 headcount)	Refer to note below*	16,509 [^] (75 headcount)	Refer to note below*
Others	-	-	-	-
Definition	Senior officers comprise members of the Group Executive Committee (GEXCO), the Group Chief Compliance Officer, Group Chief Audit Executive, Group General Counsel and Company Secretary, and Chief Sustainability Officer.		OMRTs are employees who can materially commit or control significant amounts of the Group's resources, or whose actions are likely to have a significant impact on our risk profile, or those among the most highly remunerated officers.	

Notes:

* In FY2025, a total of 2,710,082 and 2,167,751 units of Maybank shares (based on On Target performance) under the Maybank Group ESGP/Cash-settled Employees' Share Grant Plan (CESGP) were awarded to 16 senior officers and 96 OMRTs. The number of ESGP/CESGP units to be vested/paid by 2028 will be conditional upon the employees fulfilling the vesting/payment criteria.

[^] A total of 2,678,500 units of ESGP/CESGP granted in September 2022 have vested to 13 senior officers (1,069,800 units) and 75 OMRTs (1,608,700 units) in 2025. ESGP values are based on statutory guidelines for taxable gains calculation while CESGP value is based on volume weighted average market price (VWAMP) for the five market days immediately preceding the CESGP vesting date.

The FY2025 compensation outcome for senior officers does not include the compensation of the President and Group CEO as it is disclosed in the Corporate Governance Overview Statement on page 145

GROUP CHIEF FINANCIAL OFFICER'S STATEMENT



OVERVIEW

Maybank Group delivered a record profit for FY2025, on the foundation of resilient NIM and portfolio recoveries, despite experiencing the challenges of rate cuts, market volatility and geopolitical uncertainties.

Lending balance sheet experienced muted growth due to the MYR appreciation, however underlying sector performance in local currency was commendable, particularly for Community Financial Services (CFS).

The Group closed the year with robust capital positions arising from risk weighted assets (RWA) optimisation and active balance sheet management. In addition, during the year, the Group successfully diversified funding with strong liquidity positions as exhibited by Group current and savings account (CASA) of 40.5% and liquidity coverage ratio (LCR) of 138.2%.

Shareholders were rewarded with a 63.0 sen dividend, the highest dividend per share over the last five years, translating to a dividend payout ratio of 72.4%.

The Group concluded its M25+ strategy with impactful results observed on total wealth fees growing 27.9%, Malaysia's wealth and SME volume growing 10.9% and cash management balance rising at 7.7% YoY.

The macroeconomic environment of the Group's home markets are expected to be supportive of business activities. There remains observed geopolitical headwinds that continue to cast a shadow over the global economy. On balance, the Group is adopting a cautiously optimistic stance and will pursue responsible growth alongside prudent measures on asset quality, capital and liquidity.

ANALYSIS OF INCOME STATEMENT FOR FY2025






RM million	FY2024	FY2025	YoY
Net fund based income	19,692.6	20,231.9	2.7%
Non-interest income	9,879.9	10,147.6	2.7%
Net operating income	29,572.5	30,379.5	2.7%
Overhead expenses	(14,460.2)	(14,839.2)	2.6%
Pre-provisioning operating profit¹	15,112.3	15,540.3	2.8%
Net impairment losses	(1,647.0)	(1,480.8)	(10.1)%
Operating profit	13,465.3	14,059.5	4.4%
Profit before taxation and zakat	13,701.6	14,333.8	4.6%
Net profit²	10,088.7	10,513.9	4.2%
EPS – basic (sen)	83.6	87.1	4.1%

Notes:

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

TOP ACHIEVEMENTS IN 2025

-  Record net profit of **RM10.51 billion**; **Return on Equity (ROE) at 11.7%**.
-  **Net interest margin (NIM) stable at 2.05%** despite market headwinds while **non-interest income (Noll) remained resilient with 2.7% growth** driven by higher core fees.
-  Low single digit of cost increase, keeping **cost to income ratio (CIR) stable at 48.8%**.
-  **Full-year dividend per share of 63.0 sen** with **72.4%** dividend payout ratio.
-  **Robust capital positions** with Group CET1 ratio and Group total capital ratio at **15.13%*** and **19.05%*** respectively.

* Post second interim cash dividend

GROUP CHIEF FINANCIAL OFFICER'S STATEMENT

RECORD PROFIT AMID SOFTER ECONOMIC LANDSCAPE

- The Group's net operating income grew 2.7% YoY, supported by 2.7% growth in both net fund based income and Noll.
- Net fund based income improved to RM20.23 billion from RM19.69 billion in FY2024, supported by 1.7% YoY loans growth and maintaining stable NIMs at 2.05%, despite the Malaysia Overnight Policy Rate (OPR) cut that happened in July 2025 and rate cut environments in other home markets of Singapore and Indonesia. Notably, proactive balance sheet management resulted in 4Q FY2025 NIM improving 7 bps to 2.09% (3Q FY2025: 2.02%).
- Noll growth was led by higher core fees, particularly from wealth management which increased by 27.9% as well as 5.0% growth YoY from Investment Banking fee income. This was offset by the 39.0% reduction from insurance as a result of lower gains from the investment portfolio.
- The Group's overhead increased 2.6% in FY2025 (FY2024: 8.0%) reflecting our continued discipline in cost management with CIR registering a marginal improvement to 48.8% (FY2024: 48.9%).
- Net impairment losses fell 10.1% to RM1.48 billion, due to portfolio recoveries resulting in net credit charge off rate (NCC) improving to 8 bps (FY2024: 26 bps). The better NCC was due to the reclassification of loan provisions, following a corporate borrower restructuring, and recoveries in the non-retail portfolio. Upon completion of the corporate borrower restructuring, the net loan provisions declined by 66.4% to RM562.14 million while financial investment impairment losses were higher at RM847.24 million (FY2024: writeback of RM42.35 million)
- Consequently, profit before tax improved by 4.6% to RM14.33 billion, while net profit closed at a record high of RM10.51 billion in FY2025, with ROE also higher at 11.7% (FY2024: 11.1%).
- Maybank declared a total cash dividend of 63.0 sen per share for FY2025 (FY2024: 61.0 sen), representing a dividend payout of 72.4% and dividend yield of 6.0% as of 31 December 2025.

**NIM
GUIDANCE 2026:
2.05%–2.10%**

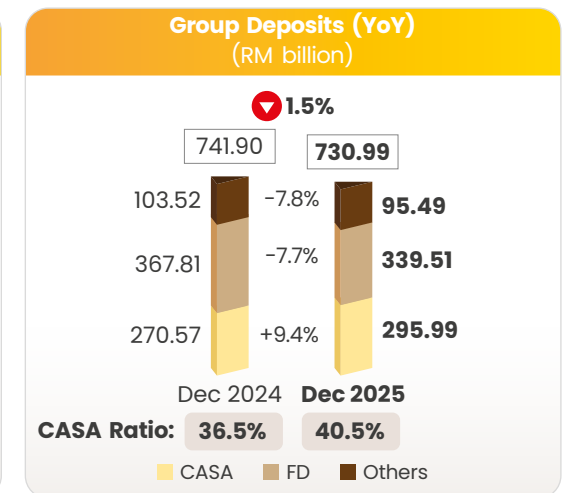
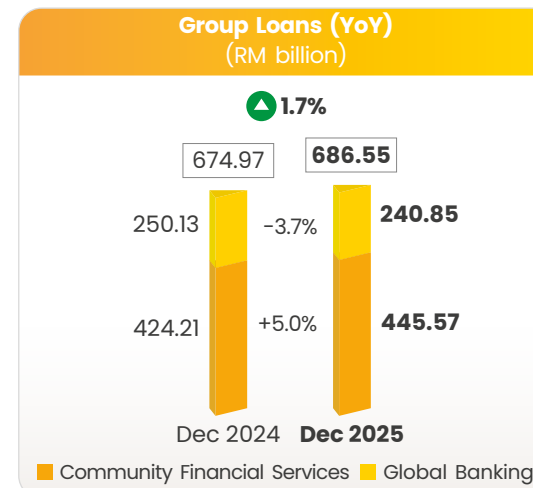
**CIR
GUIDANCE 2026:
≤49%**

**ROE
GUIDANCE 2026:
≥11.8%**

LOANS AND CASA GROWTH ACROSS HOME MARKETS

- In 2025, the Group's loans expanded 1.7% YoY to RM686.55 billion, underpinned by robust performances from the CFS franchise across the home markets in Malaysia (6.7%), Singapore (9.4%) and Indonesia (5.4%). The Global Banking (GB) operations in Malaysia recorded a growth of 4.8% while Singapore and Indonesia, excluding the impact of foreign exchange (FX), showed declines of 1.9% and 17.4% respectively.
- The Group's deposits declined marginally by 1.5% to RM730.99 billion mainly due to a decline of 7.7% in fixed deposits (FD) especially from Singapore and Indonesia as we continued our balance sheet management efforts in portfolio rebalancing and diversifying funding sources. CASA increased 9.4% supported by broad-based growth from home markets in Malaysia (6.7%), Singapore (28.9%) and Indonesia (6.4%).

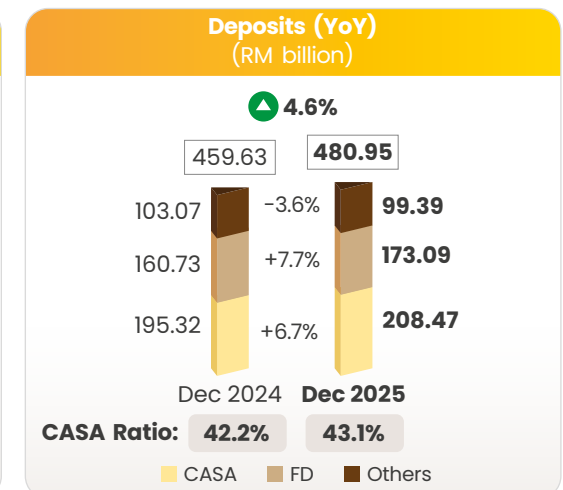
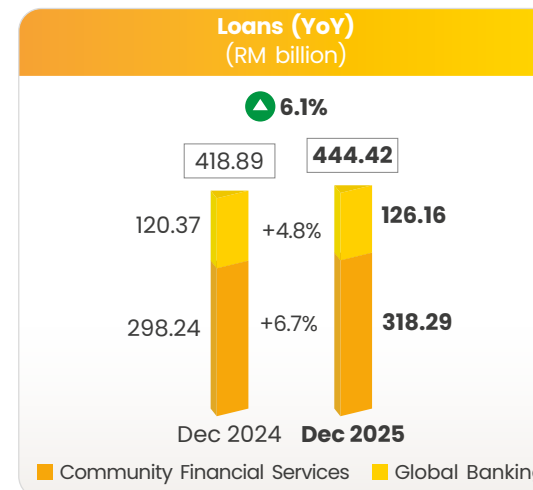
**GROUP LOANS
GUIDANCE 2026:
Constant
currency
4%–5%**



Note: Group figures are impacted by foreign exchange translation

Malaysia

- Loans grew 6.1% YoY, driven by a 6.7% growth in CFS, supported by consumer and SME segments. The consumer book expanded 7.1% YoY, underpinned by mortgage growth of 9.6% YoY from drawdowns in both primary and secondary markets. Auto financing increased 3.6% YoY on disbursements for new electric cars (EV), while credit card receivables rose 8.1% in line with consumer spending. Retail SME loans grew 4.4% YoY following corporate restructuring, while the GB portfolio expanded 4.8% YoY on higher non-trade loan disbursements.
- Our deposit base grew 4.6% YoY with CASA increasing 6.7% RM208.47 billion and FD expanding 7.7% to RM173.09 billion. These results were driven by targeted campaigns across customer segments, new product offerings and focus in deposit acquisition activities. Malaysia's CASA ratio improved to 43.1% as at 31 December 2025.
- Malaysia contributed 67.5% of the Group's net operating income and 73.5% of profit before tax. Net fund based income increased 6.8% YoY, due to improved NIM from tactical balance sheet management initiatives.



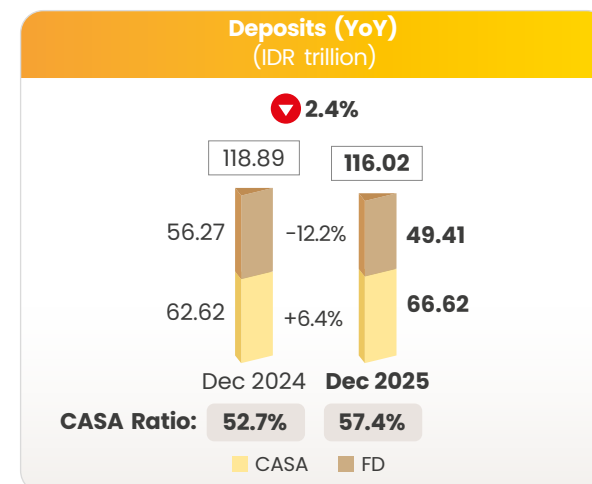
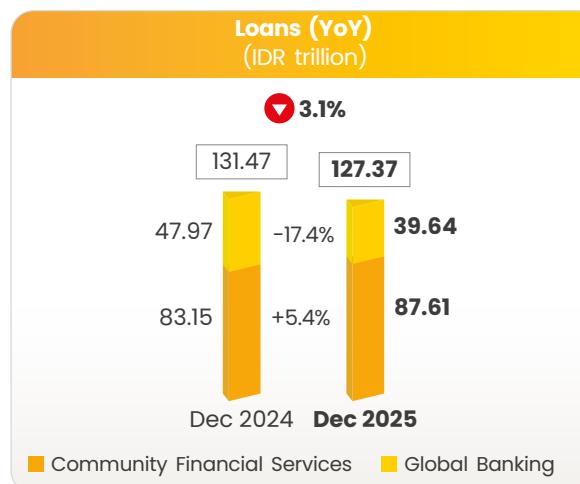
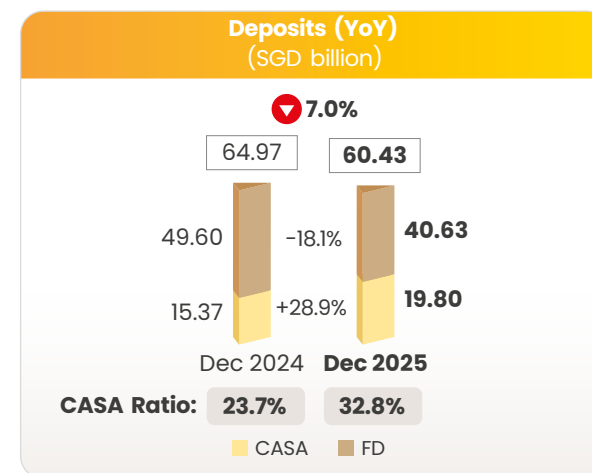
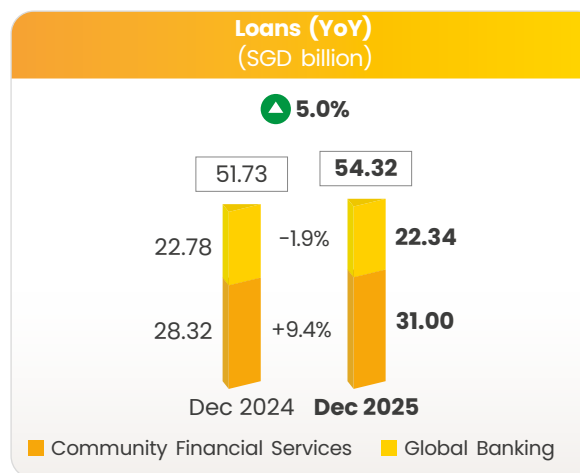
GROUP CHIEF FINANCIAL OFFICER'S STATEMENT

Singapore

- Loans grew 5.0% YoY, driven by a 9.4% YoY expansion in CFS, while GB contracted 1.9% YoY due to lower non-trade loans. CFS growth was supported by mortgages, auto financing, Business Banking (BB) and retail SME portfolios.
- Deposits declined by 7.0% to SGD60.43 billion mainly arising from 18.1% lower FD partially mitigated by stronger CASA growth of 28.9% YoY. The rebalancing of our deposits resulted in our CASA ratio improving significantly to 32.8%
- Singapore contributed 19.1% of the Group's net operating income and 18.3% of profit before tax. Net fund based income strengthened 11.8% YoY on improved NIM and increased balance sheet leverage.

Indonesia

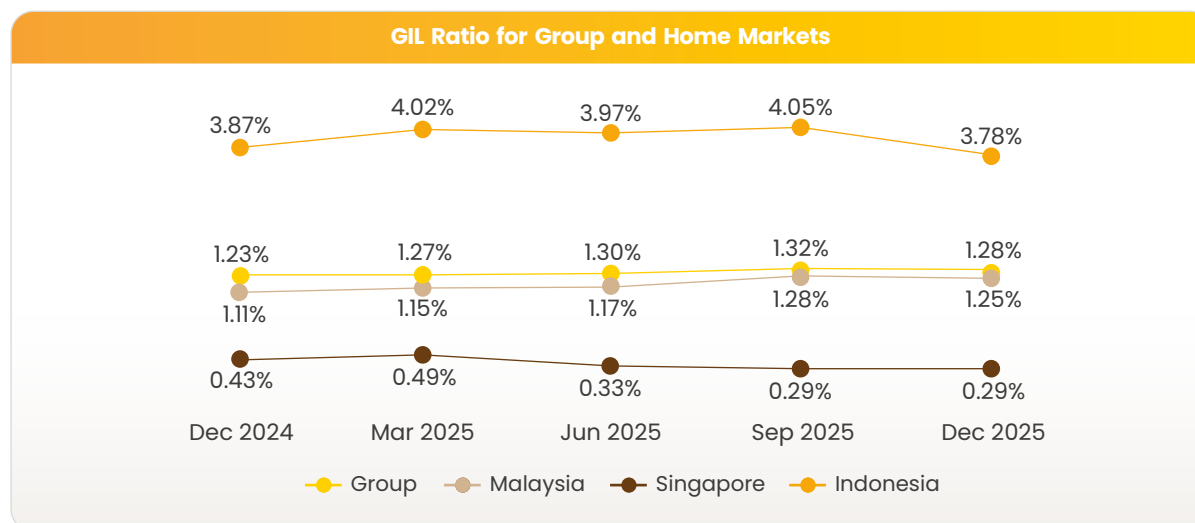
- Loans declined by 3.1% YoY. CFS grew 5.4%, supported by auto financing, credit cards, as well as BB and retail SME, while the GB portfolio contracted 17.4% YoY resulting from active credit de-selection activities on low yielding asset portfolios.
- Deposits showed a 2.4% decline YoY mainly due to FD contracting 12.2% while CASA grew 6.4% as the Bank continued to focus on growing low-cost funding. Consequently, CASA ratio closed higher at 57.4%.
- Indonesia contributed 8.1% of the Group's net operating income and 3.8% of profit before tax. Net fund based income increased slightly by 1.6%, supported by higher average balances across financing and securities portfolios partially tempered by elevated funding costs.



STABLE ASSET QUALITY TRENDS ACROSS HOME MARKETS

- Total loan loss provisioning decreased 66.4% YoY to RM0.56 billion (FY2024: RM1.67 billion) following a corporate borrower restructuring and recoveries in the non-retail portfolio.
- Management overlay adjustments (MOA) rose to RM2.29 billion (FY2024: RM1.71 billion) on prudent credit charges against emerging asset quality deterioration and potential impact of US tariffs.
- NCC improved to 8 bps (FY2024: 26 bps), well within Group's guidance of ≤20 bps.
- Upon completion of the corporate borrower restructuring, loan loss coverage (LLC) ratio decreased to 106.7% (FY2024: 126.9%). Notwithstanding, given the nature of well collateralised financing and the RM2.29 billion MOA, the Group remains comfortable with the existing LLC ratio.
- Gross impaired loans (GIL) ratio increased to 1.28% (FY2024: 1.23%), mainly due to additions of new impairments partially offset by recoveries and write-offs.

NCC GUIDANCE 2026: ~20 bps



GROUP CHIEF FINANCIAL OFFICER'S STATEMENT

SUMMARY OF SEGMENTAL PERFORMANCE

- Group Community Financial Services** recorded a marginal decrease of 0.6% YoY in net operating income. Net fund based income declined 2.7% YoY, due to margin pressure from both deposits and lending, while loans grew 5.0% YoY, supported by steady momentum in both consumer and commercial segments. Deposits increased 0.4% to RM429.50 billion, mainly supported by 7.8% growth in CASA, partially offset by 6.1% decline in FD. Noll increased 6.2% YoY, driven by strong 27.9% growth in wealth management fees, supported by broader product offerings. Overheads rose 2.9% YoY while net loan loss provision increased marginally by 0.4% YoY as prudent provisioning continued. Consequently, PBT lowered by 7.3% to RM5.28 billion.
- Group Global Banking** recorded a 7.7% YoY increase in net operating income, supported by strong growth of 11.9% in net fund based income largely due to NIM improvements, while Noll increased 3.4% driven by stronger trading and advisory activities across Global Markets and Investment Banking. Loans and deposits fell 3.7% and 4.2% YoY respectively but CASA recorded growth of 15.3%, evidencing the Group's focus towards liability management. Net impairment losses improved significantly, underpinned by higher recoveries, bringing PBT's increase of 13.0% YoY to RM7.93 billion.
- Group Insurance and Takaful's** net operating income fell 15.4% YoY mainly due to lower investment income which declined 72.3% impacted by softer equity market conditions. The decrease was cushioned by improvement in underwriting income growing 46.2% to RM1.29 billion. PBT closed 12.9% lower to RM1.32 billion. However, the shift in underwriting income towards regular premium will provide for sustainable future earnings in our insurance and takaful portfolio.
- Group Islamic Banking's** net operating income rose 7.2% to RM9.10 billion, driven by a 6.9% increase in net fund based income from higher financing growth and 8.4% growth in non-fund based income mainly driven by higher foreign exchange gains and higher core fee income from service charges. Overheads increased by 7.2% YoY due to higher Islamic banking activities. Net impairment provisions improved by 5.8%, reflecting improved asset quality management. PBT increased 11.2% YoY to RM4.65 billion.

More on segmental financial performance can be found on page 92 of Group Community Financial Services, page 96 of Group Global Banking, page 99 of Group Insurance and Takaful and page 102 of Group Islamic Banking

EFFECTIVE CAPITAL AND LIQUIDITY MANAGEMENT

Well-Diversified Funding Profile and Strong Liquidity Position

Maybank continues to adopt a proactive and Agile approach to liquidity management, supported by regular reviews of funding needs, liquidity risks, market dynamics and macroeconomic developments. This ensures resilient liquidity management, balancing both profitability and liquidity, while still maintaining healthy liquidity indicators as at 31 December 2025.

Liquidity Coverage Ratio (LCR):
138.2%

Net Stable Funding Ratio (NSFR):
116.6%

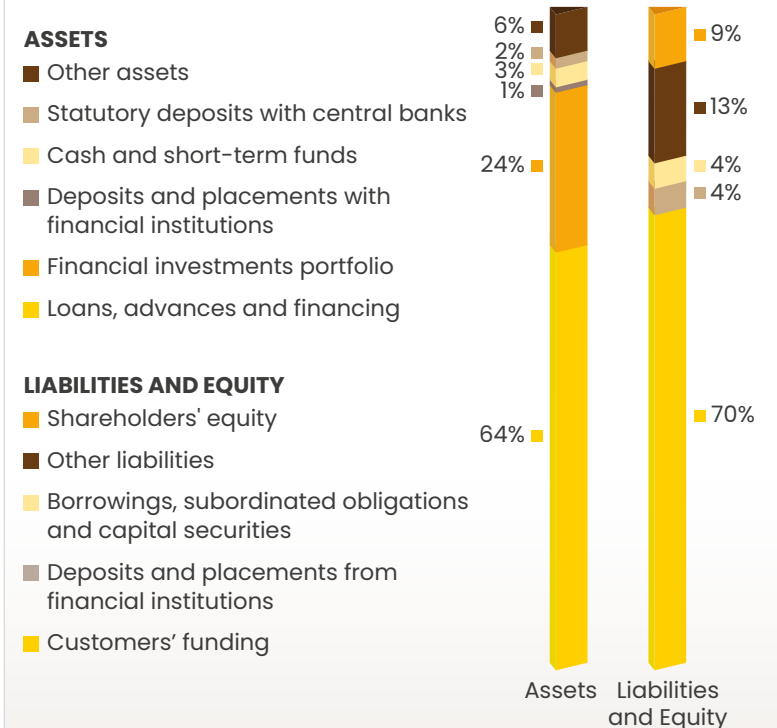
Loan-to-Deposit Ratio (LDR):
93.8%

The LCR and NSFR ratios remain comfortably above regulatory thresholds.

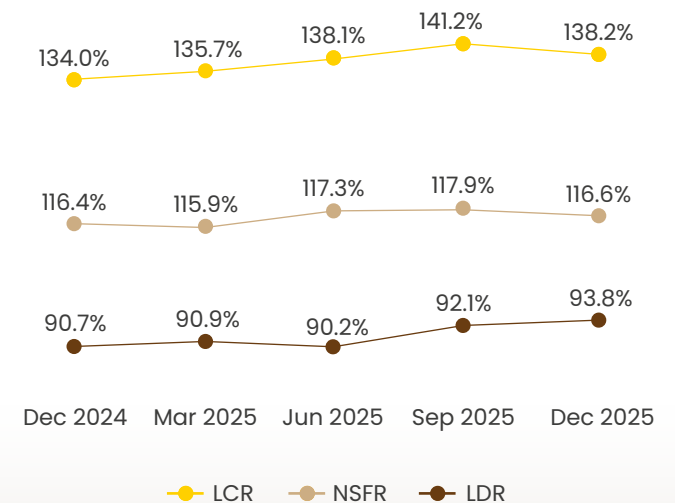
To further strengthen financial resilience, the Group and its major subsidiaries, including overseas branches, have implemented Contingency Funding Plans (CFPs) and Recovery Plans (RCPs) in line with regulatory requirements issued by BNM in collaboration with Perbadanan Insurans Deposit Malaysia (PIDM). These plans include strategic and scenario analyses, governance frameworks, recovery indicators, as well as communication and disclosure protocols. The Group remains committed to continually enhancing our recovery capabilities to align with evolving regulatory expectations.

More on how the Group manages its liquidity can be found in Note 53 (g) on page 215 of the Financial Statements

Assets and Funding Structure



Liquidity Risk Indicators



Note: Restated LCR using rolling 12-month average based on Bank Negara's guidelines on liquidity risk disclosure

GROUP CHIEF FINANCIAL OFFICER'S STATEMENT

Robust Capital Base Maintained

Maybank Group closed FY2025 with robust capital positions at both Group and the Bank levels. Post-second interim dividend, the Group's Common Equity Tier 1 ratio (CET1) and Total Capital Ratio (TCR) stood at 15.13% and 19.05%, respectively, well above regulatory requirements.

As a Domestic Systemically Important Bank (D-SIB) under Bucket 2 classification by BNM, Maybank is required to maintain an additional 1% higher loss absorbency (HLA) buffer in CET1 capital at the Group level, over and above BNM's minimum capital requirements.

In 2025, we broadened our capital and funding base across various instruments, domestic and foreign currencies, investor segments and markets, including subordinated debts, SGD and USD extendible money market certificates, commercial papers, structured notes and medium-term notes in both conventional and Islamic structures. Key issuances in FY2025 are summarised below:

Maybank

- Foreign currencies medium term notes of USD665.57 million, includes a USD500 million public issuance.
- Tier 2 Subordinated Sukuk Murabahah of RM5.55 billion.
- SGD and USD Extendible Money Market Certificates (EMMC) of USD176.05 million.
- Foreign and domestic currencies Commercial Paper of USD50.59 million and RM2.79 billion respectively.

Maybank Islamic Berhad

- RM550 million Islamic Commercial Paper.

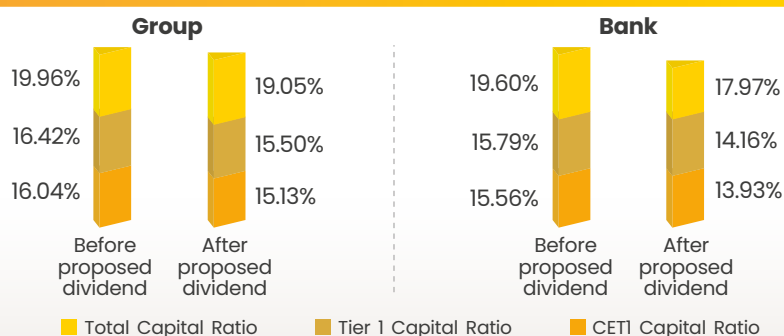
Maybank Singapore Limited

- Completed its second Euro 500 million 3-year "AAA" Covered Bonds backed by residential mortgage loans.

As Maybank embarks on a new strategic cycle in 2026, the Group remains committed to maintaining a robust capital and liquidity position to support sustainable business growth and strategic priorities. Focus will be placed on optimising the capital structure, strengthening funding resilience and ensuring continued compliance with evolving regulatory requirements. The Group will also enhance balance sheet agility through disciplined capital allocation and diversification of funding sources to support growth opportunities across key markets.

More on how the Group manages its capital can be found in Notes 57, 58 and 59 on pages 237 to 242 of the Financial Statements

Group Capital Ratios

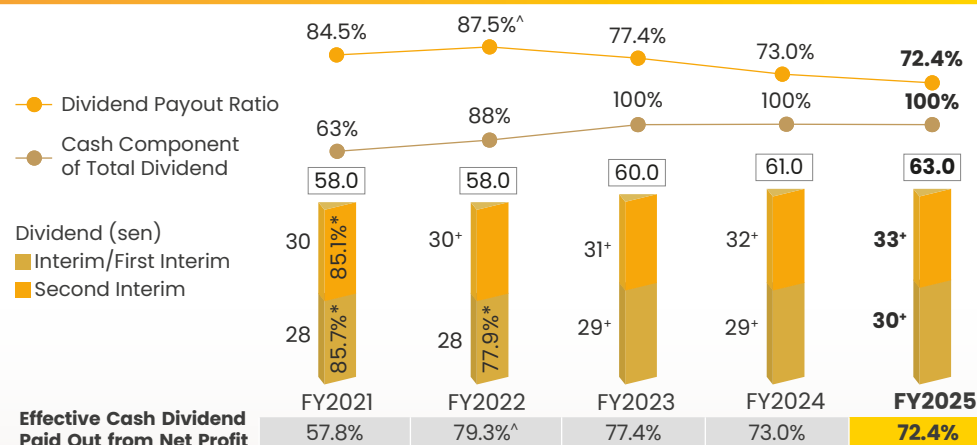


Regulatory Requirements:

- Minimum CET 1 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 on the countercyclical capital buffer (CCyB) rate by BNM

VALUE CREATION FOR OUR SHAREHOLDERS

Dividend (sen), Payout Ratio (%) and Cash Component (%)



Notes:

- * Actual reinvestment rate for Dividend Reinvestment Plan
- + Dividend paid fully in cash
- [^] Restated following the adoption of MFRS 17 Insurance Contracts

- We remain committed to delivering sustainable value to shareholders through consistent dividends, balancing growth prospects and macroeconomic conditions. The Group continues to maintain its dividend payout policy of minimum 40% of reported net profit attributable to shareholders. In practice, the Group has consistently exceeded this dividend policy and this demonstrates our commitment to meeting shareholders' expectations for consistent returns, while managing the Group's capital effectively.
- For FY2025, the Board declared single-tier full-cash first and second interim dividends of 30.0 sen and 33.0 sen respectively per ordinary share. This brings the total dividend for FY2025 to 63.0 sen per share (FY2024: 61.0 sen), with a dividend payout ratio of 72.4%, exceeding the Group's dividend payout policy.

More on dividends can be found in Note 51 on page 162 of the Financial Statements

OUTLOOK AND PRIORITIES FOR 2026

2026 marks the start of our ROAR30 strategy. The Group will continue to grow its core businesses in the home markets and connect its regional footprints to serve its broad range of clients. The Group's ROAR30 strategy will build businesses at scale with focus on global Islamic Finance, regional wealth management, regional transactions and payments, and regional corporate and investment banking. It will also strengthen the foundation with investments in technology, data and AI in building a workforce of the future, as well as optimising productivity and capital. Values-based banking remains a strategic differentiator for the Group, aligned with its mission of Humanising Financial Services in delivering exceptional customer experiences, impacting society positively and powering the real economy to create economic value while delivering sustainable shareholder returns. The Group remains cautious of the ongoing geopolitical headwinds and will balance responsible growth alongside prudent measures on asset quality, capital and liquidity.

For more information on our views of the economic and banking industry landscape, refer to Economic and Banking Sector Overview on pages 47 and 49



FINANCIAL PERFORMANCE

FIVE-YEAR GROUP FINANCIAL SUMMARY

	Group FY 31 Dec					Bank FY 31 Dec	
	2021	2022 Restated ¹	2023	2024	2025	2024	2025
OPERATING RESULT (RM' million)							
Operating revenue	45,959	49,416	63,515	68,943	66,369	36,529	34,028
Net operating income	25,448	26,492	27,361	29,573	30,380	17,006	18,825
Pre-provisioning operating profit ("PPOP") ²	13,930	14,518	13,972	15,112	15,540	10,113	11,688
Operating profit	10,700	11,741	12,291	13,465	14,060	10,089	11,673
Profit before taxation and zakat	10,887	11,872	12,532	13,702	14,334	10,089	11,673
Profit attributable to equity holders of the Bank	8,096	7,961	9,350	10,089	10,514	8,654	10,112
KEY STATEMENTS OF FINANCIAL POSITION DATA (RM' million)							
Total assets	888,172	948,130	1,027,675	1,075,322	1,053,584	589,640	562,591
Financial investments portfolio ³	223,884	231,090	265,916	253,763	256,723	149,013	155,069
Loans, advances and financing	541,888	575,127	630,422	664,774	677,889	281,795	270,980
Total liabilities	799,620	859,518	930,026	978,115	956,742	511,102	483,032
Deposits from customers	588,968	614,895	670,359	712,915	698,210	310,609	300,347
Investment accounts of customers	28,721	24,501	26,475	28,982	32,783	-	-
Commitments and contingencies	1,176,244	1,526,306	1,855,618	2,919,100	2,069,301	2,803,816	1,965,142
Share capital	53,156	54,619	54,674	54,736	54,882	54,736	54,882
Shareholders' equity	85,811	85,746	94,642	93,971	93,445	78,538	79,559
SHARE INFORMATION							
Per share (sen)							
Basic earnings	69.7	66.5	77.6	83.6	87.1	71.7	83.7
Diluted earnings	69.7	66.5	77.6	83.6	87.1	71.7	83.7
Gross dividend	58.0	58.0	60.0	61.0	63.0	61.0	63.0
Net assets (sen)	722.4	711.3	784.7	778.7	773.5	650.9	658.5
Share price as at 31 Dec (RM)	8.30	8.70	8.89	10.24	10.48	-	-
Market capitalisation (RM' million)	98,592	104,871	107,216	123,566	126,610	-	-
FINANCIAL RATIOS (%)							
Profitability Ratios/Market Share							
Net interest margin on average interest-earning assets	2.3	2.4	2.1	2.0	2.0	1.3	1.4
Net interest on average risk-weighted assets	4.7	5.1	4.5	4.4	4.6	2.8	3.0
Return on equity	9.8	9.6	10.8	11.1	11.7	11.6	13.5
Net return on average assets	0.9	0.9	0.9	1.0	1.0	1.5	1.8
Net return on average risk-weighted assets	2.0	2.0	2.2	2.3	2.4	3.4	4.1
Cost to income ratio ⁴	45.3	45.2	48.9	48.9	48.8	40.5	37.9
Domestic market share in:							
Loans, advances and financing	18.0	18.1	18.4	19.2	19.4	19.2	19.4
Deposits from customers - Savings account	26.1	26.1	26.0	25.3	26.1	25.3	26.1
Deposits from customers - Current account	13.8	18.2	16.7	17.0	19.8	17.0	19.8
CAPITAL ADEQUACY RATIOS (%)							
CET1 Capital Ratio	16.090	15.669	16.191	15.765	16.041	15.210	15.558
Tier 1 Capital Ratio	16.810	16.376	16.845	16.135	16.419	15.433	15.787
Total Capital Ratio	19.518	19.080	19.404	18.906	19.960	18.325	19.599
ASSET QUALITY RATIOS							
Net impaired loans (%)	0.89	0.46	0.53	0.51	0.79	0.69	0.65
Loan loss coverage (%)	111.9	131.2	124.9	126.9	106.7	101.3	122.3
Loan-to-deposit ratio (%) ⁵	89.5	91.6	91.7	90.7	93.8	76.4	74.7
Deposits to shareholders' fund (times) ⁶	7.2	7.4	7.4	7.9	7.8	4.0	3.8

FINANCIAL PERFORMANCE

FIVE-YEAR GROUP FINANCIAL SUMMARY (CONT'D)

	Group FY 31 Dec					Bank FY 31 Dec	
	2021	2022 Restated ¹	2023	2024	2025	2024	2025
VALUATIONS ON SHARE							
Gross dividend yield (%)	7.0	6.7	6.7	6.0	6.0	–	–
Dividend payout ratio (%)	84.5	87.5	77.4	73.0	72.4	–	–
Price to earnings multiple (times)	11.9	13.1	11.5	12.2	12.0	–	–
Price to book multiple (times)	1.1	1.2	1.1	1.3	1.4	–	–

¹ To reflect the impact of adopting MFRS 17 *Insurance Contracts*.

² PPOP is equivalent to operating profit before impairment losses as stated in the income statements of the financial statements.

³ 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.

⁴ Cost to income ratio is computed using total cost over the net operating income. The total cost of the Group is the total overhead expenses, excluding amortisation of intangible assets for Maybank IBG Holdings Limited.

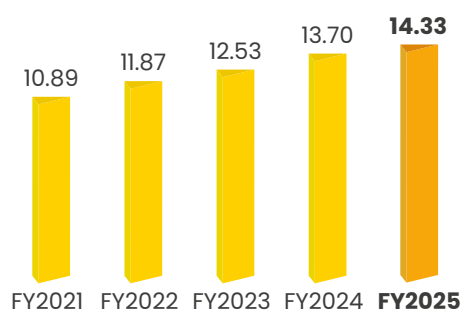
⁵ Loan-to-deposit ratio is computed using gross loans, advances and financing over deposits from customers and investment accounts of customers.

⁶ Deposits to shareholders' fund include investment accounts of customers.

Five-Year Group Financial Summary

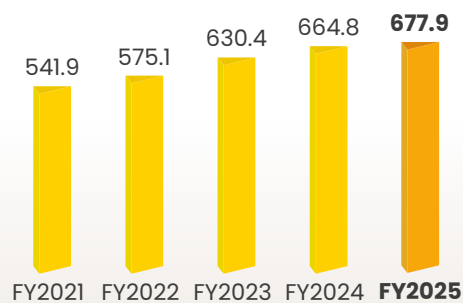
Profit Before Taxation and Zakat

RM14.33 billion



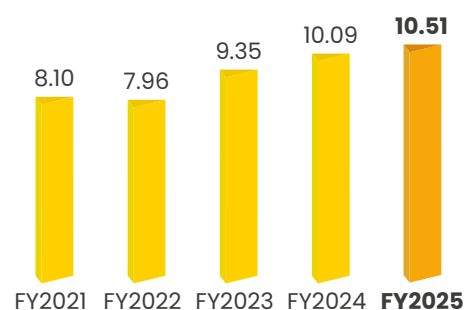
Loans, Advances and Financing

RM677.9 billion



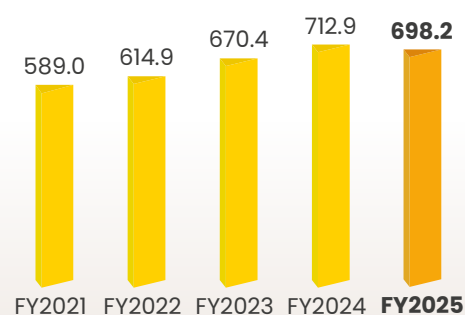
Profit Attributable to Equity Holders of the Bank

RM10.51 billion



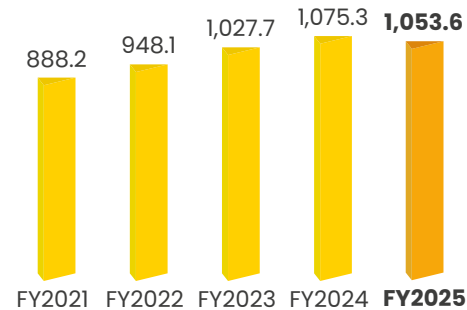
Deposits from Customers

RM698.2 billion



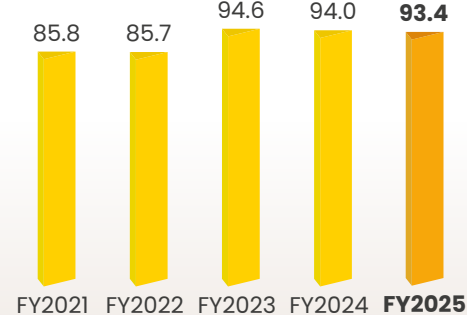
Total Assets

RM1,053.6 billion



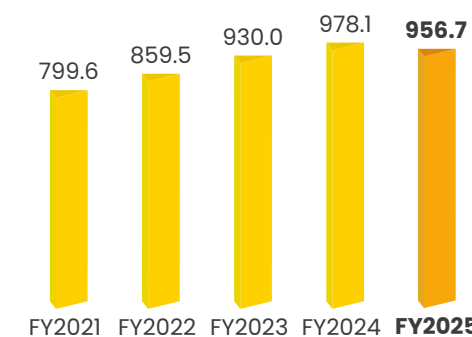
Shareholders' Equity

RM93.4 billion



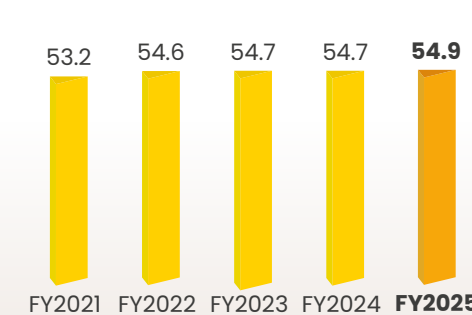
Total Liabilities

RM956.7 billion



Share Capital

RM54.9 billion

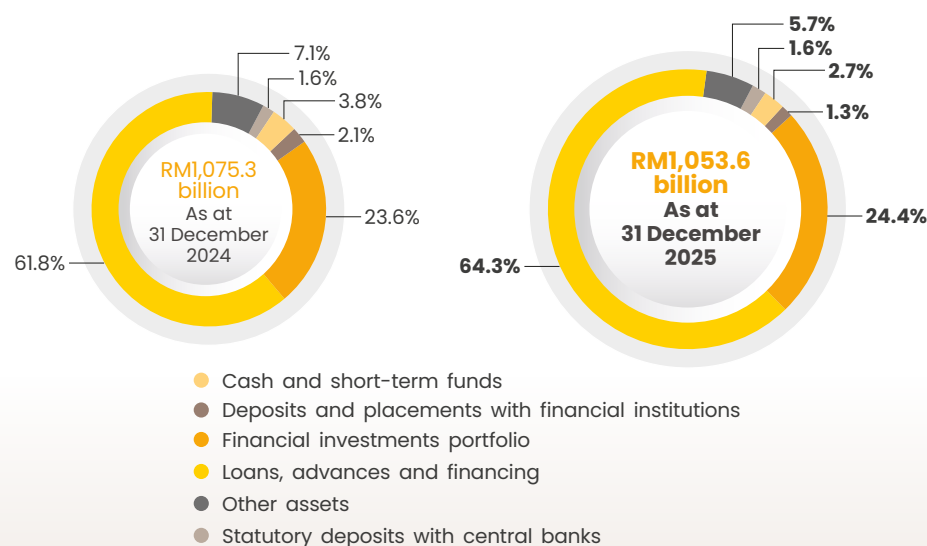




FINANCIAL PERFORMANCE

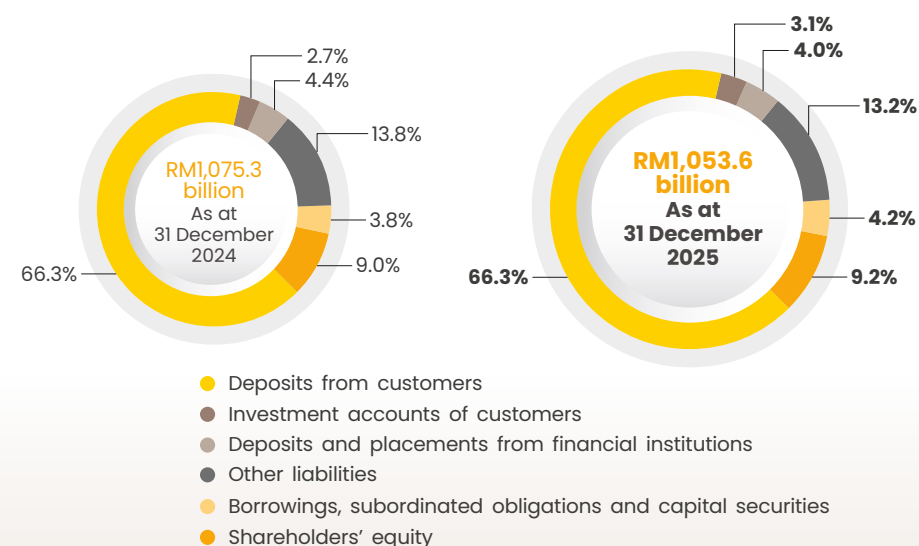
Simplified Group Statements of Financial Position

Total Assets RM1,053.6 billion



- Cash and short-term funds
- Deposits and placements with financial institutions
- Financial investments portfolio
- Loans, advances and financing
- Other assets
- Statutory deposits with central banks

Total Liabilities and Shareholders' Equity RM1,053.6 billion



- Deposits from customers
- Investment accounts of customers
- Deposits and placements from financial institutions
- Other liabilities
- Borrowings, subordinated obligations and capital securities
- Shareholders' equity

GROUP QUARTERLY FINANCIAL PERFORMANCE

RM' million	FY 31 Dec 2025					RM' million	FY 31 Dec 2024				
	Q1	Q2	Q3	Q4	YEAR		Q1	Q2	Q3	Q4	YEAR
Operating revenue	16,874	17,079	16,602	15,814	66,369	18,347	17,172	16,688	16,736	68,943	
Net interest income (including income from Islamic Banking Scheme operations)	5,287	5,382	5,361	5,780	21,810	5,244	5,322	5,218	5,370	21,154	
Insurance/takaful service result	471	395	305	585	1,756	182	468	282	353	1,285	
Other operating income	2,100	2,679	2,745	1,496	9,020	2,868	2,244	2,002	1,952	9,066	
Total operating income	7,858	8,457	8,411	7,860	32,586	8,295	8,033	7,502	7,674	31,504	
Operating profit before impairment losses	3,969	3,899	3,811	3,861	15,540	3,920	3,750	3,707	3,735	15,112	
Profit before taxation and zakat	3,594	3,512	3,506	3,722	14,334	3,443	3,443	3,402	3,414	13,702	
Profit attributable to equity holders of the Bank	2,589	2,628	2,621	2,676	10,514	2,489	2,530	2,538	2,532	10,089	
Earnings per share (sen)	21.5	21.8	21.7	22.2	87.1	20.6	21.0	21.0	21.0	83.6	
Dividend per share (sen)	-	30.0	-	33.0	63.0	-	29.0	-	32.0	61.0	

FINANCIAL PERFORMANCE

KEY INTEREST BEARING ASSETS AND LIABILITIES

	FY 31 Dec 2024			FY 31 Dec 2025		
	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
Interest earning assets						
Loans, advances and financing	541,888	5.40	34,324	677,889	4.92	32,244
Cash and short-term funds and deposits and placements with financial institutions	62,798	2.76	1,597	42,359	3.03	1,491
Financial assets at fair value through profit or loss	46,208	2.15	1,114	58,972	2.63	1,061
Financial investments at fair value through other comprehensive income	128,177	3.23	5,570	116,964	3.13	4,977
Financial investments at amortised cost	79,377	2.41	2,754	80,786	2.62	2,812
Interest bearing liabilities						
Customers' funding:						
– Deposits from customers	712,915	2.72	19,026	698,210	2.22	17,295
– Investment accounts of customers	28,982	1.63	459	32,783	1.35	493
Deposits and placements from financial institutions	47,051	5.49	3,143	42,587	4.10	3,192
Borrowings	28,260	2.81	1,549	28,207	2.60	1,029
Subordinated obligations	11,158	3.51	1,013	14,453	3.74	1,072
Capital securities	1,577	4.09	102	1,577	4.09	65

STATEMENT OF VALUE ADDED

	FY 31 Dec 2024 RM'000	FY 31 Dec 2025 RM'000
Net interest income	12,807,423	13,157,012
Income from Islamic Banking Scheme operations	8,346,399	8,653,273
Insurance/takaful service result	1,284,513	1,755,748
Other operating income	9,066,000	9,019,554
Net insurance/takaful investment/finance result	(1,931,829)	(2,206,086)
Overhead expenses excluding personnel expenses, depreciation and amortisation ¹	(5,291,833)	(5,553,487)
Allowances for impairment losses on loans, advances and financing and other debts, net	(1,670,545)	(562,136)
Writeback of/(allowances for) impairment losses on financial investments, net	42,353	(847,242)
Allowances for impairment losses on other assets and interest in associates, net	(18,816)	(71,398)
Share of profits in associates and joint ventures	236,302	274,268
Value added available for distribution	22,869,967	23,619,506

DISTRIBUTION OF VALUE ADDED

	FY 31 Dec 2024 RM'000	FY 31 Dec 2025 RM'000
To employees:		
Personnel expenses	8,596,296	8,734,086
To the Government:		
Taxation and zakat	3,312,835	3,499,761
To providers of capital:		
Dividends paid to shareholders	7,360,841	7,611,096
Non-controlling interests	417,713	317,400
To reinvest to the Group:		
Depreciation and amortisation ¹	572,106	551,626
Retained profits	2,610,176	2,905,537
Value added available for distribution	22,869,967	23,619,506

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

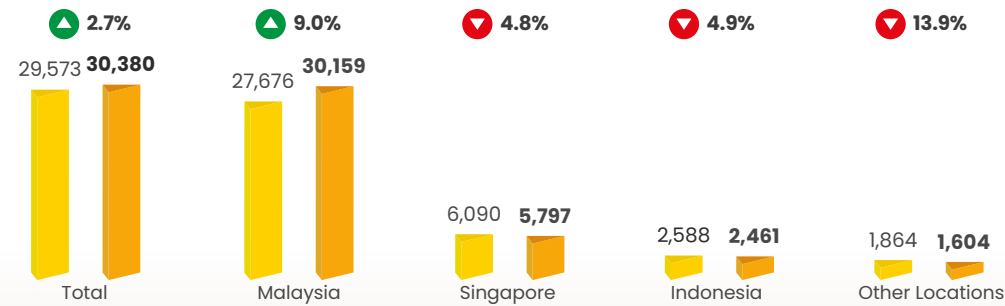
FINANCIAL PERFORMANCE

SEGMENTAL INFORMATION

FY 31 Dec 2024 ■ FY 31 Dec 2025

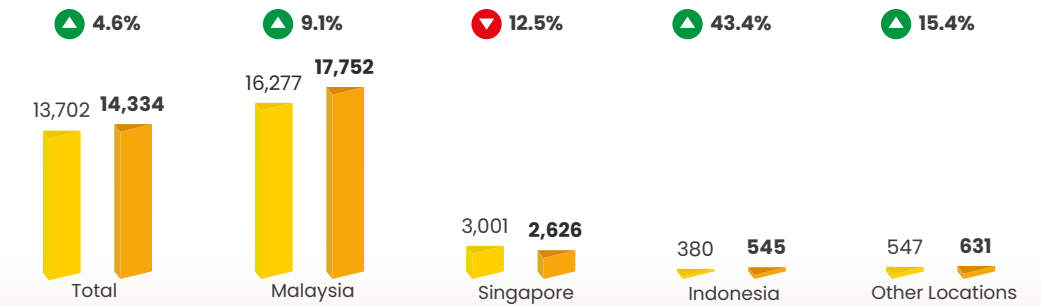
Analysis by Geographical Location

Net Operating Income (RM' million)



Note: Total net operating income includes inter-segment which are eliminated on consolidation of RM9,641 million for FY 31 December 2025 and RM8,645 million for FY 31 December 2024.

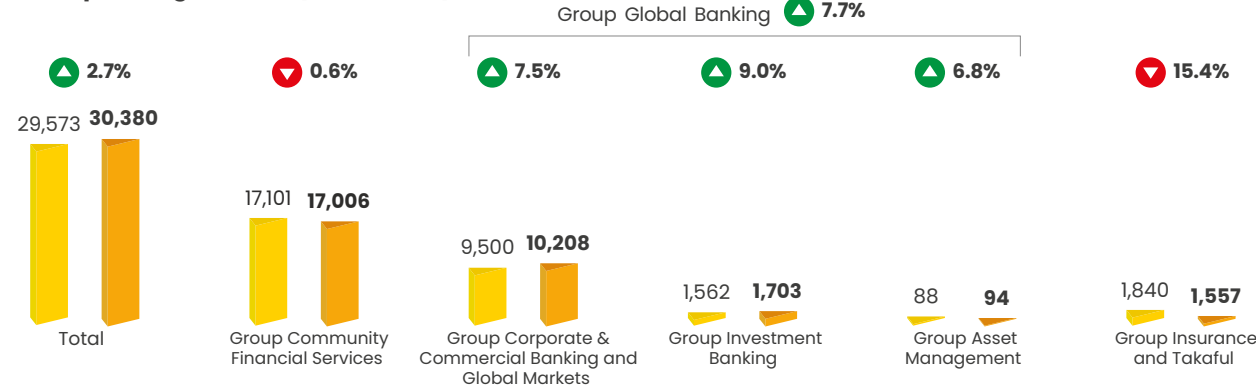
Profit Before Taxation and Zakat (RM' million)



Note: Total profit before taxation and zakat includes inter-segment which are eliminated on consolidation of RM7,220 million for FY 31 December 2025 and RM6,503 million for FY 31 December 2024.

Analysis by Business Segments*

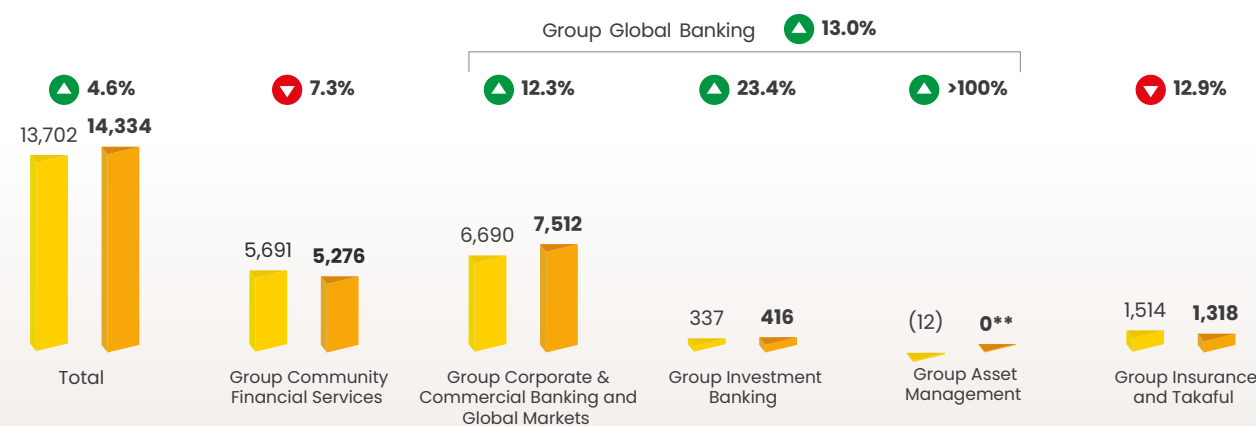
Net Operating Income (RM' million)



Note:

Total net operating income includes Head Office & Others of RM188 million for FY 31 December 2025 and RM518 million for FY 31 December 2024.

Profit Before Taxation and Zakat (RM' million)



Note:

Total profit before taxation and zakat includes Head Office & Others of RM188 million for FY 31 December 2025 and RM518 million for FY 31 December 2024.

* The figure as at 31 December 2024 have been restated due to structural change of business segmentation that took effect during the financial year ended 31 December 2025.

** Amount less than RM1,000.

INVESTOR INFORMATION

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

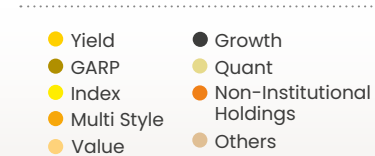
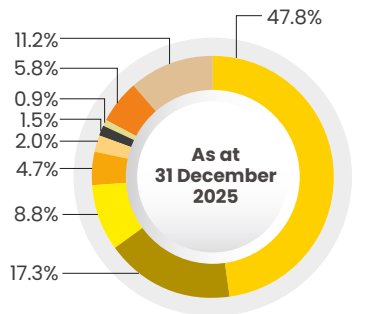
We have a comprehensive Investor Relations programme that enables existing and potential shareholders and investors to understand our activities, strategy, financial performance and sustainability initiatives. This is carried out through timely and accurate dissemination of information to the investing community for informed investment decisions about Maybank.

Further supplementary investor information is made available on our corporate website at www.maybank.com/ir. This includes Maybank's foreign shareholding updates, details of the 19 sell-side analysts covering Maybank, our capital and debt issuances as well as our credit rating outcomes by four independent credit rating agencies.

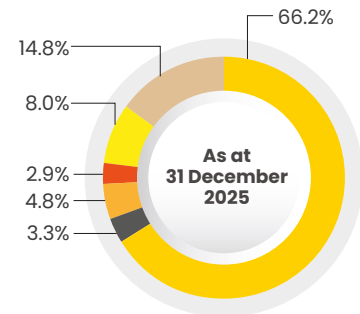
Our approach to Investor Relations is also found in the Corporate Governance Overview Statement on page 146

SHAREHOLDER ANALYSIS

Shareholding by Investment Styles



Shareholding by Region



Total Shareholders as at 31 December 2025

2021	147,185
2022	153,214
2023	162,441
2024	174,609
2025	212,033

Top 3 Shareholders as at 31 December 2025

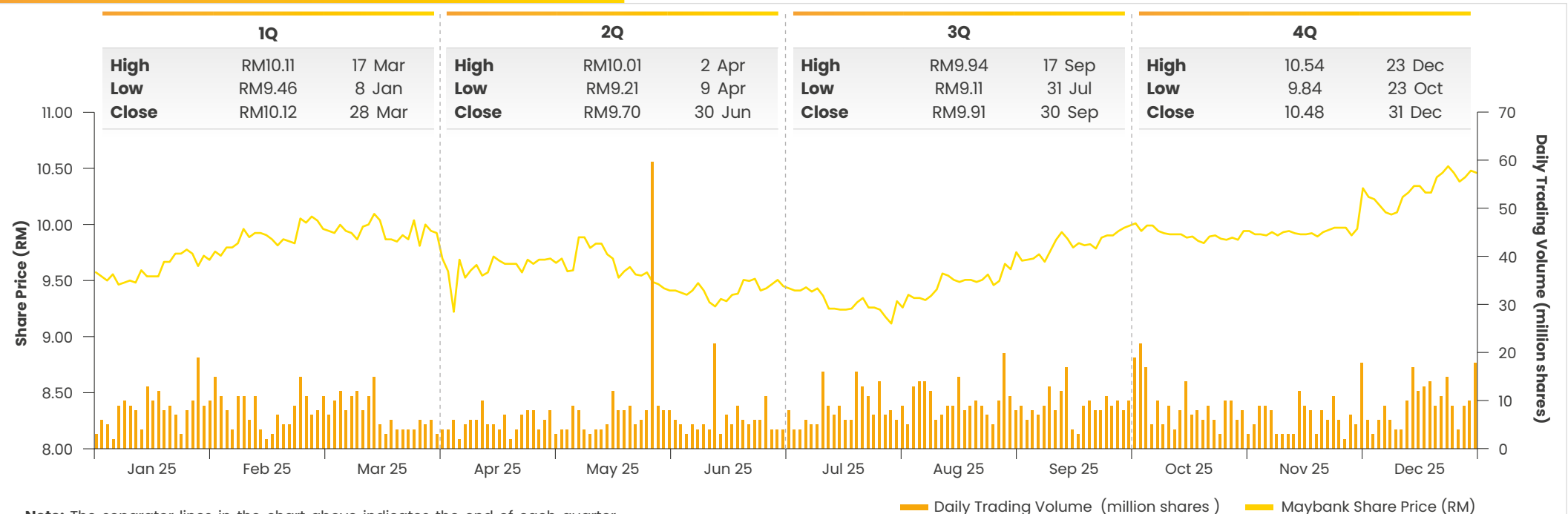
Various funds managed by Permodalan Nasional Bhd (PNB) and PNB's direct stake in us	41.37%
Employees Provident Fund Board (EPF)	9.69%
Kumpulan Wang Persaraan (KWAP)	4.82%

SHARE PRICE PERFORMANCE



Maybank's foreign shareholding can be found in the Investor Relations section on Maybank Group's corporate website at www.maybank.com/en/investor-relations/share-information/shareholdings.page

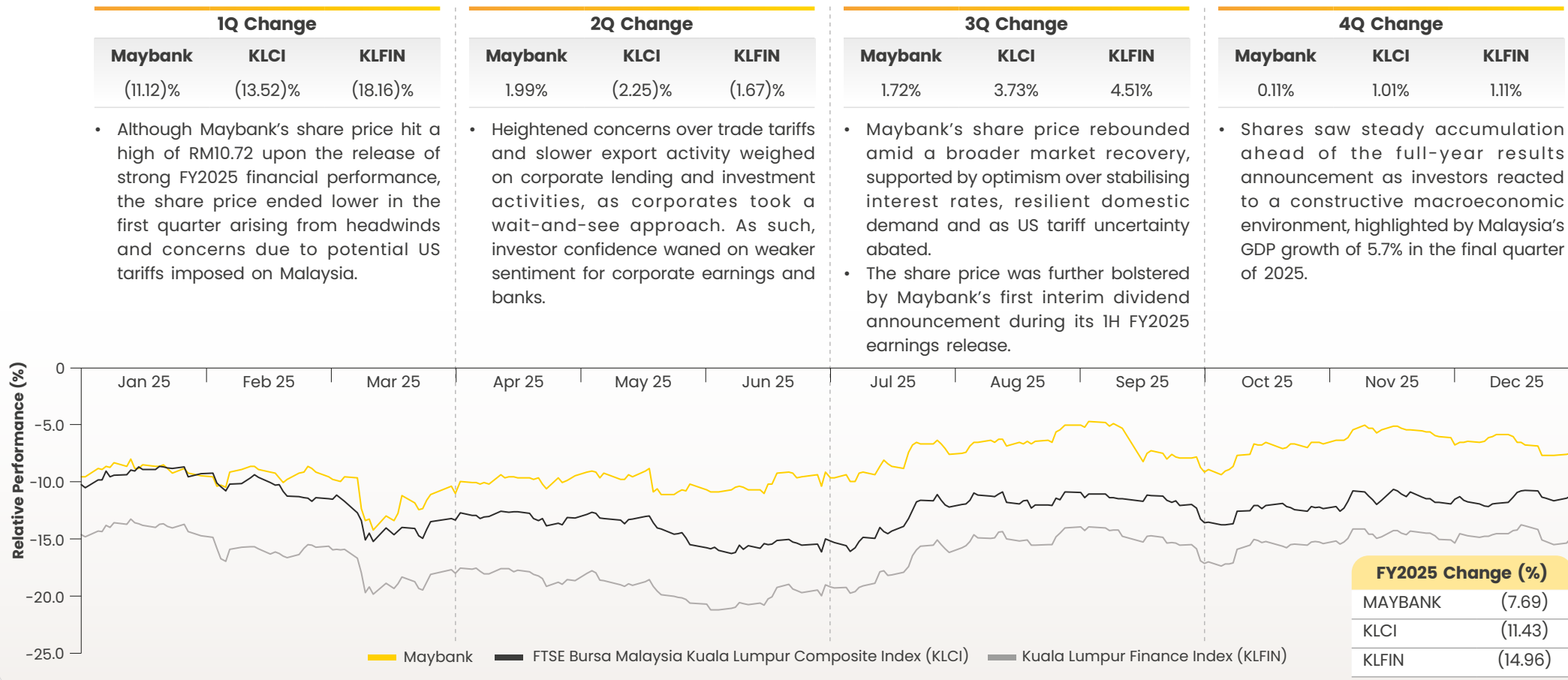
Maybank Share Price and Volume Performance as at 31 December 2025





INVESTOR INFORMATION

Relative Performance of Maybank's Share Price versus Benchmark Indices in 2025



Note: The separator lines in the chart above indicates the end of each quarter.

TOTAL SHAREHOLDER RETURN

TSR (%)	2017	2018	2019	2020	2021	2022	2023	2024	2025
Maybank	26.65	2.71	(3.11)	4.61	6.27	11.87	9.29	22.13	8.80
KLCI	13.19	(2.99)	(2.83)	5.71	0.33	(0.65)	1.34	17.59	6.63
KLFIN	21.89	6.66	(6.62)	2.94	6.85	11.44	3.93	24.10	8.63

LONG-TERM TOTAL SHAREHOLDER RETURN

Holding Period (Years)	20	15	10	5	3	2	1
Invested on 31 December of	2005	2010	2015	2020	2022	2023	2024
Total Shareholder Return (%)							
Maybank	333.92	221.41	135.99	72.63	45.22	32.88	8.80
KLCI	232.87	87.71	42.94	26.66	27.07	25.39	6.63
KLFIN	513.79	179.07	120.28	66.83	40.11	34.82	8.63
Effective Annual Rate of Return (%)							
Maybank	7.61	8.09	8.96	11.53	13.23	15.25	8.80
KLCI	6.19	4.28	3.63	4.84	8.30	11.96	6.63
KLFIN	9.49	7.08	8.21	10.77	11.89	16.09	8.63

INVESTOR INFORMATION

INVESTOR RELATIONS ACTIVITIES IN 2025

Presentation materials for quarterly results, investor days, conferences and non-deal roadshows (NDR) can be found on Maybank's corporate website under the Investor Relations Engagement section while presentation materials and shareholders' questions and answers for annual general meetings (AGMs) and extraordinary general meetings (EGMs) can be found under the AGMs and EGMs section. Rating outcomes by rating agencies can be found under the Fixed Income Credit Rating section.

Date	Engagements with Fund Manager/Analyst	Attendees	Maybank Attendees
10 January	J.P. Morgan ASEAN Financials Forum	29	
16 and 17 January	Invest Malaysia London 2025	9	
23 January	Japan Credit Rating Agency (JCR)	2	
26 February	4Q FY2024 Quarterly Results	84	
9 April	ASEAN Investment Conference 2025	15	
24 April	65 th AGM	6,702	
26 May	1Q FY2025 Quarterly Results	91	
29 May	Morgan Stanley Virtual ASEAN Conference 2025	5	
16 and 18 June, 29 July	S&P Global Ratings Meeting	5	
18 June	Moody's Credit Rating Meeting	5	
24 June	BofA ASEAN Financials Forum 2025	10	
2 and 3 July	Maybank Invest ASEAN-Malaysia 2025	31	

Date	Engagements with Fund Manager/Analyst	Attendees	Maybank Attendees
4 July	Maybank Super Growth Investor Day	57	
8 August	NDR in Singapore	7	
26 August	2Q FY2025 Quarterly Results	77	
28 August	Citi ASEAN C-Suite Corporate Day	10	
8 September	CITIC CLSA Investors' Forum 2025	16	
30 September	J.P. Morgan's ASEAN Financials Tour 2025	8	
9 and 10 October	NDR in London	18	
13 October and 4 November	NDR in US	5	
28 October, 4 November and 7 November	RAM Ratings Meeting	3	
21 November	3Q FY2025 Quarterly Results	72	
2 December	MIBG Corporate Day	114	
3 December	Citi's 2025 ASEAN Summit	6	

2026 EVENTS
Financial Results
26 February 2026 Announcement of 4Q FY2025
28 May 2026 Announcement of 1Q FY2026
27 August 2026 Announcement of 2Q FY2026
26 November 2026 Announcement of 3Q FY2026

Engagements	2024	2025
Meetings	71	77
Conferences	3	10
Investor Day	2	1
Non deal roadshows	1	4
Total	77	91
Total Fund Manager/ Analyst Attendees		329

Note: Meetings taken at Maybank Head Office, Kuala Lumpur unless indicated otherwise

FINANCIAL CALENDAR

Single-tier second interim dividend for the financial year ended 31 December 2024 of 32 sen

12 March 2025: Notice of book closure

13 March 2025: Date of entitlement

26 March 2025: Payment

Single-tier first interim dividend for the financial year ending 31 December 2025 of 30 sen

11 September 2025: Notice of book closure

12 September 2025: Date of entitlement

26 September 2025: Payment

AGM

26 March 2025

- FY2024 Annual Report Publication
- Notice of 65th AGM

Financial calendar for 2026 can be found in the Investor Relations section on Maybank Group's corporate website at www.maybank.com/ir

Maybank Attendees:

Board of Directors

President and Group CEO

Group Chief Financial Officer

Acting Group Chief Financial Officer

Group CEO, Community Financial Services

Group CEO, Global Banking

Group CEO, Islamic Banking

Group Chief Risk Officer

Group Chief Strategy and Transformation Officer

Group Corporate Treasurer

CEO, Maybank Investment Banking Group

Head of Investor Relations

Virtual

Physical

Virtual and Physical

INVESTOR INFORMATION

INVESTORS' KEY FOCUS AREAS

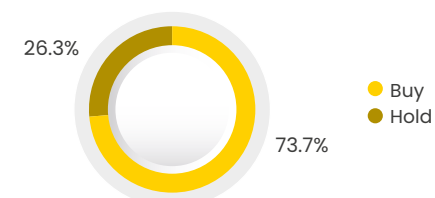
 Macroeconomic Outlook and Operating Environment	<p>Tariff developments prompted queries on potential impacts to banking, particularly on shifting trade flows and second-order effects on demand and pricing. We shared that first-order impacts are limited, while second-order risks continue to be assessed. Investors also focused on the change in interest rate policy, noting that the change in OPR and SORA could shape funding costs, deposit competition and ultimately margin outlook for banks. Additionally, there were queries on the Rule of 78 and its implications for auto financing in Malaysia, for which we do not foresee significant impact.</p>	 Asset Quality	<p>With the external headwinds, there were concerns on credit quality in export-oriented sectors and vulnerable SME and consumer segments. The Group maintained a prudent stance with sizeable management overlays and a healthy loan loss coverage ratio, supported by proactive measures. Investors also queried the prospects of write-backs on pre-emptive provisions and updates on a specific corporate borrower's restructuring, which were addressed in quarterly investor briefings.</p>
 Income and Growth Drivers	<p>Asset and liability management remains central in preserving NIM, with targeted loan growth in high margin segments (i.e.: mid-market segments) and active liquidity management shifting from costly funding to CASA and retail deposits. Fee-based income in wealth, cash management and insurance continued to support income growth. Regionally, Indonesia is rebalancing its loans portfolio towards higher-margin segments, while Singapore focuses on capturing wealth flows. Investors also queried on the opportunities in the JS-SEZ corridor, including data center exposure.</p>	 Sustainability and Governance	<p>Investors were interested in Maybank's progress towards carbon neutrality by 2030 and net zero by 2050. We disclosed PEI for six high-emissions sectors in the quarterly results investor briefings and the approaches and timeline through the net zero white paper, available on our website. Investors also queried governance measures following recent leadership change. We reiterated that stronger checks and balances are in place to strengthen governance.</p>
 M25+ Strategic Priorities	<p>Investors sought updates on M25+ and how it will shape the next five-year strategy. We updated that all targets have been met except CIR, due to ongoing tech investments. M25+ has transformed ways of working through Agile practices and strengthened customer-centricity while driving focus on Super Growth areas. Digital transformation has accelerated with AI and cloud-led initiatives, including the Microsoft collaboration, unlocking new income streams, enhancing resiliency and boosting efficiencies.</p>	 Digitalisation	<p>Maybank continues to strengthen our digital leadership through tech modernisation, including developing next-gen capabilities (i.e.: AI and cloud systems) and upgrading UI/UX to enhance customer-centricity. Digital channels are expanding with differentiated products like digital microloans and multi-currency solutions such as Global Access, while preserving asset quality. We also shared that digital transformation is gradual, focusing on core banking refresh, cloud investments and app-based capabilities to improve the customer experience.</p>
 Outlook on Cost and Operational Efficiency	<p>Cost management amid rising CIR and planned tech investments remained a key focus for investors. We responded that cost growth is being contained through initiatives such as streamlining operations to improve productivity via organisational design and workforce optimisation through natural attrition. Investments are also being prioritised, focusing on strategic areas like technology to strengthen our capabilities for long-term growth and efficiency. CIR is actively managed to maintain sustainable cost structures, aligned with business growth and expected income expansion.</p>	 Capital Management and Shareholder Returns	<p>The implementation of Basel III reforms drew investor interest on capital management, risk-weighted asset approaches, potential constraints on loan growth and implications for dividend payouts. We expect minimal impact from the new approach for operational risk-weighted assets and will provide further updates as other risk measures take place. Regarding dividends, we indicated that the payout trajectory remains unchanged, full cash payment with no share buybacks or script issuances planned.</p>

CREDIT RATINGS

Rating Agency	Rating Classification	Ratings
Standard & Poor's	Issuer Credit Rating	A-/Stable/A-2
Moody's Investors Service	Baseline Credit Assessment/Outlook	a3/Stable
	Bank Deposits	A3/P-2
RAM Ratings	Financial Institution Ratings	AAA/Stable/PI
Japan Credit Rating Agency	Foreign Currency Long-term Issuer Rating/Outlook	A+/Stable

RESEARCH COVERAGE

Summary of analysts' recommendations as at 31 December 2025:






Total analysts:
19

Full details on Maybank's credit ratings and sell-side analysts' coverage can be viewed on www.maybank.com/ir

GROUP COMMUNITY FINANCIAL SERVICES



We offer:

- Retail (Consumer) Banking 
- Non-retail Banking 
- Retail (Consumer) Banking 

Group Community Financial Services is impacted by all material matters and principal risks. The businesses leverage all six capitals to shape their respective strategies to address these material matters and manage risks in creating value for the six stakeholder groups.

OPERATING CONTEXT IN 2025

Operating Landscape Impact

- Resilient regional growth and rising affluence present opportunities to deepen market penetration and expand financial offerings.
- Narrowing margins from falling interest rates are driving banks to reinforce liquidity positions and sustain strong capital ratios.
- Overall asset quality remains stable, with certain sectors facing mild impairment pressures consistent with broader market conditions.


Material Risks and Opportunities

- Opportunity to deliver integrated and tailored wealth solutions for entrepreneurs and businesses through a unified customer-centric approach.
- Cross-selling of existing digital products will support the Bank's mission to strengthen our customer engagement and retention.
- Tightening asset quality controls will reduce credit deterioration and preserve overall portfolio health.

Our Response

- Deepen customer relationship through innovative solutions, offering tailored beyond banking non-retail financing for SMEs, and regional wealth propositions for individuals.
- Maintain prudent balance between loan and deposit growth to support sustainable capital allocation and long-term financial resilience.
- Enhance credit risk frameworks to preserve asset quality and safeguard financial stability.


TOP ACHIEVEMENTS IN 2025

- 

Recognised as Best Consumer Digital Bank in Malaysia 2025 by Global Finance, Best Digital Bank in Malaysia 2025 by Euromoney Awards, and Best Private Bank for Entrepreneurs as well as Best Bank for Priority Banking 2025 by the Global Private Banking Innovation Awards.
- 

Partnering Perodua, launched Maybank Islamic **myimpact** Drive Financing-i, Malaysia's first Shariah-compliant agility financing solution, enabling flexible and inclusive car ownership of selected Perodua models.
- 

Unveiled the Bangsar South Maybank X branch, a digitally enhanced branch offering mainly digital solutions to make everyday banking smarter, faster and more human.
- 

Partnered One KL Management Sdn Bhd (ONE KL) to secure the first pilot Single Family Office (SFO) establishment under the Malaysian Single Family Office scheme in the Forest City Special Financial Zone (FCSFZ).
- 

Announced the first small and medium enterprises (SME) digital upskilling collaboration between a financial institution and TikTok Shop in ASEAN—equipping SMEs with the knowledge, insights, skills and tools to scale and future-proof their business.



GROUP COMMUNITY FINANCIAL SERVICES

CONSUMERS

Related STs: **ALL**Related SPs: **SP3 SP13 SP14**

Stakeholder Value Created

- Deliver seamless, customer-centric journeys via integrated solutions addressing needs within and beyond the banking ecosystem.
- Drive efficiency and consistency across all channels through digitisation of key banking processes.
- Provide comprehensive regional wealth management solutions with personalised experiences reflecting customers' financial goals.

FY2025 Initiatives

Banking Journey

- Launched our new digital branch concept (Maybank X) at Bangsar South Malaysia.
- Delivered personalised communication and customer recognition engagement during new customers' first 100 days.
- Introduced digitalisation initiatives to broaden self service and accessibility functions at Branch and Maybank Group Customer Care.



FY2025 Achievements

- Enhanced everyday banking via a seamless customer experience with virtual service booths, personalised community areas, and self-service digital banking stations.
- Transaction Net Promoter Score (tNPS) for new customers' onboarding experience increased from +41.2 in 2024 to +42.4 in 2025.
- Call volume to MGCC decreased by 14% YoY, driven by call reduction and deflection initiatives. CASA digital penetration rate improved by 14 percentage points YoY, strengthened by in-branch digital education exercise.

Vehicle Ownership Journey

- Collaborated with Perodua to launch the first Shariah-compliant agility financing solution.
- Implemented an enhanced Retail Auto Loan Origination System featuring straight-through processing (STP) and fast-track capabilities.



- Over RM2.11 million in financing disbursed since its launch in September 2025.
- Enabled automated credit decisioning and rapid loan approvals, with at least 80% of straight-through processed applications completed within 15 minutes during Q3-Q4 2025.

Wealth Management

- Together with ONE KL, secured the first pilot Single Family Office (SFO) establishment under the Malaysian Single Family Office scheme in Forest City Special Financial Zone (FCSFZ).
- Introduced Chief Investment Officer (CIO) Fund as part of suite of investment products in Malaysia and Singapore.



- As a market pioneer, facilitated five Securities Commission (SC) conditional approvals and generated over 20 expressions of interest for SFOs.
- Garnered over RM1.4 billion in investment AUM from CIO Fund.

NON-RETAIL (RSME/SME+/BUSINESS BANKING)

Related STs: **ST1 ST3 ST4**Related SPs: **SP4**

Stakeholder Value Created

- Expand regional SME market reach by supporting customers' growth through best-in-class financial services delivered via omnichannel approach encompassing lending, non-lending and beyond banking solutions.

FY2025 Initiatives

- Launched SME upskilling and digitalisation partnership with TikTok, first in Malaysia and Singapore, then Cambodia and the Philippines in 4Q FY2025.
- Automated reconciliation solutions under SME beyond banking to eliminate manual data entry and enhance operational efficiencies.
- Launched **myimpact** SME offering advisory services, financing options and practical toolkits to support SMEs in their growth journey.

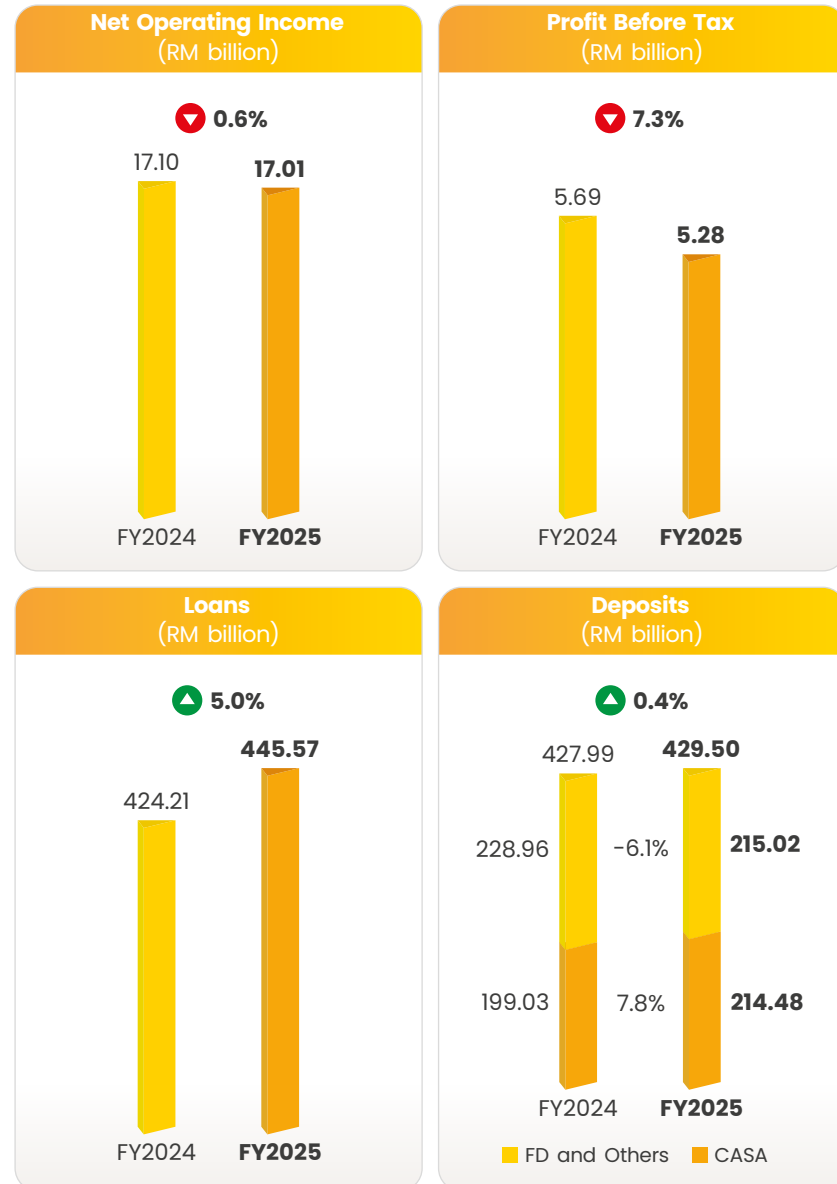


FY2025 Achievements

- 300+ SME participants engaged through webinars and workshops under the partnership's first ASEAN rollout.
- 47,000+ customers onboarded to accounting bank feed feature which helps reduce manual reconciliation.
- Achieved CASA balance of RM1.51 billion under **myimpact** SME ScaleUp.

GROUP COMMUNITY FINANCIAL SERVICES

REGIONAL FINANCIAL PERFORMANCE



Note: The comparative financial figures have been restated to reflect the migration of Business Banking in Malaysia since May 2025

OUTLOOK AND PRIORITIES FOR 2026

As ASEAN charts its industrial growth plans and strengthens support for SMEs, we remain committed to delivering innovative beyond banking solutions that empower our non-retail customers to scale and sustain their businesses. On the retail front, we reaffirm our position as a leading regional wealth manager by offering personalised, cross-border solutions that meet both wealth and business needs through a unified customer lens. Amid intensifying competition and increasing digital usage, we continue to enhance our existing suite of products and services to ensure an optimal user experience, while developing new offerings that address the evolving expectations of our expanding customer base.

KEY PERFORMANCE HIGHLIGHTS IN FY2025

Group Community Financial Services' Profit Before Tax declined by 7.3% YoY to RM5.28 billion, mainly due to lower net fund based income and higher overheads:

- Net fund based income declined 2.7% YoY due to NIM compression resulting from the sharp decline in Singapore's SORA. Despite this, loans recorded a steady 5.0% YoY growth, supported by strong momentum in consumer loans (5.3%) and commercial loans (4.0%).
- Overheads increased 2.9% YoY due to higher personnel and IT costs to strengthen digital capabilities, along with other business expenses.
- Net loan loss increased slightly by 0.4% YoY, as management continued to uphold strong asset quality through prudent risk management and maintained adequate provisioning levels.
- This was partially offset by non-interest income (Noll), which increased 6.2% YoY, underpinned by solid 27.9% growth in wealth management fees, supported by broader product offerings and enhanced customer engagement.
- Deposits increased 0.4% YoY, driven by growth in CASA (7.8%), offset by decrease in fixed deposits.

In Malaysia, PBT declined by 1.7% YoY to RM3.77 billion, mainly due to higher overheads:

- Overheads increased 5.1% due to higher IT expenditure and investment in M25+ strategic initiatives.
- This was partially offset by:
 - Net fund based income, which grew 1.5% YoY, underpinned by steady loans growth of 6.7% YoY, with consumer loans up 7.1% and SME loans up 4.4%.
 - Noll, which grew 4.9% YoY, led by cards, FX income and wealth management fees.
- Deposits grew 6.7% YoY, primarily from fixed deposits, while CASA increased by 6.3% YoY.

For international operations, PBT declined by 18.7% YoY to RM1.50 billion:

- **Indonesia:** PBT dropped 47.4% YoY primarily due to lower recovery income, higher overheads and higher net loan losses. Overheads increased by 3.0% YoY, driven mainly by personnel costs and IT expenditure. The rise in net loan losses was largely attributable to contractual write-offs and prudent provisioning. Despite the decline in PBT, loans expanded steadily, registering 5.4% YoY growth in both consumer (5.2%) and commercial (5.6%) segments.
- **Philippines:** PBT declined due to rising overheads and higher net loan losses, amid constrained revenue expansion.

Mitigated by growth from:

- **Singapore:** PBT increased by 1.1% YoY, driven by healthy revenue growth and lower net loan losses. Revenue grew by 4.1% on the back of strong 30.3% growth in Noll primarily from wealth management fees, which offset the lower net fund based income from a decline in SORA. Lower net loan losses reflect robust efforts in managing asset quality. Loans expanded 9.4% YoY with consumer loans up 7.1% and commercial loans up 17.7%.
- **Cambodia:** PBT improved 12.8%, mainly due to a reduction in net loan losses from both consumer and commercial portfolios. Noll grew strongly by 13.7% YoY amid challenging economic conditions. Deposits expanded 6.6% YoY, with CASA ratio improving by 7.4 percentage points to 43.9% from 36.5% a year earlier, driven by strong growth in Consumer CASA (41.1%).

GROUP GLOBAL BANKING

We offer:

Corporate Banking (CB) and Commercial Banking Division (CBD)*



Transaction Banking (TB)



Global Markets (GM)



Investment Banking (MIBG)



Asset Management (MAMG)



* CBD Malaysia only



Group Global Banking is impacted by all material matters and principal risks. The businesses will leverage all six capitals to shape their respective strategies to address these material matters and manage risks in creating value for the six stakeholder groups.

OPERATING CONTEXT IN 2025

Operating Landscape Impact

- Uncertainties remained in global trade due to geopolitical tensions, changes in trade policy and slowing growth.
- The ongoing de-dollarisation is gradually reshaping global trade and financial dynamics.
- New trade corridors are emerging while businesses are realigning their supply chains as they adapt to the evolving global trade environment.
- Domestic and foreign investors are placing increasing emphasis on sustainability, while governments are incentivising ESG commitments, creating investment opportunities across renewable energy, sustainable infrastructure and other low-carbon initiatives.
- Demand for seamless, real-time digital platforms is growing, coupled with heightened volatility and regulatory scrutiny due to frequent cyberattacks and digital fraud.

Material Risks and Opportunities

- Lending terms and conditions have tightened amid inflationary pressures and broader macroeconomic uncertainties. Business expansion remains capital intensive and asset based, compounded by the high cost of funds.
- Demand for holistic banking relationships, seamless cross-border payments and efficient liquidity management is increasing from ASEAN corporates pursuing global expansion.
- Opportunities to capitalise on shifting global supply chains towards ASEAN, driven by US-China geopolitical tensions.
- Tightening ESG rules and rising demand for green finance are driving solutions and advisory services in ESG compliance and climate transition.
- Financial institutions play a key role in mobilising capital to support the transition towards a sustainable and resilient economy.
- Growing need to adopt a digital-first approach while effectively managing security risks and meeting customers' banking and investment needs.

Our Response

- Safeguard margins and liquidity through net interest margin (NIM) management, accelerated deposit growth and shift to higher-yielding assets while closely managing asset quality.
- Sharpen go-to-market focus by aligning risk appetite with client needs and supporting clients with Maybank's liquidity and network.
- Dedicated Cash, Trade and Foreign Currency (FX) teams are strengthening connectivity across ASEAN, APAC and global markets, capturing addressable opportunities and deepening inbound and outbound flows supporting our regional network clients.
- Implemented net zero portfolio management for six key sectors. This involves monitoring exposures based on Physical Emission Intensity (PEI) and integrating PEI considerations with financial and commercial merit.
- Driving digital enablement through Maybank's integrated platform offering modern cash, trade and supply chain solutions.
- Enhance regional client coverage through data-driven lead generation, automated placemats, institutionalised account planning and automated loan origination processes supported by digital tools.

TOP ACHIEVEMENTS IN 2025

- Received awards for the Best Supply Chain Finance Bank in Malaysia and Singapore, Domestic Trade Finance Bank of The Year and International Trade Finance Bank of The Year at The Asian Banker Awards 2025.
- Best Sustainable Bank in Malaysia and Best Broker in Singapore under FinanceAsia Awards 2025 as well as Best ASEAN Sustainability SRI Sukuk – Cooperative under Islamic Finance Awards 2025 by The Asset Triple A.
- Named Malaysia's Best Investment Bank for Equity Capital Markets (ECM), Singapore's Best for Research and Thailand's Best Securities House under Euromoney's Awards for Excellence 2025; and Singapore's Best Broker under Euromoney's Capital Markets Awards 2025.
- Best Foreign Exchange Bank in Malaysia by Global Finance 2025, and Derivatives House of the Year (Malaysia) by Risk Asia Awards 2025.
- FinanceAsia Awards 2025 Best Corporate Bank – Malaysia (Large Corp & MNCs).

GROUP GLOBAL BANKING

NOTABLE DEALS

Malaysia

- Joint coordinator, mandated lead arranger and bookrunner, joint hedge coordinator, joint Shariah adviser, joint green financing coordinator and Murabahah facility agent for Dayone Data Centres' landmark RM15.00 billion dual-currency syndicated green financing for the development of green data centres in the Johor-Singapore Special Economic Zone (JS-SEZ).
- Joint global coordinator, joint lead manager and joint bookrunner for Khazanah Nasional's USD500.00 million guaranteed foreign currency exchangeable bond.
- Principal adviser, joint global coordinator, joint bookrunner and sole underwriter for Eco-Shop Marketing's RM974.20 million IPO, the first ever dollar store retail chain IPO in ASEAN, the largest IPO in Malaysia since September 2024.
- Joint principal adviser, joint lead arranger, joint lead manager, sole sustainability structuring adviser, sole Shariah adviser and facility agent for Perbadanan Bekalan Air Pulau Pinang Sdn Bhd's maiden sustainability sukuk wakalah issuance of RM300.00 million in aggregate nominal value under an Islamic medium term notes programme of up to RM5.00 billion in nominal value based on the Shariah principle of Wakalah Bi Al-Istithmar.
- Joint mandated lead arranger and joint sustainability structuring adviser for YTL PowerSeraya Pte Ltd and Taser Power Pte Ltd term loan facilities of SGD1.20 billion. This is Maybank's and Singapore's first transition finance deal aligned with the Singapore-Asia taxonomy for sustainable finance.

International

- Sole issue manager and global coordinator for Coliwoo Holdings Limited's SGD101.00 million IPO, the second largest company IPO on the SGX in 2025.
- Joint lead underwriter for Bank Syariah Indonesia's IDR5.00 trillion Sustainable Sukuk in 2025, the largest of its kind in Indonesia and a milestone for IDR-denominated Sustainable Sukuk in the domestic market.
- Mandated Lead Arranger and Bookrunner for Charoen Pokphand Group's China Arm, Chia Tai Investment's USD450.00 million Syndicated Loan.
- Buyside financial advisor to Siam Food Services on the THB8.09 billion acquisition of Renewed Hope.
- Joint bookrunner and international placement agent for RL Commercial REIT's PHP7.75 billion secondary placement, the largest REIT secondary placement in the Philippines in FY2025.

KEY FOCUS AREAS IN 2025

CORPORATE BANKING (CB) AND COMMERCIAL BANKING DIVISION (CBD)

Related STs: **ST1** **ST3** **ST4** **ST5** | Related SPs: **SP1** **SP8** **SP9**

Stakeholder Value Created

- Embed a customer-centric approach across all client segments with sector specialists and dedicated mid-market and risk teams across all business lines supporting the growth strategy.
- Support customers' expansion plans in economic corridors like JS-SEZ.
- Accelerate ESG coverage across ASEAN by engaging clients throughout their sustainability journeys.

FY2025 Initiatives

- Provided targeted mid-market financing solutions and advisory support to generate higher yields and improve net interest margin.
- Unlocked new financing channels through high-potential opportunities in specialised sectors such as data centres, semiconductors and real estate.
- Expanded and deepened presence in cross-border transactions market to capture trade flows in key markets and economic corridors.
- Proactively manage loan portfolio to mitigate credit costs and maintain asset quality.

FY2025 Achievements

- Recorded strong YoY growth with profit before tax (PBT) increasing 5.3% in CB and 39.8% in CBD.
- Maintained healthy loans growth YoY in CB with total mid-market loans increasing by 1.2% and mid-market loans in Malaysia increasing by 8.3%.
- Maintained healthy asset quality with Group Global Banking (GGB) net credit charge off rate (NCC) of 16.7 bps (FY2024: 10.5 bps).
- GGB mobilised RM36.00 billion in sustainable finance.

TRANSACTION BANKING (TB)

Related STs: **ST1** **ST2** **ST3** **ST5** | Related SPs: **SP1** **SP2** **SP4** **SP5**

Stakeholder Value Created

- Improve customer-centricity by accelerating digitisation and technology modernisation.
- Intensify connectivity across ASEAN+ to grow regional client base.

FY2025 Initiatives

- Integrated Regional Business Platform for Malaysia and Singapore, enabling real-time view of cash positions and access to comprehensive cash management solutions, supported by revamped UI/UX.
- Rolled out enhanced Maybank2E Trade platform in Malaysia, Singapore and Indonesia; and enhanced the Maybank2E EzyApply platform to enable seamless same-day onboarding for new-to-bank customers.
- Implemented advanced fraud counter measure systems and initiatives, delivering enhanced transaction security, reinforcing customer confidence, and aligning with global best practices to ensure digital banking resilience.

FY2025 Achievements

- TB CASA balance grew 16.3% YoY.
- Active Maybank2E user rate improved from 62.1% to 72.1% YoY.
- Digital onboarding applications for Maybank2E Cash surged by 57.4% YoY.



GROUP GLOBAL BANKING

GLOBAL MARKETS

 Related STs: **ST1** **ST2** **ST3** **ST4** | Related SPs: **SP1**

Stakeholder Value Created

- Elevated customer experience and journey when dealing with FX transactions.
- Leveraged digitalisation to improve product distribution and enhance experience.

FY2025 Initiatives

- Operationalised minimum due diligence operational framework to facilitate FX transactions.
- FX digitalisation initiatives such as retail FX via MAE app and enhanced FX distribution capability through FX corporate API.
- Prioritised efforts in high-potential targeted customer groups like wealth segment.
- Launched the Global Access Account (GAA) for FX transactions on MAE app.



FY2025 Achievements

- Improved client onboarding turnaround time by 83.0% and increased foreign telegraphic transfer customer penetration by 47.0% YoY.
- Total FX digital penetration increased by 13.0% YoY across GGB and Group Community Financial Services (GCFS).
- Improved wealth segment FX sales by 6.0% based on revenue and 11.7% based on volume YoY.
- Over 40,000 new GAA accounts were opened, contributing more than RM71.80 million in CASA deposits, with 78.0% of balances maintained in foreign currency.

INVESTMENT BANKING

 Related STs: **ST1** **ST2** **ST3** **ST4** | Related SPs: **SP1** **SP9** **SP11**

Stakeholder Value Created

- Deepened client engagement with innovative offerings and digital solutions.
- Delivered differentiated products and advisory via new offerings and capabilities.
- Supported clients throughout their sustainability journeys.

FY2025 Initiatives

- Issued new structured warrants linked to Bursa Malaysia Crude Palm Oil Futures (FCPO) and launched covered warrants business in Vietnam.
- Expanded trading access to foreign markets via Maybank Trade MY app and extended straight-through account opening to MAE app for seamless and convenient onboarding.
- Introduced CME Micro Crypto Futures and Structured Products with Crypto ETF as the underlying asset to capture emerging opportunities in the digital assets segment.
- Strengthened sustainable and transition financing capabilities through active client engagement.



FY2025 Achievements

- Ranked #1 in structured warrants (by amount not held by issuers) in Malaysia.
- Reaffirmed our market leadership across all product groups, achieving top positions in debt markets, equity capital markets and merger and acquisitions in Malaysia, alongside regional momentum and our strong standing as global leading sukuk house.
- Mid-market investment banking and advisory segment recorded 60.4% YoY increase in deal count.
- Led four IPO listings on Bursa Malaysia, including Eco Shop Marketing and Paradigm REIT, two of the largest IPOs of the year in the main market, and our inaugural ACE Market listing with Foodie Media Berhad, the first pure digital media player IPO in Malaysia. Also listed three IPOs on SGX in 2025.
- Involved in landmark sustainability deals, including Maynilad Water Services' IPO in Philippines, which earned the first Green Equity Label in Asia.

ASSET MANAGEMENT

 Related STs: **ST1** **ST2** **ST4** **ST5** | Related SPs: **SP5** **SP9**

Stakeholder Value Created

- Trusted advisor to investors, delivering innovative investment-focused solutions.
- Diversified and professionally-managed investment solutions catering to different client segments and risk profiles.
- Enhanced wealth product offerings – combining domestic, regional and global investment expertise, Islamic know-how, digital enablement and sustainable investing practices to deliver goal-based, impact-driven outcomes.
- Strengthening sustainability commitments in line with regulatory and investor priorities, and enhancing ESG research.

FY2025 Initiatives

- Pioneered discretionary private mandates in the market as the first local asset manager to offer global investment capabilities, leveraging in-house expertise and strategic partners.
- Strengthened Maybank's wealth management proposition through diversified Shariah-compliant investment solutions, expanding Malaysia's SRI-approved fund suite to three and launching the Maybank Global Technology-I Fund, an internally managed Shariah-compliant global technology equity fund, reinforcing our Islamic-first agenda and in-house global equity capabilities.

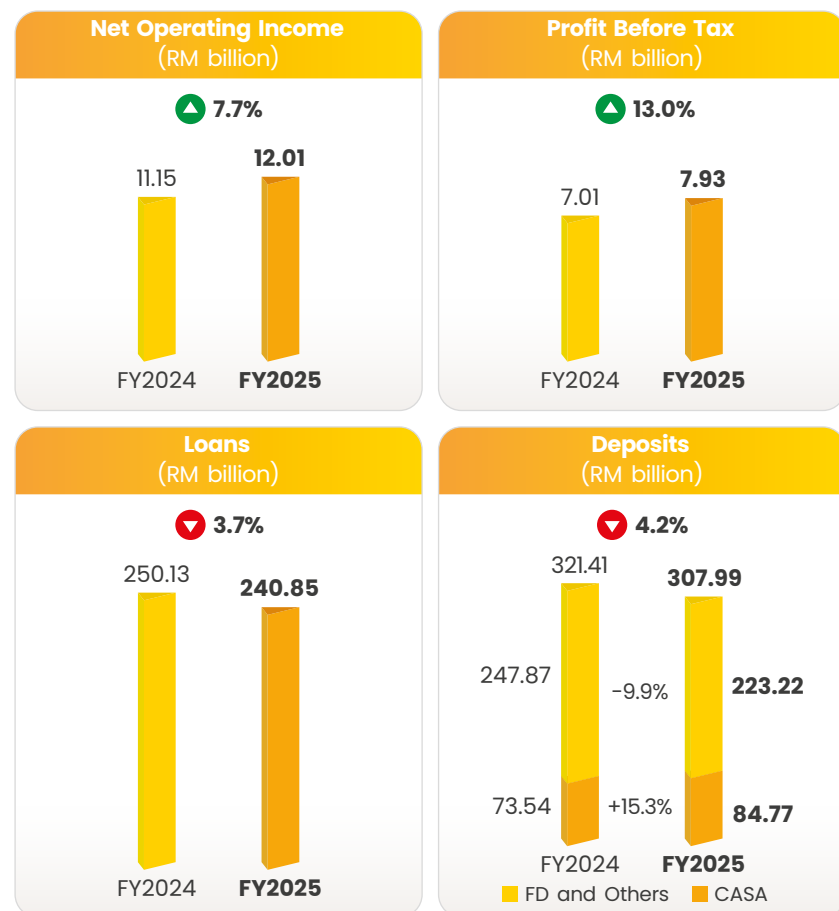


FY2025 Achievements

- Achieved 31.6% YoY growth in AUM in Malaysia from retail distributions, new institutional mandates and existing clients.
- MAMG improved its industry ranking to sixth from seventh in the retail fund management segment, underpinned by 19.3% AUM growth, a new historical high, and strengthened Islamic fund positioning.
- ESG funds AUM reached RM604.84 million.

GROUP GLOBAL BANKING

REGIONAL FINANCIAL PERFORMANCE



Note: The comparative financial figures have been restated to reflect the integration of the Commercial Banking division since May 2025

OUTLOOK AND PRIORITIES FOR 2026

In 2026, we will sharpen our customer focus through differentiated, values-based and digital solutions. Refining our go-to-market strategy and leveraging strong regional connectivity, we aim to deepen our network client relationships, intensify inbound-outbound transactions and expand our presence in high-growth markets and new economies. The mid-market segment remains a key growth driver, supported by a unified relationship model designed to better serve our clients, enhance cross-selling opportunities and strengthen our position as their preferred banking partner.

We will continue to leverage digitalisation to enhance efficiencies, elevate the client experience and future-proof our competitive advantage. Apart from continuous efforts to modernise our cash and trade platform, we are also accelerating digital assets adoption including product innovation, regulatory engagement and infrastructure building. With strengthened Artificial Intelligence (AI) capabilities, data-driven insights will enhance operations, service delivery and risk management.

Sustainability remains central to our strategy as we operationalise net zero portfolio management across six sectors. To achieve our net zero equivalent goal by 2050, we will continue to incorporate PEI metrics into portfolio monitoring and deal assessments alongside financial and commercial considerations.

Our long-term plan is to become the leading regional corporate and investment bank, leveraging our integrated network to be the go-to financial advisor for entrepreneurs and sponsors in bridging capital needs. We continue to deepen our sector, sustainability and Shariah expertise across our footprint as a key differentiator that delivers greater value to our clients. To future-proof our business, we aim to further drive customer-centricity by accelerating the development of key platform and digital assets capabilities, positioning ourselves as a truly regional transaction and payments bank.

KEY PERFORMANCE HIGHLIGHTS IN FY2025

Group Global Banking's profit before tax (PBT) increased by 13.0% YoY to RM7.93 billion. This was the cumulative result of:

- 7.7% increase in net operating income, supported by robust growth in net fund based income and non-interest income (Noll).
- 11.9% increase in net fund based income, largely due to NIM improvements.
- 3.4% increase in Noll, driven by stronger trading and advisory activities across Global Markets and Investment Banking.
- Net impairment losses improved significantly, underpinned by higher recoveries, while cost efficiency improved, with the cost to income ratio improving to 36.2% from 37.6%.

In Malaysia, PBT increased by 4.8% YoY to RM4.90 billion as:

- Net operating income increased by 11.3%, supported by higher non-interest income and steady growth in fund-based income in line with balance sheet expansion.
- Operating expenses rose, mainly due to higher personnel-related costs; nevertheless, cost efficiency improved, with the cost to income ratio improving to 31.4% from 32.1%.
- Net impairment losses were recorded for the year, compared with a net writeback in the prior period, reflecting a more cautious credit environment

For international operations, PBT increased by 29.5% YoY to RM3.03 billion:

- **Singapore:** Profit before tax grew by 18.1%, supported by a 15.0% increase in net operating income, driven by improved Global Markets performance and higher loan-related fee income.
- **Indonesia:** Profit before tax more than doubled, underpinned by an 8.8% increase in net operating income amid more favourable market conditions, together with a significant improvement in net impairment losses (over 100% reduction).
- **Cambodia:** Profit before tax increased by 37.9%, driven by a 31.8% rise in net operating income, reflecting growth in financing activities and higher average deposit balances.

These were offset by:

- **Greater China:** Profit before tax declined by 44.1%, attributable to a 22.2% decrease in net operating income, reflecting lower trading income amid weaker market conditions.
- **Vietnam:** Profit before tax fell by 27.2%, driven by a 22.1% reduction in net operating income from softer fee income across banking and investment banking activities, partly offset by a more than 100% improvement in net impairment losses arising from customer repayments.
- **Philippines:** Recorded a loss before tax of RM11.96 million from a profit of RM18.97 million in FY2024, mainly due to an increase in net impairment losses, reflecting more cautious asset quality management.

GROUP INSURANCE AND TAKAFUL



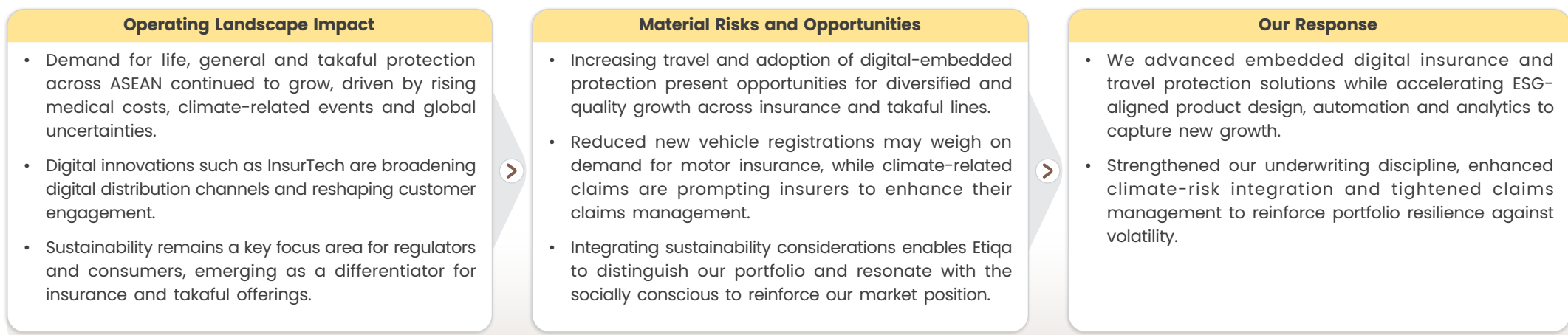
- We offer:**
- Life/Family and General Insurance and Takaful
 - Life/Family and General Insurance
 - General Insurance
 - Life and General Insurance and Takaful
 - Life and General Insurance

TOP ACHIEVEMENTS IN 2025

- Market leader in Malaysia for general insurance and takaful, as well as the top bancassurance and bancatakal provider.
- Leading online insurer and takaful operator in Malaysia with 55.0% market share of online general business, supported by over one million Etiqa+ app users.
- Strengthened regional takaful presence with Dynamic Horizon, a pioneering Shariah-compliant investment-linked solution, and introduced Singapore's first family takaful investment-linked products.
- Reinforced Etiqa's position as a leading EV motor insurer via Tesla Ensure plan and EV buses coverage.
- Introduced the Philippines' first takaful personal accident product, reflecting a commitment to accessible and inclusive solutions.

Group Insurance and Takaful is impacted by all material matters and principal risks. The businesses leverage all six capitals to shape their respective strategies to address these material matters and manage risks in creating value for the six stakeholder groups.

OPERATING CONTEXT IN 2025



GROUP INSURANCE AND TAKAFUL

KEY FOCUS AREAS IN 2025

CONSUMERS

Related STs: **ST1** **ST2** **ST4** | Related SPs: **SP6** **SP11**

Stakeholder Value Created

Improved digital experience with an integrated platform enabling self-service in-app purchases and simplified claims submission for greater convenience and accessibility.

FY2025 Initiatives

- Enhanced Etiqa+ app with a refreshed UI/UX, one-click motor insurance renewal and simplified in-app purchase journey.
- Refined Etiqa Cashback by Driving Less feature to reward customers and boost engagement, driving customer stickiness.

FY2025 Achievements

- Total of 1.16 million registered Etiqa+ app users.
- One-Click Renewal contributed to over 170% increase in auto-renewal premiums to RM171.16 million, while in-app purchases grew four-fold to RM89.89 million.
- Greater adoption of Etiqa Cashback by Driving Less with 37.5% increase in cashback pay-out to RM20.13 million.

CONSUMERS AND CORPORATES

Related STs: **ST1** **ST2** **ST4** | Related SPs: **SP6**

Stakeholder Value Created

Deepening customer relationships by driving growth in bancassurance, motor and travel segments, supported by customer-centric strategies and enhanced digital distribution channels.

FY2025 Initiatives

- Enhanced Banca EaSE with Etiqa AI for hyper-personalisation and seamless, single-app submissions for all products and expanded strategic offerings such as Dynamic Horizon.
- Drove growth in travel segment through customer-centric personalised messaging and live flight updates, cross-selling within Maybank ecosystems and strategic partnerships.
- Focused on profitable motor segments through tactical strategies including add-on enhancements and pricing model changes.
- Engaged with Etiqa's towing partners nationwide to extend services to motorcycles and heavy vehicles while exploring their potential as Etiqa general agents.
- Launched emerging market investment funds that provide high dividends and first-of-its-kind takaful personal accident product in the Philippines.

FY2025 Achievements

- Malaysia Bancassurance achieved new business value (NBV) of RM65.36 million, with regular premiums totaling RM589.20 million.
- Motor gross premiums increased 4.1% to RM2.41 billion.
- 20.5% growth in travel insurance and takaful gross premiums to RM112.80 million.
- Travel claims services improved via straight-through processing, with 89.0% of claims done digitally.

CONSUMERS AND CORPORATES

Related STs: **ST1** **ST3** **ST4** | Related SPs: **SP9**

Stakeholder Value Created

Advancing financial protection for the underserved while expanding sustainable takaful and insurance solutions that address evolving customer needs and support broader social and environmental outcomes.

FY2025 Initiatives

- Expanded solutions for underserved communities across ASEAN with products such as Pos Tenang, OneMedical, i-Lindung EPF and Asuransi Mikro Proteksi PAS.
- Strengthened sustainability ecosystems with special EV bus commercial rates and Tesla Ensure plan.
- Launched Singapore's first takaful products, including Invest Future, Invest Vista and Invest Purpose, to meet demand for Islamic financial solutions.

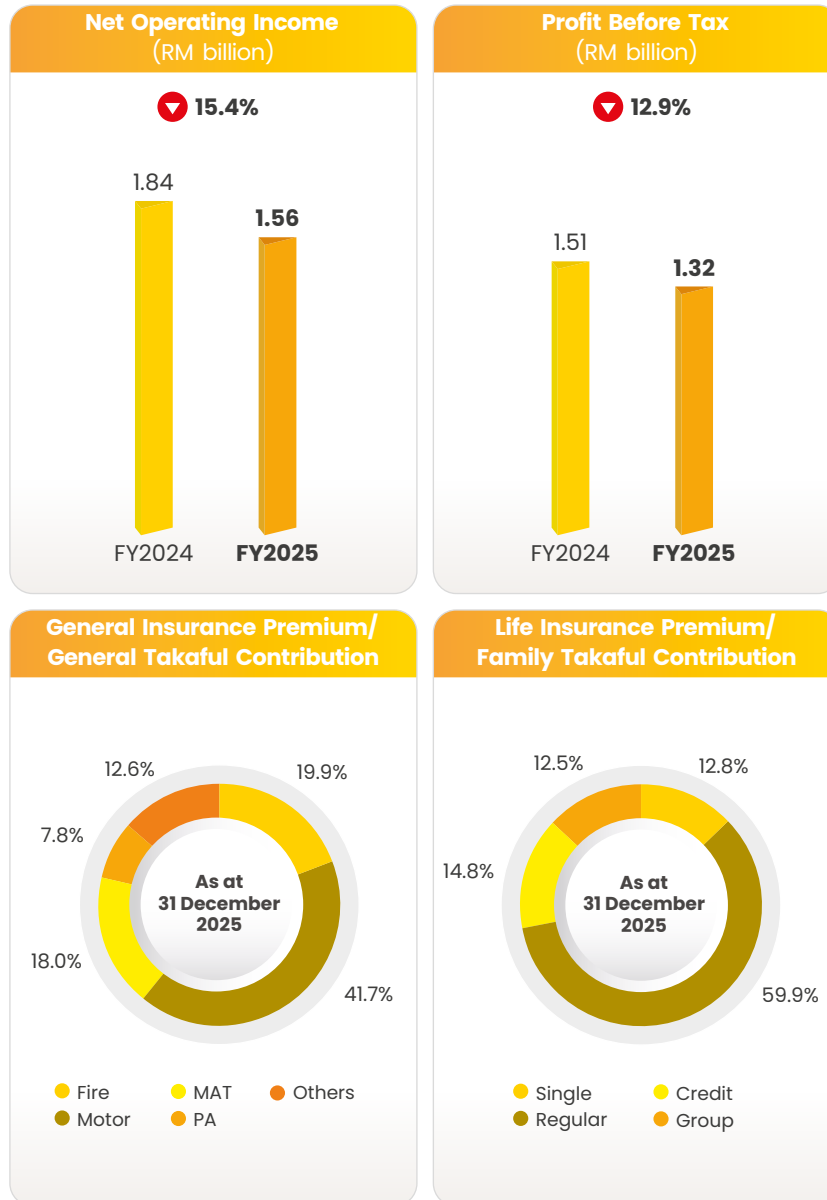
FY2025 Achievements

- Provided 345,445 B40 households insurance and takaful protection, supporting a total of >1.38 million households across ASEAN since 2021.
- Sold 20,235 EV policies, with total premiums/contributions growing 21.5% to RM71.19 million.
- Achieved a combined Annual Premium Equivalent (APE) of SGD23.89 million across Invest Future, Invest Vista and Invest Purpose.



GROUP INSURANCE AND TAKAFUL

REGIONAL FINANCIAL PERFORMANCE



OUTLOOK AND PRIORITIES FOR 2026

In 2026, Etiqa will continue to focus on inclusive protection, digitalisation and sustainability-led growth across Malaysia, Singapore, Indonesia, the Philippines and Cambodia. Prospects remain buoyant due to travel momentum and widening use of digital channels that improve customer reach and experience. In addition, Malaysia's energy transition-focused Budget 2026 creates opportunities for insurers to develop sustainable products and manage emerging climate risks.

Meanwhile, moderating car sales, persistent medical inflation, evolving tariff regimes and rising climate-related events will require sharper underwriting discipline and stronger operational efficiency. We are also mindful of global market risks, including the US' AI-driven equity cycle. With regional expansion and deeper ESG integration, Etiqa aims to capture high-potential segments and strengthen our long-term resilience.

KEY PERFORMANCE HIGHLIGHTS IN FY2025

Group Insurance and Takaful's profit before tax (PBT) declined by 12.9% YoY to RM1.32 billion. Key factors include:

- Net investment income was affected by weak equity market performance but was moderated by higher income from fixed income investments.

However, the decline was moderated by:

- Higher underwriting results mainly in Malaysia's family takaful business.
- Overall gross premiums/contributions grew 1.1% at RM13.43 billion on the back of 4.0% growth in general insurance and takaful premiums/contributions to RM5.78 billion, but was offset by 1.1% decrease in life insurance and family takaful premiums/contributions to RM7.65 billion:
 - Growth in general insurance/takaful business was supported by higher business volume in fire, motor, Marine, Aviation and Transit (MAT), and personal accident classes.
 - Decrease in life insurance/family takaful business was attributable to reduced single premiums in Malaysia's life insurance, lower credit business in family takaful and Group business in Etiqa Philippines, but was moderated by higher regular premiums in Singapore, and regular basic premiums/contributions in Malaysia translating directly into stronger CSM performance.
- Net adjusted premiums/contributions increased 6.9% to RM8.39 billion, mainly from strong regular premium growth in Singapore, higher regular contribution in family takaful and increased personal accident and motor business in general business.
- 2.6% YoY increase in total assets to RM60.75 billion from RM59.24 billion in FY2024.

In Malaysia, PBT grew by 8.9% YoY to RM1.30 billion due to improved results from underwriting of life insurance/family takaful:

- Underwriting results grew 172.8% mainly driven by family takaful business supported by higher experience adjustments during the year, primarily arising from ad hoc contingency surplus releases and favourable current-service experience variances.
- Combined gross premiums/contributions declined 2.4% to RM9.54 billion from RM9.77 billion last year due to lower business volume of life insurance/family takaful business but was moderated by increased general insurance/takaful business.
 - Life insurance and family takaful premiums/contributions dropped by 9.8% due to lower single and regular premiums from life insurance, coupled with dampened credit business from family takaful, but was moderated by higher regular basic premiums/contributions driven by improved product mix and tighter sales discipline.
 - General insurance and takaful premiums/contributions recorded 5.2% YoY growth driven by fire protection within Enterprise Corporate's general insurance commercial policy, in addition to higher motor, MAT and personal accident classes.
- Lower net investment income, mainly due to lower gains from equity investments moderated by higher income from fixed income portfolio.

For international operations, PBT declined to RM20.57 million due to:

- 85.1% reduction in Singapore's PBT to RM50.33 million as compared to RM336.69 million in FY2024 mainly due to lower release in actuarial reserves.
- Philippines' loss before tax (LBT) of RM6.39 million as compared to PBT of RM11.91 million contributed mainly by lower business volume from both life and general businesses. The life insurance volume was affected by lower production coming from Group Life and Group Medical business, while lower profitability in General business was due to higher reinsurance treaty cost for the year.
- Increase in Indonesia's LBT of RM17.83 million from LBT of RM17.66 million in the previous year due to decreased income from insurance business.
- Decrease in Cambodia's LBT to RM5.54 million from RM8.79 million contributed by growth in the general business coupled with lower management expenses, moderated by underwriting deficit in the life business.

GROUP ISLAMIC BANKING



We offer:

Consumer Banking,
Non-retail Banking



Consumer Banking



Non-retail
Banking



Dubai International
Finance Centre

Group Islamic Banking is impacted by all material matters and principal risks. The businesses leverage all six capitals to shape their respective strategies to address these material matters and manage risks in creating value for the six stakeholder groups.

OPERATING CONTEXT IN 2025

Operating Landscape Impact

- Increasing demand from affluent and emerging affluent Muslim clients for holistic wealth management solutions that align with their financial objectives and personal values; amid limited understanding of Shariah principles, practices and solutions.
- ASEAN remains a key growth market within the rapidly expanding global halal economy, driven by innovation, ethical consumption, and strategic investments across the food, finance, fashion and travel sectors.
- Shifting consumer preference towards digital offerings, including multi-currency accounts and beyond banking solutions.
- Demand for ethical and values-based financial solutions continues to gain momentum, supported by heightened consumer awareness, increasing preference for responsible finance, and a growing emphasis on sustainability, transparency and long-term value creation.

Material Risks and Opportunities

- Potential to capture Islamic wealth management (IWM) market share through holistic Shariah advisory and hyper-personalised customer engagement, supported by digital tools.
- Together with strong government support, demand for halal products and ethical financing creates opportunities for halal financing.
- Untapped Muslim-minority markets present the opportunity to capture growth in halal and ethical finance, with first-mover advantage enabling leadership.
- Traveller preference for convenient and cost-efficient solutions presents opportunities to broaden our multi-currency offerings to enhance cross-border accessibility.
- As competition intensifies, ecosystem partnerships and digital scalability offer avenues for deeper market penetration via beyond banking segments.
- While price volatility, regulatory compliance and cyber security remain risks for digital gold investments, strengthening our digital capabilities lends us an edge in meeting demand for trusted Shariah-compliant gold solutions.

TOP ACHIEVEMENTS IN 2025

- Maintained position as the fourth largest Islamic bank globally and the largest in Asia-Pacific by total asset size.
- Launched Maybank Global Access, a Shariah-compliant multi-currency account integrated with Malaysia's first MasterCard World debit card.
- Achieved a key regional milestone for Salaam Market by scaling beyond Malaysia into Singapore, reinforcing Maybank Islamic's cross-border Islamic ecosystem strategy, and was subsequently recognised as "Best Islamic Banking Product" by The Asset in 2025.
- Delivered a landmark RM2.5 billion Shariah-compliant green financing package for LEED-Gold certified data centres in the Johor-Singapore Special Economic Zone (JS-SEZ), reinforcing leadership in sustainable and high-impact Islamic financing.
- Achieved 23 international awards from prestigious publications such as Euromoney, The Banker and Global Finance, including Islamic Bank of the Year in Asia-Pacific.

Our Response

- Continuously broaden global Islamic wealth management (GIWM) propositions through new solutions across investments, takaful and legacy planning to capture wealth flow in Malaysia, Singapore and Indonesia.
- Offer an integrated suite of halal ecosystem solutions, from financing and certification support to trade and market access, through Halal4ward, Halal Facilitation, Salaam Market, Halal Travel, Halal Compass, etc., helping businesses to scale, export and expand across regional markets.
- Rolled out the Global Access Account, a multi-currency account with an accompanying debit card, supporting 18 currencies to meet customers' diverse lifestyle and financial needs.
- Integrate our financial solutions into partners' ecosystems such as CTOS, TM Unifi's Go Niaga and Borong for broader customer reach and strengthened positioning in Malaysia and Indonesia.
- Launched Shariah-compliant MIGA-i on MAE, delivering a secure user-friendly platform with real-time pricing and flexible features, supporting ethical sourcing, customer-centric digital convenience and business growth.



KEY FOCUS AREAS IN 2025

CONSUMERS

Related STs: **ST1** **ST2** **ST3** **ST5** | Related SPs: **SP5** **SP7** **SP13****Stakeholder Value Created**

Expanded customer offerings by launching comprehensive Islamic wealth solutions and enhancing the advisory experience as well as overall customer journey.

FY2025 Initiatives

- Launched our first takaful product in Singapore and first single-contribution takaful in Malaysia.
- Introduced Islamic wealth purification and distribution solutions such as Zakat@MAE and Islamic Private Trust (Private Trust-i) in Malaysia and Waris calculator in Indonesia.
- Empowered frontline advisors in Malaysia with data-driven insights and personalised recommendations through digital financial planning tool, MyWealth-i.

FY2025 Achievements

- Total GIWM AUM grew by 11.7% YoY to RM104.41 billion from RM93.51 billion*.
- GIWM investment AUM grew by 26.7% YoY to RM18.22 billion from RM14.38 billion*.
- Total wealth fees rose by 12.6% YoY to RM252.04 million from RM223.92 million*.

* FY2024 figures have been restated following a rebasing exercise and related foreign exchange adjustments.

NON-RETAIL (RSME/SMES+/BB AND GB)

Related STs: **ST1** **ST3** **ST5** | Related SPs: **SP4** **SP7** **SP13****Stakeholder Value Created**

Broadened our halal ecosystem through regional collaboration and cross-border facilitation, while delivering seamless customer-centric certification and trade experiences. This enabled business growth through integrated halal and Islamic financial solutions.

FY2025 Initiatives

- Expanded Malaysia's Halal4ward beyond banking solutions with halal certification support and access to Salaam Market.
- Strengthened Salaam Market in Malaysia and expanded to Singapore and Indonesia, enabling MSMEs access to regional halal ecosystem.
- Enhanced SME access to seamless Shariah-compliant financing through our Digital Supplier Financing Programme (DSFP-i), with successful onboarding of suppliers under by Medinvest and FGV Holdings.

FY2025 Achievements

- Maybank halal economy financing grew 16.5% YoY to RM9.46 billion.
- Maybank halal economy deposits rose 20.3% YoY to RM11.07 billion.
- Halal4ward disbursement in Malaysia grew >100% YoY to RM1.37 billion.
- Number of halal certified companies in Malaysia, Singapore and Indonesia grew >100% YoY to 9,484.

CONSUMER AND NON-RETAIL (RSME, SME+, BB AND GB)

Related STs: **ST1** **ST2** **ST4** **ST5** | Related SPs: **SP3** **SP4****Stakeholder Value Created**

Improved accessibility and financial inclusion to empower underserved and unserved segments with **myimpact** solutions.

FY2025 Initiatives

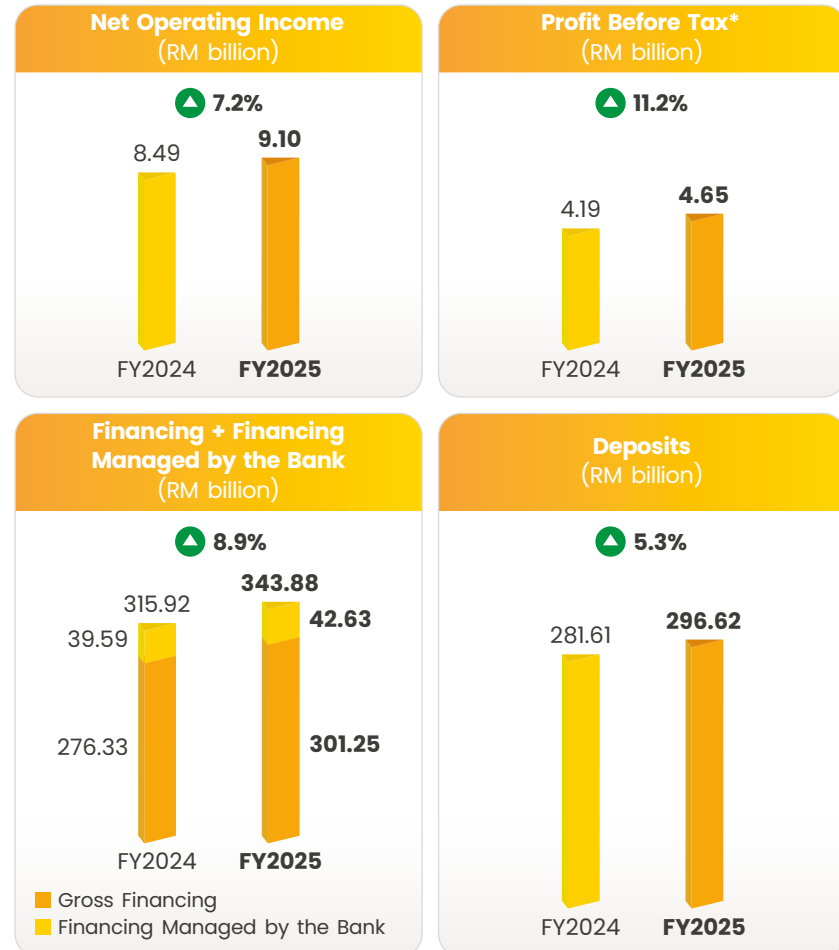
- Rolled-out **myimpact** Lite Financing-i to support gig workforce with tailored credit assessment and income recognition.
- **myimpact** SME platform helped more businesses future-proof their operations through tiered solution bundles, advisory and capability-building programmes.
- Launched Zakat@MAE, enabling digital zakat payments in collaboration with zakat authorities.

FY2025 Achievements

- Disbursed RM12,100 in financing to the gig community.
- Provided RM492.78 million in financing across SME Digital, HERpower and Green Financing programmes, with Islamic financing contributing RM365.60 million (74.2%) of the total financing disbursed.
- Recorded 1.44 million digital zakat transactions and registered 7,642 accounts for Zakat Autodebit.

GROUP ISLAMIC BANKING

REGIONAL FINANCIAL PERFORMANCE



* Includes zakat contribution

OUTLOOK AND PRIORITIES FOR 2026

Global economic growth in 2026 is expected to remain stable, supported by moderating inflation, gradual policy easing across major economies and resilient domestic demand in key Asian markets. The Islamic finance industry is projected to continue to expand in tandem, driven by demand for Shariah-compliant financial solutions, supportive regulatory developments and growing interest in sustainability. Maybank Islamic remains well positioned to capture this momentum by strengthening our core franchise and broadening our value-added solutions to support customers' life and business journeys, while aligning with their principles and sustainability commitments.

KEY PERFORMANCE HIGHLIGHTS IN FY2025

Maybank Group Islamic Banking (MGIB)'s profit before tax (PBT) rose 11.2% YoY to RM4.65 billion:

- Net operating income increased 7.2% to RM9.10 billion attributed to 6.9% growth in net fund based income driven by strong financing growth, while 8.4% growth in non-fund based income was supported by MIB through higher foreign exchange gains and increased core fee income from service charges and other fees.
- Although overhead costs rose 7.2% YoY driven by increased Islamic banking activities, cost to income ratio slightly improved from 35.8% to 35.7%.
- Net impairment provisions decreased 5.8% reflecting improved asset quality management.
- Total gross financing, including financing managed by the Bank, grew 8.9% driven by Malaysia (9.3%) and Singapore (14.0%). Deposits and unrestricted Investment Accounts (UA) increased 5.3%.

In Malaysia, PBT increased by 6.4% YoY to RM4.07 billion:

- Net operating income rose 6.6% to RM8.24 billion driven by 6.7% increase in MIB's net fund based income supported by strong financing growth.
- Overheads increased by 7.9% to RM3.00 billion from the growth in heightened Islamic banking activities, leading to a marginal increase in cost to income ratio from 36.0% to 36.4%.
- Net impairment provisions increased by 4.1%, primarily due to charges related to assets within the Consumer portfolio.
- MIB's gross financing, including financing managed by the Bank, grew by 9.3% attributed to growth in mortgage and auto financing, while deposits and UA increased by 5.7% driven by higher term deposits and CASA.

For international operations, PBT increased by 61.5% YoY to RM584.25 million:

- Singapore's PBT increased by 32.6% YoY attributed to higher net operating income by 18.3% and lower net impairment provisions by 38.9%.
- Indonesia's Unit Usaha Syariah (UUS) PBT increased 93.0% YoY from lower net impairment provisions by 90.2%.

SUSTAINABILITY STATEMENT

APPROACH TO SUSTAINABILITY DISCLOSURES

As a Group 1 reporter under Malaysia’s National Sustainability Reporting Framework (NSRF), this year we have adopted an enhanced disclosure approach aligned with International Financial Reporting Standards (IFRS) S1 and S2. This marks an important step in strengthening transparency and accountability in sustainability reporting, while allowing us to tell our story through a globally recognised lens.

Our disclosure has been structured according to the four pillars of IFRS to provide a holistic view of how we embed sustainability across the Group:

Governance Page 104	How our Board and management oversight enable accountability and ensure sustainability integration across all levels.
Strategy Page 106	How we align our business priorities and operating model to deliver on our sustainability commitments.
Risk Management Page 107 to 109	How we identify, assess and manage ESG and climate-related risks that may affect our strategic objectives.
Metrics and Targets Page 109	How we measure and report progress against our four Group-wide sustainability commitments and other performance indicators.

The entire Statement has undergone independent third-party assurance, validating its completeness and reliability in line with Maybank’s commitment to credible, high-quality reporting.

For detailed disclosures aligned with IFRS S1 (Sustainability-related Financial Information) and IFRS S2 (Climate-related Information), refer to the Sustainability and Environmental Report 2025

How to read this statement:

For a comprehensive understanding of our sustainability strategy and our economic, social and governance impacts, we encourage you to read this Statement as well as our Approach to Sustainability and Sustainability Material Matters within this report alongside our:



Sustainability and Environmental Report 2025

Describes our sustainability agenda, governance approach, material matters and progress across key pillars; and provides in-depth analysis of our environmental performance, including climate strategy, emissions management and transition planning.



Social Impact Report 2025

Highlights our social programmes and community initiatives across ASEAN, primarily delivered through Maybank Foundation, and the outcomes achieved.



Download reports at www.maybank.com/ar and www.maybank.com/en/sustainability

MAYBANK’S SUSTAINABILITY JOURNEY

<p>2018 Strengthening Policies</p> <ul style="list-style-type: none"> Environmental, Social and Governance (ESG) Policy endorsed by the Board, formally integrating sustainability into governance structures. Introduced Palm Oil Risk Acceptance Criteria (RACs), ensuring responsible financing within the palm oil sector. 	<p>2023 Pioneering Human Rights and Transition Finance</p> <ul style="list-style-type: none"> Developed the Group Human Rights Policy (GHRP), formalising our commitment to human rights. Introduced the Maybank Group Transition Finance Framework (TFF), supporting clients in high-risk sectors to decarbonise. Launched the Client Engagement Guidebook to engage clients on sustainability practice. 	<p>2024 Institutionalising Sustainability Excellence</p> <ul style="list-style-type: none"> Published a net zero white paper detailing our decarbonisation targets for palm oil, power, steel and aluminium sectors. Introduced the Maybank Sustainability Practitioner Certification (MSPC) programme – the first employee-industry-specific certification for sustainability practitioners. Launched myimpact to enhance transparency, financial inclusivity and positive environmental and social impact across ASEAN.
<p>2020 Advancing Nature Protection</p> <ul style="list-style-type: none"> Approved a firm No Deforestation, No New Peat, No Exploitation (NDPE) stance, solidifying our commitment to environmental sustainability. 	<p>2022 Enhancing ESG Financing</p> <ul style="list-style-type: none"> Launched an ESG Screening Questionnaire for clients, embedding ESG risk evaluation into our client processes. Developed the Maybank Group Sustainable Product Framework (SPF), driving sustainable finance. Established a financed emissions baseline, marking a critical step towards climate action across our portfolio. 	<p>2025 Strengthening Transition Readiness</p> <ul style="list-style-type: none"> Expanded the net zero white paper to include decarbonisation pathways for automotive and commercial real estate sectors. Chaired the development of the Sustainable and Transition Finance Guidance (STFG) to strengthen banks’ capacity to support real-economy decarbonisation and transition planning. Developed and deployed the Net Zero Carbon Calculator (NZCC) for power, palm oil and commercial real estate sectors. Published Group Sustainable Procurement Principles (SPP) as a foundational framework that integrates ESG into sourcing decisions.
<p>2021 Scaling Up Sectoral Sustainability</p> <ul style="list-style-type: none"> Published a public commitment to No New Coal Financing. Developed Position Statements and RACs for six high-risk sectors. 		

SUSTAINABILITY STATEMENT

OVERVIEW

Maybank’s sustainability journey is guided by our Group-wide Sustainability Commitments, and reflects our ambition to drive inclusivity as well as a responsible transition across ASEAN. Aligned with M25+, these four commitments define how we create shared value for our stakeholders, ensuring our growth translates into positive social and environmental outcomes. They also provide direction for embedding sustainability principles into our governance, strategy and risk management systems, deepening stakeholders’ trust across our markets.



GOVERNANCE

Sustainability Governance and Oversight

Strong governance underpins the ability to deliver on our Sustainability Commitments and manage ESG-related opportunities and risks. Our sustainability governance framework establishes clear accountability at all levels, from the Board of Directors (the Board) to management and below, ensuring sustainability considerations are embedded into strategic and operational decision-making across all markets.

Board-level Governance				
Board of Directors: Directs and oversees the business, periodically reviews strategies and policies, ensures alignment with ESG and ESG risks for long-term value creation and supervises Board-level committees focused on sustainability.				
Board Sustainability Committee (BSC)	Risk Management Committee (RMC)	Credit Review Committee (CRC)	Audit Committee of the Board (ACB)	
Oversees sustainability strategy and execution; reviews governance structure, priorities and targets; and ensures environmental and climate-related risks and opportunities are considered across the Group.	Ensures ESG-related risk exposures and outcomes are systematically embedded and appropriately considered within the Group’s enterprise-wide risk management framework by reviewing relevant risk strategies, frameworks and policies, and monitoring the effectiveness and consistency of ESG risk management practices across the Group.	Affirms or vetoes new and additional credits to counterparty groups, endorses credits to Connected Party exposures, to be updated on the account strategies, and oversees the Group’s credit portfolio, ESG compliance and risk management in line with the Board’s delegated authority.	Reviews the adequacy of the internal audit scope and plan, functions and resources.	
EXCO-level Governance				
Group EXCO				
EXCO Sustainability Committee (ESC)	Group Executive Risk and Compliance Committee (GERCC)	Group Management Credit Committee (GMCC)	Group Wealth Management Credit Committee (GWMCC)	Group Non-Financial Risk Committee (GNFRC)
Leads our sustainability agenda, develops and implements strategy and policies, endorses plans and oversees transformation programmes.	Reviews and recommends on risk frameworks, policies, strategic actions, risk appetite statements (RAS) and key risk indicators (KRIs), including those related to ESG risks.	Oversees the approval of loans/proposals within delegated authority limits and ensures that credit decisions align with the Bank’s risk appetite, ESG compliance and regulatory requirements while maintaining sound portfolio quality.	Reviews and approves Group Wealth lending within delegated limits, ensuring alignment with the Bank’s risk appetite, ESG standards and regulations.	Reviews and monitors the effectiveness of non-financial ESG risk management strategies, frameworks, policies, risk tolerance and risk appetite limits.

SUSTAINABILITY STATEMENT

Senior Management Governance	
President and Group Chief Executive Officer (PGCEO)	
Group Chief Sustainability Officer (GCSO)	Group Chief Risk Officer (GCRO)
Leads the design, alignment and integration of sustainability initiatives and goals across the Group, embedding sustainability as a guiding principle in our strategic plans. Updates the BSC and ESC on our sustainability strategy, ambition levels, roadmaps and goals, while overseeing their development and execution.	Ensures our climate resilience considers both climate-related financial risks and non-financial risks, executed through the deployment of effective and forward-looking climate risk management in collaboration with Group Sustainability and Business segments.
Working Level	
Group Sustainability Office (GSO)	Group Risk
Responsible for embedding and integrating sustainability across the Group.	Provides oversight of enterprise-wide level risk management by incorporating climate risk elements into frameworks and policies with independent assessment and monitoring.

■ Sustainability Governance ■ Risk Governance

The table highlights the committees' roles in overseeing ESG matters. For a complete overview of their responsibilities, refer to the Corporate Governance Overview Statement section on pages 137 to 139 of this report

Key Sustainability Governance Practices

To ensure accountability and informed decision-making, we integrate sustainability considerations into our governance and performance mechanisms, thus embedding ESG issues into the same structures that drive business strategy, risk management and performance evaluation.

Independent ESG Review Process

We apply rigorous due diligence for high-impact or sensitive transactions through the ESC Sub-committee, ensuring that the financing decisions are aligned with our sustainability policies and risk appetite. In 2025, three cases were escalated to the ESC Sub-committee for review and approval.

For more information, refer to page 47 of the Sustainability and Environmental Report 2025

Board and Management Capacity Building

As effective governance depends on well-informed leadership, we invest continuously in ESG capacity building among Board members and senior management. Regular briefings, expert-led sessions and external training keep leaders abreast of emerging sustainability and climate-related developments. This ensures the Board and management are equipped to evaluate long-term risks, anticipate regulatory changes and steer the Group through complex sustainability challenges.

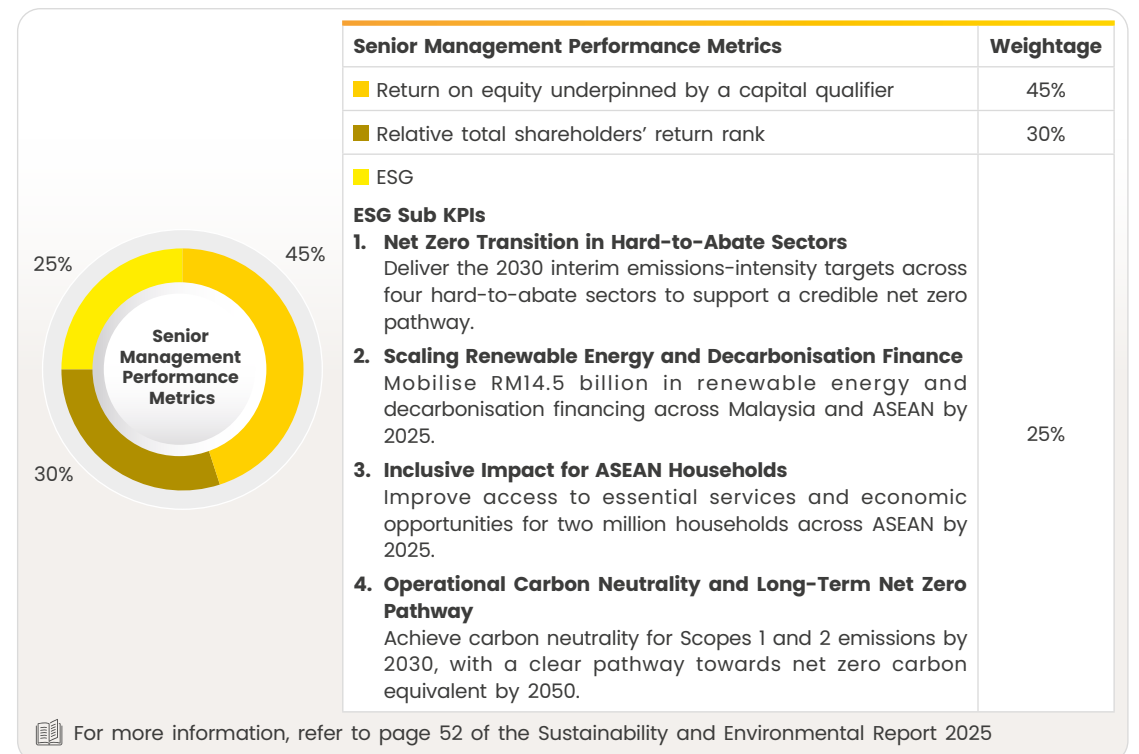
2025 PROGRESS

Attended training courses and capacity building which covered corporate governance, ESG and climate risk, sustainable and Islamic finance, ESG data and disclosure, and values-based leadership.

For the full list of sustainability-related trainings, refer to pages 135 to 142 of the Corporate Governance Report 2025

Sustainability-Linked Remuneration

Maybank embeds sustainability accountability directly into leadership performance through sustainability-linked key performance indicators (KPIs) within the senior management remuneration. These KPIs are tied to the Group's sustainability commitments, ensuring that progress on ESG outcomes is a measurable component of executive performance.






SUSTAINABILITY STATEMENT

Climate Governance and Oversight

Climate change represents one of the most material and interconnected risks to Maybank's long-term resilience. The risks are systemic and time-bound, requiring coordinated action and forward-looking governance. We therefore ensure that climate considerations are mainstreamed into how we assess risk, allocate capital and define growth priorities.

Climate Oversight within the Governance Structure

Climate governance is fully integrated into Maybank's sustainability governance structure but carries enhanced oversight and decision-making responsibilities reflecting the urgency and complexity of climate-related risks. The same committees and roles that govern ESG matters also oversee climate issues, ensuring alignment with our net zero climate strategy.

 <p>Board Oversight</p>	<p>The Board: Has ultimate oversight and accountability for guaranteeing that climate risks and opportunities are reflected in strategic decisions, capital allocation and risk appetite.</p> <p>Supporting the Board:</p> <ul style="list-style-type: none"> • BSC: Leads in strategic direction for climate initiatives, transition plans and decarbonisation targets. • RMC: Integrates climate risk into the enterprise risk framework and monitors sectoral exposures. • CRC: Aligns major credit exposures with our risk appetite and climate thresholds. • ACB: Reviews internal audit coverage adequacy for climate risk processes and controls.
 <p>Management and Senior Management Oversight</p>	<p>EXCO, ESC and GERCC: Oversee climate strategy execution and review frameworks, policies and key risk indicators.</p> <p>GCSO: Leads the net zero climate strategy development, embedding decarbonisation pathways across portfolios.</p> <p>GCRO: Integrates physical and transition risks into enterprise-wide risk systems, supported by forward-looking scenario analysis.</p>
 <p>Operational Oversight</p>	<p>GSO: Coordinates climate initiatives, disclosures and reporting across entities.</p> <p>Group Risk: Analyses climate scenario and maintains the Climate Risk Dashboard.</p>

Building Climate Competence

Effective climate governance begins with an informed and engaged Board. To strengthen strategic oversight and ensure credible progress towards our net zero goals, Maybank continues to deepen our climate competency across the Board, senior leadership and management.

In 2025, the Board and senior management attended a series of climate-focused workshops and dialogues with global experts and regulators, including the Directors Masterclass Series on Carbon Pricing and Markets, the National Climate Governance Summit (NCGS) 2025 on Transition Finance, and the "Climate First... or Last?" session by Asia School of Business. These engagements strengthened leadership understanding of carbon pricing, transition finance and climate risk, enabling clearer assessment of portfolio alignment and steering transition strategy with greater clarity and foresight.

Climate Governance Effectiveness

To ensure continued accountability and improvement, our annual Board Effectiveness Evaluation (BEE) assesses the Board's capacity to oversee climate and sustainability matters. The 2025 evaluation reviewed:

Strength and clarity of Maybank's climate strategy and transition targets	Adequacy of Board oversight mechanisms for climate risk and opportunity management
Effectiveness of BSC	Sufficiency of time and resources devoted to climate deliberations

Climate-Related Remuneration


Climate accountability is embedded within Maybank's sustainability-linked remuneration structure, under the ESG component. This ensures climate considerations sit alongside financial and strategic indicators in determining executive rewards, reinforcing shared responsibility for meeting transition commitments and regulatory expectations.

 For details on sustainability-linked remuneration, please refer to page 105 in the Sustainability Statement

STRATEGY

Sustainability Strategy and Framework

Under the M25+ strategy, sustainability has been embedded as a core business driver – linking growth with responsibility to customers, communities and markets. In its final year in 2025, M25+ continues to be executed through five strategic thrusts, including a dedicated focus on driving leadership in sustainability.

 For more details on M25+ strategy, refer to Our Strategy on pages 60 to 64

Our approach is operationalised through the Maybank Group Sustainability Framework, introduced in 2021, anchored on three pillars across all business segments that are focused on responsible low-carbon transition, fostering resilient and inclusive communities across ASEAN and setting the benchmark through strong governance and management practices.

Complementing this, the **myimpact** values embed sustainability into culture and conduct, reflecting principles of Values-Based Intermediation (VBI) and Islamic finance. **myimpact** shapes how employees and leaders create value, advocate transparency, excellence, inclusion and environmental stewardship.

 For more details on the Maybank Group Sustainability Framework and **myimpact**, please refer to the Sustainability and Environmental Report 2025 on pages 39 and 40

SUSTAINABILITY STATEMENT

Climate Strategy

Anchored on M25+ and guided by the Maybank Group Sustainability Framework, our climate strategy outlines a clear pathway towards achieving net zero by 2050. It details how we are to engage with clients, mobilise capital and strengthen internal capabilities to deliver on the transition while maintaining financial stability and long-term value.

Maybank's Climate Goal: Net Zero by 2050		
Pillar	Key Focus Areas	Strategic Intent
Support clients to decarbonise	<ul style="list-style-type: none"> Engage and advise clients on transition pathways. Provide sustainable and transition financing to top-emitting clients. Limit exposure to new or existing high-emission activities. 	<ul style="list-style-type: none"> Acknowledge that achieving net zero depends on partnership with clients. Enable clients – particularly in hard-to-abate sectors – to reduce emissions and adopt credible transition plans.
Accelerate differentiated investment in sustainable financing	<ul style="list-style-type: none"> Incentivise green projects. Support innovative technologies and nature-based solutions. Set KPIs for sustainable/green financing. 	<ul style="list-style-type: none"> Reinforce regional catalyst role by mobilising RM80 billion in sustainable finance by 2025, aligned with the Sustainable Product Framework (2022). Encourage clients' portfolio transformation through targeted incentives.
Take industry leadership position in building capabilities and solutions	<ul style="list-style-type: none"> Build partnerships and collaborations. Establish research team to develop thought leadership. 	<ul style="list-style-type: none"> Position Maybank as a leader in ASEAN's transition finance ecosystem, advancing regional knowledge and accelerating market readiness for a low-carbon economy.
Supporting Foundation and Enablers Governance Technology, data and analytics Policy and framework Training strong supporting foundation: Group and business team		

Operationalising the Climate Strategy

Our Strategic Programme on Sustainability (SP9) under M25+ serves as the main driver in translating climate ambition into measurable action by focusing on client transition and embedding climate considerations into Maybank's business strategy and risk management. Post-M25+, SP9 will become a permanent core function of our sustainability operations, continuing to deliver on our climate objectives.

ROAR30 The Next Phase of Sustainability Leadership

With the conclusion of M25+, we launched the ROAR30 strategy to define the next phase of growth and sustainability leadership. ROAR30 builds on the strong foundations and learnings of the past five years, translating experience into opportunity and building from a position of strength.

Under ROAR30, we will apply values-based practices to deliver impact-driven, principled and pragmatic outcomes. As we continue to uphold leadership in environmental stewardship and governance, we will also strengthen our social platform with our target to economically empower 3 million lives through social impact initiatives by 2030, ensuring our growth translates into shared progress for the communities we serve.

Impact Society Positively		
Environmental	Social	Governance
A champion for good that helps businesses and communities transition to a resilient, low-carbon and inclusive economy	Distinguished through social impact by enabling well-being for all	A sustainability-first corporate culture and transparent stakeholder communication

RISK MANAGEMENT

Enterprise Sustainability Risk Management

Sustainability risks are increasingly shaping financial performance, regulatory expectations and business resilience. In response, we embed ESG risk management into our enterprise-wide risk framework to ensure material sustainability factors are identified early, assessed systematically and integrated into decision-making.

Framework and Oversight

Two complementary frameworks govern ESG risks:

Enterprise Risk Management Framework (ERMF) Sets overarching structure for managing principal financial and non-financial risks.
ESG Risk Management Framework (ESGRMF) Details how ESG risks are identified, assessed, mitigated and reported across lending, insurance, investment and advisory activities.

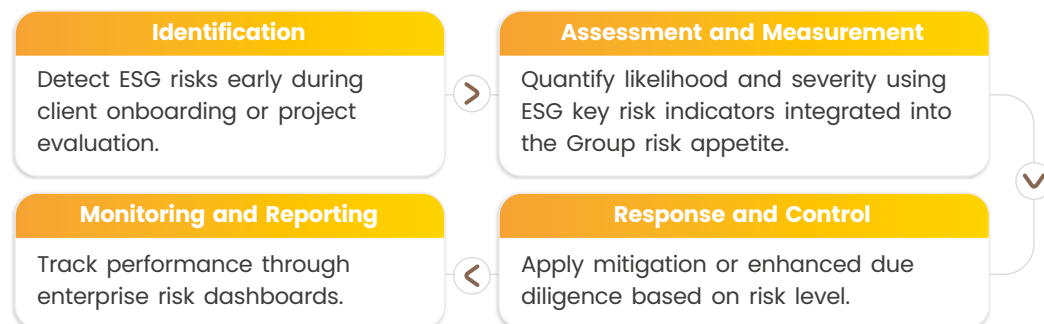
Oversight of both frameworks is provided by the **Risk Management Committee (RMC)** and the **Group Executive Risk and Compliance Committee (GERCC)**, ensuring consistency with regulatory expectations and recognised international standards on climate risk management and scenario analysis.

For more information, refer to page 54 of the Sustainability and Environmental Report 2025

SUSTAINABILITY STATEMENT

ESG Risk Integration Process

Maybank's ESG risk approach follows a four-stage process consistent with the ERMF:



Managing Environmental, Social and Governance (ESG) Risks

We manage ESG risks to uphold integrity and inclusion. These risks are mapped to our material sustainability matters to safeguard stakeholder trust across the value chain. ESG risks are based on:



Issues of high severity are escalated to the RMC and BSC for oversight.

For more information, refer to page 55 of the Sustainability and Environmental Report 2025

Risk Assessment Tools and Sectoral Policies

We embed ESG considerations into risk evaluation using tools such as ESG screening document, geospatial assessment and sector-specific Risk Acceptance Criteria (RACs). Stricter RACs, certification requirements and monitoring are enforced on high-risk sectors such as palm oil, energy, forestry, mining, real estate and manufacturing.

For more information, refer to page 56 of the Sustainability and Environmental Report 2025

Climate Risk Management

Climate change presents material physical and transition risks to Maybank that affect long-term value. We manage these risks through the ERMF, ESGRMF and the Maybank Group Risk Policy.

Climate Risk Assessment

We identify emerging climate-related risks across operations and portfolios by assessing climate hazards, exposure and vulnerability, with a focus on areas of higher risk sensitivity. Two complementary perspectives are applied:

Outside-In:

Assesses how climate change affects Maybank's operations, clients and portfolios.

Inside-Out:

Considers how the Group's activities and financing decisions may influence climate outcomes and risk exposure.

Climate Risk Measurement

We conduct climate scenario analysis and stress testing across banking and insurance portfolios, anchored to Network for Greening the Financial System (NGFS) scenarios and aligned with BNM's Climate Risk Management and Scenario Analysis (CRMSA) requirements.

Within insurance and takaful operations, we measure physical climate risks using catastrophe risk and loss estimation approaches, including Probable Maximum Loss assessments, to inform exposure management, reinsurance and capital planning.

For more information, refer to pages 194 to 196 of the Sustainability and Environmental Report 2025

Climate Risk Management

Climate risks arising from physical and transition factors are managed through risk control, monitoring and reporting.

Our approach incorporates:

- Adaptation: Focuses on operational readiness.
- Mitigation: Embeds climate considerations into credit, investment and underwriting decisions.

Oversight is supported by a defined Climate Risk Appetite aligned with interim net zero targets, informed by portfolio monitoring, scenario analysis, stress testing and tools such as the Climate Risk Dashboard (CRD) and Industry Climate Risk Matrix (IKLIM).

Risk Control

Climate risks are controlled through sector-specific controls and portfolio-level limits that keep exposures within the Group's Climate Risk Appetite. Climate considerations are applied across credit evaluation, underwriting and hooking portfolio management, particularly for high-risk sectors.

SUSTAINABILITY STATEMENT

Key risk controls include:

RACs: Set minimum standards for financing and underwriting, incorporate climate and environmental requirements, and define non-permissible activities, including “Knock-Out/Do-Not-Proceed” conditions.

NDPE commitment: Applied across relevant sectors to prevent financing linked to deforestation, peatland development or exploitation.

Net Zero Operationalisation Process: Apply sector specific emissions intensity thresholds to new financing in high-emitting sectors and trigger escalation and enhanced due diligence where transition risks are most material.

In 2025, 639 risk assessments were conducted across seven high-risk sectors, covering a total of RM143.98 billion in funding.

For more information on high-risk sectors’ exposures, refer to pages 206 to 207 of the Sustainability and Environmental Report 2025

METRICS AND TARGETS

Our sustainability performance metrics hold us accountable as each pillar outlines results under our Group-wide commitments, supported by indicators that track broader ESG outcomes. This structure balances quantitative progress on headline targets with outcomes across sustainability material matters, demonstrating our continued progress towards inclusive, responsible and sustainable growth.

POWERING PROGRESS AND DEVELOPMENT

Related Stakeholders:
Related Capitals: FC IC SRC NC
Related Principal Risks: ALL
Related Material Matters:
Related UN SDGs:

- **Mobilising capital for green and transition projects:** Sole sustainability structuring adviser and lead arranger for landmark transactions across ASEAN – including Malaysia Rail Link’s RM10.2 billion SDG Sukuk, Sunway Healthcare’s RM500 million issuance and Cagamas Berhad’s RM500 million ASEAN Social SRI sukuk – financing low-carbon transport, healthcare and inclusive housing.
- **Expanding regional reach in sustainable infrastructure:** Supported clients in Singapore, Indonesia, Cambodia and Thailand through green and transition-linked financing, including Singapore’s Golden Ray Green Building Loan, the Saguling Floating Solar Plant in Indonesia, and Cambodia’s 230kV hydropower transmission line.
- **Advancing financial inclusion:** Provided accessible financial solutions for lower-income customers through targeted initiatives such as 2-Wheeler Financing (117,349 Indonesian customers) and Affordable Car Financing (47,009 Malaysian individuals), enhancing mobility, economic participation and financial stability in communities.
- **Strengthening social protection:** Etiqa’s microinsurance products provided affordable safety nets to 297,752 households across Malaysia, Singapore, Indonesia, the Philippines and Cambodia, including Asuransi Mikro Proteksi PAS (111,987 individuals), expanding financial resilience among vulnerable groups.

Commitment 1: Mobilising RM80 billion in sustainable finance by 2050

Trend: Strong cumulative growth that indicates portfolio resilience and transition financing leadership.

Net Promoter Score (NPS)

Trend: Increased customer satisfaction and trust with the products and services offered.

ENABLING OUR COMMUNITIES AND SOCIETY

Related Stakeholders:
Related Capitals: FC SRC
Related Principal Risks: CR FCR TCR RR ESGR
Related Material Matters:
Related UN SDGs:

- **Empowering underserved households:** 829,207 households reached, with B40 communities accounting for 85.8% (711,237) of total beneficiaries. Marginalised communities (40,578) and youth (31,726) were also targeted, reflecting strong outreach to lower-income and emerging economic groups.
- **Building livelihoods and skills:** Maybank Foundation’s community programmes supported 44,042 households, enabling entrepreneurship, income diversification and youth leadership across ASEAN. These initiatives continue to drive long-term socio-economic resilience for B40 communities, women, persons with disabilities (PWDs) and youth.

Commitment 2: Improving the lives of two million households across ASEAN by 2025

Trend: Demonstrates scale and reach of ongoing financial inclusion and community programmes.

Community Empowerment (RM million)

Trend: Robust participation, supported by Ministry of Finance (MOF) matching grant.

SUSTAINABILITY STATEMENT

DRIVING ENVIRONMENTAL STEWARDSHIP

Related Stakeholders: Related Capitals: **FC IC MC NC SRC** Related Principal Risks: **CR OR BSR TCR ESGR MR RR RCR** Related Material Matters: Related UN SDGs:

- Operational GHG emissions reduction:** Achieved a 57.8% initiatives-based reduction in operational Scopes 1 and 2 emissions against 2019 baseline, advancing towards carbon neutrality.
- Financed emissions reduction:** Recorded 32.81 million tCO₂e in financed emissions (including Land Use, Land-use Change and Forestry (LULUCF)), with emissions intensity of 40.0 tCO₂e/RM million, supporting our transition to net zero by 2050.

Commitment 3: Achieving a carbon neutral position of our emissions by 2030 and net zero carbon equivalent position by 2050

Reduction in Scope 1 and Scope 2 emissions (%)

Year	2023	2024	2025
Value	49.0	53.0	57.8

Trend: Continued steady progress towards carbon neutrality by 2030.

Financed Emissions Intensity (tCO₂e/RM million)

Year	2023	2024	2025
Value	44.3	40.1	40.0

Trend: Emissions intensity remains influenced by portfolio composition and financing activity over the period

EMPOWERING OUR PEOPLE

Related Stakeholders: Related Capitals: **FC IC HC SRC** Related Principal Risks: **RCR** Related Material Matters: Related UN SDGs:

- Enhancing workplace safety:** Strengthened safety awareness and skills through a range of initiatives, including OSH coordinators training for 759 employees, First Aid Refresher training for 331 first aiders, and a streamlined first aid emergency process flow across key locations.
- Empowering PWDs within the workforce:** Committed to an inclusive and equitable workforce, we launched a Work Placement Programme (WPP) supporting talent with disabilities, providing employability skills and opportunities to 163 PWDs since 2023.

Commitment 4: Achieving one million hours per annum on sustainability and delivering one thousand significant UN SDG-related outcomes by 2025

Hours on Sustainability

Year	2023	2024	2025
Value	1,937,632	2,005,719	2,007,400

Trend: Delivery reflects a continued and sustained commitment to sustainability-related capacity building across the Group.

Training Investment per Employee (RM)

Year	2023	2024	2025
Value	3,198	3,263	2,740

Trend: Participation in targeted training initiatives remained steady but investment per employee decreased due to a reduction in total workforce size.

DEMONSTRATING CORPORATE RESILIENCE

Related Stakeholders: Related Capitals: **FC IC HC SRC** Related Principal Risks: **ALL** Related Material Matters: Related UN SDGs:

- Watchlist Supplier Committee (WSC):** Established to oversee the identification of suppliers that fail to meet our ESG standards and efforts to help them improve, supporting our goal of 100% ESG-compliant suppliers by 2030.
- Strengthening anti-corruption measures:** Continued to enhance our anti-corruption framework through comprehensive training, updated policies and regular audits.
- Protecting customer data:** Further strengthened our data protection protocols by investing in advanced cyber security technologies and ensuring compliance with regional and global data privacy regulations.
- Strengthening cyber security awareness:** Embedding a culture of cyber security through mandatory cyber security and data privacy e-learning modules, with all employees required to complete training annually.

Percentage of Employees Who Received Anti-Corruption Training (%)

Year	2023	2024	2025
Value	80.0	89.0	87.0

Trend: Strong and stable engagement in anti-corruption training among employees.

Governance Body Members Who Received Anti-Corruption Training (in Malaysia)

100%
2023 to 2025

Trend: Full coverage consistently maintained.

Total Number of Identified Leaks, Thefts or Loss of Customer Data

Zero cases
2023 to 2025

Trend: Consistent and robust data security and trust-critical controls ensure protection of customer data.

SUSTAINABILITY STATEMENT

SUSTAINABILITY STATEMENT PERFORMANCE DATA

AS AT 31 DECEMBER 2025

The sustainability performance data below reflects our commitment to transparency and accountability, aligning with Bursa Malaysia's sustainability reporting requirements. This table offers a concise overview of our key ESG metrics for FY2025, showcasing our ongoing progress in driving positive environmental, social and governance outcomes.

 For a more in-depth analysis and expanded data insights, including YoY performance comparisons, please visit the full performance data table at www.maybank.com/en/sustainability.page

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Business Integrity and Ethics	Percentage of employees who have received training on anti-corruption by employee category - Senior Management and above	Percentage	4	—	External (Limited)	
Business Integrity and Ethics	Percentage of employees who received training on anti-corruption by employee category - Middle Management	Percentage	16	—	External (Limited)	
Business Integrity and Ethics	Percentage of employees who received training on anti-corruption by employee category - Executive	Percentage	59	—	External (Limited)	
Business Integrity and Ethics	Percentage of employees who received training on anti-corruption by employee category - Non-executive	Percentage	8	—	External (Limited)	
Business Integrity and Ethics	Percentage of operations assessed for corruption-related risks	Percentage	100	—	External (Limited)	
Business Integrity and Ethics	Confirmed incidents of corruption and action taken	Number	2	—	External (Limited)	The first case involved an employee engaging in improper practices during loan origination. The second case involved vendor-related control lapses, including invoice irregularities and misuse of funds. Both incidents were reported in accordance with local and regional regulatory requirements and appropriate actions have been taken.

SUSTAINABILITY STATEMENT

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Community Empowerment	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	38,707,424	—	External (Limited)	Refers to amount invested in community by Maybank Foundation only
Community Empowerment	Total number of beneficiaries of the investment in communities	Number	645,139	—	External (Limited)	Refers to beneficiaries of programmes under Maybank Foundation since inception of respective active programmes
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Senior Management and above, <30	Percentage	0	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Senior Management and above, 30 - 39	Percentage	9.2	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Senior Management and above, 40 - 50	Percentage	44.0	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Senior Management and above, >50	Percentage	46.8	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Middle Management, <30	Percentage	0.9	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Middle Management, 30 - 39	Percentage	30.2	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Middle Management, 40 - 50	Percentage	41.3	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Middle Management, >50	Percentage	276	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Executive, <30	Percentage	21.6	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Executive, 30 - 39	Percentage	376	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Executive, 40 - 50	Percentage	25.2	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Executive, >50	Percentage	15.6	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Non-executive, <30	Percentage	16.2	—	External (Limited)	



SUSTAINABILITY STATEMENT

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Non-executive, 30 - 39	Percentage	26.9	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Non-executive, 40 - 50	Percentage	33.1	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Non-executive, >50	Percentage	23.8	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Senior Management and above, Male	Percentage	57.2	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Senior Management and above, Female	Percentage	42.8	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Middle Management, Male	Percentage	49.0	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Middle Management, Female	Percentage	51.0	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Executive, Male	Percentage	41.0	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Executive, Female	Percentage	59.0	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Non-executive, Male	Percentage	42.0	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees - Non-executive, Female	Percentage	58.0	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Percentage of employees that are contractors	Percentage	4.2	—	External (Limited)	
Diversity, Equity, Inclusion and Belonging (DEIB)	Total employees	Number	43,372	—	External (Limited)	
Good Governance and Conduct	Percentage of Directors by gender - Male	Percentage	60	—	External (Limited)	
Good Governance and Conduct	Percentage of Directors by gender - Female	Percentage	40	—	External (Limited)	
Good Governance and Conduct	Percentage of Directors by age group - 50 -55	Percentage	10	—	External (Limited)	

SUSTAINABILITY STATEMENT

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Good Governance and Conduct	Percentage of Directors by age group - 56 - 60	Percentage	30	—	External (Limited)	
Good Governance and Conduct	Percentage of Directors by age group - 61 - 65	Percentage	10	—	External (Limited)	
Good Governance and Conduct	Percentage of Directors by age group - >65	Percentage	50	—	External (Limited)	
Employee Well-being	Number of work-related fatalities	Number	0	—	External (Limited)	
Employee Well-being	Rate of recordable work-related injuries (including fatalities) (Incident Rate)	Rate	0.4452	—	External (Limited)	
Employee Well-being	Number of employees trained on health and safety standards	Number	934	—	External (Limited)	Includes OSH coordinators and Mental Health First Aiders (MHFA)
Employee Well-being	Total recordable injury frequency rate	Rate	0.1874	—	External (Limited)	
Future Fit Talent and Culture	Total hours of training by employee category - Senior Management and above	Hours	50.9	—	External (Limited)	
Future Fit Talent and Culture	Total hours of training by employee category - Middle Management	Hours	41.0	—	External (Limited)	
Future Fit Talent and Culture	Total hours of training by employee category - Executive	Hours	44.6	—	External (Limited)	
Future Fit Talent and Culture	Total hours of training by employee category - Non-executive	Hours	23.8	—	External (Limited)	
Future Fit Talent and Culture	Total number of employee turnover by employee category - Senior Management and above	Number	167	—	External (Limited)	
Future Fit Talent and Culture	Total number of employee turnover by employee category - Middle Management	Number	696	—	External (Limited)	
Future Fit Talent and Culture	Total number of employee turnover by employee category - Executive	Number	3,288	—	External (Limited)	



SUSTAINABILITY STATEMENT

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Future Fit Talent and Culture	Total number of employee turnover by employee category - Non-executive	Number	770	—	External (Limited)	
Future Fit Talent and Culture	Number of sessions in ESG programmes	Number	354	—	External (Limited)	
Future Fit Talent and Culture	Total learning hours in ESG programmes	Hours	249,035	—	External (Limited)	
Future Fit Talent and Culture	Number of participants in ESG programmes	Number	118,129	—	External (Limited)	Refers to participation rate
Future Fit Talent and Culture	Number of ESG programmes conducted	Number	190	—	External (Limited)	
Human Rights	Number of substantiated complaints concerning human rights violations	Number	44	—	External (Limited)	
Human Rights	Percentage of employees who receive human rights training	Percentage	52	—	External (Limited)	
Human Rights	Percentage of security personnel trained on human rights issues	Percentage	89	—	External (Limited)	
Sustainable Procurement	Proportion of spending on local suppliers	Percentage	83.2	—	External (Limited)	Refers to Malaysia operations only
Responsible Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	19	—	External (Limited)	
Environmental and Climate Action	Total energy consumption	Gigajoule	540,198	—	External (Limited)	

SUSTAINABILITY STATEMENT

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Environmental and Climate Action	Total volume of water used	Cubic meter	1,051,936	—	External (Limited)	
Environmental and Climate Action	Total waste generated	kg	2,169,674	—	External (Limited)	
Environmental and Climate Action	Total waste diverted from disposal	kg	396,087	—	External (Limited)	
Environmental and Climate Action	Total waste directed to disposal	kg	1,773,587	—	External (Limited)	
Public Policy and Advocacy	Collaborations and partnerships with external stakeholders	Number	24	—	External (Limited)	
Sustainable Products and Services	Sustainable Finance	Amount mobilised, RM billion	60.95	RM 80 billion cumulatively by 2025	External (Limited)	
Sustainable Products and Services	Retail sustainable finance mobilisation	Amount mobilised, RM billion	10.46	—	External (Limited)	
Sustainable Products and Services	Non-retail sustainable finance mobilisation	Amount mobilised, RM billion	50.49	—	External (Limited)	
Financial Inclusion	Retail SME financing	Amount mobilised, RM billion	25.93	—	External (Limited)	
Financial Inclusion	SME digital financing	Amount mobilised, RM million	347.28	—	External (Limited)	
Customer Excellence	Number of MAE 3-month active users	Million	10.81	—	External (Limited)	
Customer Excellence	Number of online transactions	Billion	28.56	—	External (Limited)	
Customer Excellence	Net Promoter Score (NPS)	Score	44	—	External (Limited)	



SUSTAINABILITY STATEMENT

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Environmental and Climate Action	Scope 1 GHG Emission	tCO2e	8,365	Carbon neutral by 2030 for Scope 1 and 2	External (Limited)	
Environmental and Climate Action	Scope 2 GHG Emission - location based	tCO2e	105,272	Carbon neutral by 2030 for Scope 1 and 2	External (Limited)	
Environmental and Climate Action	Scope 2 GHG Emissions - Market based	tCO2e	43,352	Carbon neutral by 2030 for Scope 1 and 2	External (Limited)	80,000MWh mREC purchased from TNBX
Environmental and Climate Action	Carbon Credit offset	tCO2e	6,760	Carbon neutral by 2030 for Scope 1 and 2	External (Limited)	
Environmental and Climate Action	Net Scope 1 and 2 GHG Emissions	tCO2e	44,957	Carbon neutral by 2030 for Scope 1 and 2	External (Limited)	
Environmental and Climate Action	Absolute reduction against baseline	Percentage	70.2	Net Zero by 2050	External (Limited)	against 2019 Scope 1 and 2 baseline
Environmental and Climate Action	Scope 3 GHG Emissions - category 6, 7, 8	tCO2e	60,251	Net Zero by 2050	External (Limited)	Category 6: Business Travel, Category 7: Employee Commuting (Malaysia, Singapore, Indonesia and Cambodia only), Category 8: Leased Assets
Environmental and Climate Action	Scope 3 GHG Emissions - Financed Emissions	tCO2e	32,809,744	Net Zero by 2050	External (Limited)	Including LULUCF, assurance is based on consistency review
Good Governance and Conduct	Percentage of executive management remuneration recognised in the current period that is linked to climate-related considerations	Percentage	25	-	External (Limited)	25% is the ESG weightage for senior management remuneration

BOARD OF DIRECTORS

AS AT 28 FEBRUARY 2026



TAN SRI DATO' SRI Ir. ZAMZAMAIRANI MOHD ISA
Non-Independent Non-Executive Director
(Chairman)



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



FAUZIAH HISHAM *FCIS (CS) (CGP)*
Senior Independent Non-Executive Director



CHE ZAKIAH CHE DIN
Independent Non-Executive Director



SHARIFFUDDIN KHALID *FCMA, CGMA*
Independent Non-Executive Director

BOARD OF DIRECTORS

AT A GLANCE



DATO' ZULKIFLEE ABBAS ABDUL HAMID
Independent Non-Executive Director



SHIRLEY GOH
Independent Non-Executive Director



DATUK YEE YANG CHIEN
Non-Independent Non-Executive Director



CHIAM SOU HONG
Independent Non-Executive Director



VITTORIO FURLAN
Independent Non-Executive Director



ROHAYA MOHAMMAD YUSOF
Independent Non-Executive Director

BOARD COMPOSITION

Executive Director		9%
Non-Independent Non-Executive Directors (NINEDs)		18%
Independent Non-Executive Directors (INEDs)		73%

NATIONALITY

	Malaysian		91%
	Italian/Australian		9%

AGE

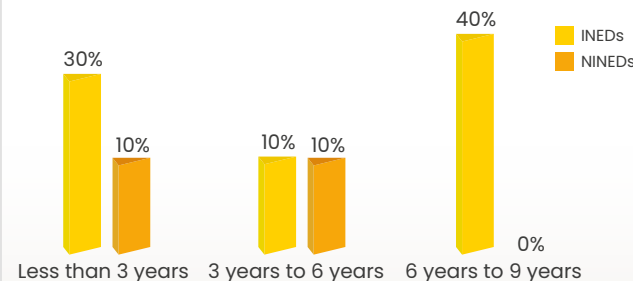
<56 years		9%
56-60 years		36%
61-65 years		9%
>65 years		46%

GENDER

Male		54%
Female		46%

AT A GLANCE

YEARS OF SERVICE



Pursuant to the Directors Tenure Policy, the tenure of an INED is limited to a cumulative period of nine years. As at 31 December 2025, none of the members of the Board has exceeded their nine-year tenure.

SKILLS

- 1 Corporate Governance*
- 2 Strategic Planning and Business Strategy*
- 3 Banking (including Commercial/Investment/Islamic banking)*
- 4 Asset Management
- 5 Insurance and Takaful
- 6 Accounting and Finance*
- 7 Audit*
- 8 Risk Management*
- 9 Credit Risk*
- 10 Legal and Compliance*
- 11 Artificial Intelligence/Innovation and Technology/Digital*
- 12 Sustainability

Note:

* "Must Have" skillsets identified by the Board during the Board Effectiveness Evaluation exercise

BOARD OF DIRECTORS

TAN SRI DATO' SRI Ir. ZAMZAMZAIRANI MOHD ISA

Non-Independent Non-Executive Director
(Chairman)*

65 Male 2 November 2020 17/17 (100%)

Qualification(s):

- Bachelor of Science in Communications Engineering, Plymouth Polytechnic, UK
- Corporate Finance, Strategies for Creating Shareholder Value Program, Kellogg School of Management, Northwestern University, USA
- Strategic Leadership Programme, University of Oxford's Saïd Business School, UK
- IMD CEO Roundtable, Lausanne, Switzerland
- Honorary Doctorate, School of Management, Multimedia University, Malaysia
- Adjunct Professor, School of Management, Multimedia University, Malaysia
- Professional Engineer, Board of Engineers, Malaysia

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, and subsequently served other corporations including multinational corporations in various roles.

Present Directorship(s):

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

Skills:

1 2 3 4 6 8 10 11 12

Notes:

- Age is as at 28 February 2026
- * Tan Sri Dato' Sri Ir. Zamzamzairani Mohd Isa and Datuk Yee Yang Chien are nominees of Permodalan Nasional Berhad
- # As Director and President and Group CEO

DATO' SRI KHAIRUSSALEH RAMLI

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

58 Male 1 May 2022# 17/17 (100%)

CRC **BSC** **BTC**

Qualification(s):

- Bachelor of Science in Business Administration, Washington University, USA
- Advanced Management Program, Harvard Business School, Harvard University, 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/President and Group Chief Executive Officer, Maybank
 - President Commissioner, PT Bank Maybank Indonesia Tbk
- Other Public Company/Companies:
 - Director, Maybank Singapore Limited
 - Vice Chairman, Asian Institute of Chartered Bankers
 - Director, Financial Industry Collective Outreach

Skills:

1 2 3 4 6 7 8 9 10 12

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.

FAUZIAH HISHAM FCIS (CS) (CGP)

Senior Independent Non-Executive Director

70 Female 15 May 2018 15/17 (88%)

CRC **NRC** **RMC**

Qualification(s):

- Fellow Member of The Chartered Governance Institute, UK

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 and 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
- Other Public Company/Companies:
 - Chairman, Maybank Ageas Holdings Berhad
 - Director, Agensi Kaunseling dan Pengurusan Kredit

Skills:

1 2 3 4 5 6 8 9 10 12

Full profiles of the Directors can be found in Section B of the Corporate Governance Report which is available on Maybank Group's corporate website at www.maybank.com/ar

BOARD OF DIRECTORS

CHE ZAKIAH CHE DIN Independent Non-Executive Director

66 Female 1 March 2018 17/17 (100%)

ACB **NRC**

Qualification(s):

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

Relevant Working Experience:

More than 35 years of experience with Bank Negara Malaysia, of which more than 30 years were 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 Ageas Holdings Berhad

Skills:



SHARIFUDDIN KHALID *FCMA, CGMA* Independent Non-Executive Director

60 Male 14 June 2018 17/17 (100%)

RMC **BTC** **ACB**

Qualification(s):

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

Relevant Working Experience:

Nearly 40 years of experience in the banking/corporate sector and Bank Negara Malaysia (BNM). He served as Director, Strategic Communications at BNM and also as the pioneer Director of the Malaysia International Islamic Financial Centre initiative. Earlier, he was part of the management team that established Pengurusan Danaharta Nasional Berhad.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
- Other Public Company/Companies:
 - Chairman, Maybank (Cambodia) Plc.
 - Director, Maybank Islamic Berhad

Skills:



DATO' ZULKIFLEE ABBAS ABDUL HAMID Independent Non-Executive Director

68 Male 15 August 2019 17/17 (100%)

CCB **CRC** **NRC**

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
- Fellow Chartered Banker, Asian Institute of Chartered Bankers

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 Member, Tabung Pendidikan 1 Bilion

Skills:



Malaysian Australian Italian

Age Gender Date of Appointment

Number of Meetings Attended

Membership of Board Committees in Maybank as at 28 February 2026:

CRC Credit Review Committee	NRC Nomination and Remuneration Committee	RMC Risk Management Committee
ACB Audit Committee of the Board	CCB Compliance Committee of the Board	BSC Board Sustainability Committee
BTC Board Technology Committee	Chairman Member	

BOARD OF DIRECTORS

SHIRLEY GOH

Independent Non-Executive Director

  66  Female  1 December 2021  17/17 (100%)

ACB **BSC** **BTC**

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 in 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 and acquisition transactions.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
 - Director, IOI Properties Group Berhad
- Other Public Company/Companies:
 - Chairman, Maybank Trustees Berhad
 - Director, Maybank Asset Management Group Berhad
 - Director, Maybank (Cambodia) Plc.

Skills:

1 2 3 4 5 6 7 8 12

DATUK YEE YANG CHIEN

Non-Independent Non-Executive Director*

  58  Male  24 November 2023  17/17 (100%)

NRC **CRC** **CCB** **BTC**

Qualification(s):

- Double Degree in Accounting/Financial Management and Economics, University of Sheffield, UK

Relevant Working Experience:

Close to 20 years of experience with MISC Berhad, holding various key and senior management roles, including Vice President, Corporate Planning, Chief Operating Officer and his last position as President/Group Chief Executive Officer prior to his retirement in September 2022.

Present Directorship(s):

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

Skills:

1 2 3 6 7 8 9 12

CHIAM SOU HONG

Independent Non-Executive Director

  66  Female  5 August 2024  17/17 (100%)

BSC **CRC** **CCB**

Qualification(s):

- LLM, University of Cambridge, UK
- LLB (Hons), University of Lancaster, UK
- Fellow of the Asian Institute of International Financial Law, University of Hong Kong
- Fellow of The Hong Kong Institute of Directors

Relevant Working Experience:

Over 40 years of international experience in management, banking, law, dispute management, ESG and prosecution of corruption. Previously was Managing Director, Head of Regulatory Affairs, Asia Pacific for Credit Suisse, Head of Regulatory Affairs and Policy, Asia Pacific for HSBC and CEO of the Financial Dispute Resolution Centre, Hong Kong. Also served as General Counsel and Head of Policy at the New Zealand Human Rights Commission, General Counsel at New Zealand Funds Management Limited and Senior Crown Counsel at the Hong Kong Attorney General's Chambers.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
- Other Public Company/Companies:
 - Director, Maybank Philippines Inc.

Skills:

1 2 3 4 5 6 7 8 9 10 11 12

Notes:

- Age is as at 28 February 2026
- * Tan Sri Dato' Sri Ir. Zamzamzairani Mohd Isa and Datuk Yee Yang Chien are nominees of Permodalan Nasional Berhad
- # As Director and President and Group CEO

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.

Full profiles of the Directors can be found in Section B of the Corporate Governance Report which is available on Maybank Group's corporate website at www.maybank.com/ar

BOARD OF DIRECTORS

VITTORIO FURLAN

Independent Non-Executive Director

Qualification(s):

- Master of Business Administration in Strategic Management, University of New South Wales, Australia
- Bachelor in Computer Science, University of Milan, Italy

Relevant Working Experience:

Over 25 years of experience in digital transformation, artificial intelligence (AI) and data-driven innovation. He has worked across consulting, industry and investment in Asia, Australia, Europe and the Middle East. He held senior management positions at leading global and regional firms, including EY, Accenture and the Axiata group, driving transformation and new business creation across banking, insurance, telecommunications and other sectors.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
- Other Public Company/Companies:
 - Director, Forefront Tech Holdings Acquisition Corp

Skills:

- 1 2 3 6 7 8 11

ROHAYA MOHAMMAD YUSOF

Independent Non-Executive Director

Qualification(s):

- Bachelor of Commerce (Accountancy), The Australian National University, Canberra, Australia
- Associate Member of Certified Practising Accountant, Australia
- Advanced Management Programme, INSEAD, France

Relevant Working Experience:

Over 30 years of experience in investment management, corporate finance, capital markets and asset management, having held various senior leadership roles over the span of her career. Her experience includes spearheading strategic investment decisions, managing global investment assets and overseeing complex corporate transactions. She served as Chief Investment Officer of Employees Provident Fund Malaysia (EPF) prior to her retirement in November 2025.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
 - Director, Tenaga Nasional Berhad
- Other Public Company/Companies:
 - Director, Malaysia Airports Holdings Berhad

Skills:

- 1 2 3 4 6 7 8 9 10 12

Malaysian
 Australian
 Italian

Age
 Gender
 Date of Appointment

Number of Meetings Attended

Membership of Board Committees in Maybank as at 28 February 2026:

Credit Review Committee	Nomination and Remuneration Committee	Risk Management Committee
Audit Committee of the Board	Compliance Committee of the Board	Board Sustainability Committee
Board Technology Committee	Chairman	Member

GROUP EXECUTIVE COMMITTEE

AS AT 28 FEBRUARY 2026



DATO' SRI KHAIRUSSALEH RAMLI
President and Group
Chief Executive Officer



SHAFIQ ABDUL JABBAR
Group Chief Financial Officer



SYED AHMAD TAUFIK ALBAR
Group Chief Executive Officer,
Community Financial Services



DATO' JOHN CHONG ENG CHUAN
Group Chief Executive Officer,
Global Banking



MOHAMAD YASIN ABDULLAH
Group Chief Executive Officer,
Islamic Banking and
Chief Executive Officer,
Maybank Islamic Berhad

GROUP EXECUTIVE COMMITTEE**KAMALUDIN AHMAD**

Group Chief Executive Officer,
Insurance and Takaful

**MOHAMED REZWAN ABDULLAH ISMAIL**

Group Chief Risk Officer

**DR. SIEW CHAN CHEONG**

Group Chief Strategy and
Transformation Officer

**GIORGIO MIGLIARINA**

Group Chief Technology and
Digital Officer

**MAZHATULSHIMA MOHD ZAHID**

Group Chief Human Capital Officer

**ALAN LAU CHEE KHEONG**

Group Chief Operations Officer

**ALVIN LEE HAN ENG**

Country Chief Executive Officer,
Maybank Singapore Limited and
Chief Executive Officer,
Malayan Banking Berhad Singapore

**STEFFANO RIDWAN**

President Director,
Maybank Indonesia

GROUP EXECUTIVE COMMITTEE

SHAFIQ ABDUL JABBAR

Group Chief Financial Officer

Qualification(s):

- Bachelor of Commerce majoring in Accounting and Finance, University of Melbourne, Australia
- Fellow of Chartered Accountants Australia and New Zealand (CAANZ)
- Member, Malaysian Institute of Accountants

Relevant Working Experience:




Over 25 years of regional and international experience across banking, media and professional services, encompassing areas of financial strategy, performance management, capital management, balance sheet management and stakeholder management.



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


- Maybank Ageas Holdings Berhad (MAHB)
- Etiqa International Holdings Sdn Bhd

SYED AHMAD TAUFIK ALBAR

Group Chief Executive Officer,
Community Financial Services



Qualification(s):

- Bachelor of Accounting (Hons), International Islamic University Malaysia
- Master of Economics, International Islamic University Malaysia
- Fellow, Chartered Institute of Management Accountants (CIMA), UK
- Chartered Banker, Asian Institute of Chartered Bankers

Relevant Working Experience:


Over 25 years of domestic and international experience, having worked in Malaysia, Australia and the Netherlands in various finance and business leadership roles, across multiple major industries, covering banking, telecommunications, infrastructure and oil and gas.

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

- Maybank (Cambodia) Plc
- An Binh Commercial Joint Stock Bank (ABBANK)

DATO' JOHN CHONG ENG CHUAN

Group Chief Executive Officer,
Global Banking

Qualification(s):

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

Relevant Working Experience:

Over 30 years of regional financial services experience encompassing consumer, wealth management, SME, commercial, corporate and investment banking. Previously, the CEO of Maybank Investment Bank Berhad and Maybank Investment Banking Group from January 2014 to September 2018 and Group CEO of Community Financial Services from October 2018 to February 2024.

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

- Maybank Asset Management Group Berhad
- Maybank International Holdings Sdn Bhd
- Maybank Investment Bank Berhad

MOHAMAD YASIN ABDULLAH

Group Chief Executive Officer,
Islamic Banking and
CEO, Maybank Islamic Berhad



Qualification(s):

- Chartered Banker with the Asian Institute of Chartered Bankers
- Fellow Member of the Association of Chartered Certified Accountants (FCCA), the Chartered Institute of Management Accountants (FCMA) and the Certified Islamic Professional Accountant (CIPA)
- Member of the Malaysian Institute of Certified Public Accountants (MICPA) and the Malaysian Institute of Accountants (MIA)
- Bachelor of Accounting (Honours) and Master of Business Administration in Finance from International Islamic University Malaysia
- Senior Executive Programme, London Business School

Relevant Working Experience:

Over 28 years of experience in banking and finance, including key leadership roles within the Group. Previously, the Chief Financial Officer, Chief Operating Officer and CEO-International of Maybank Investment Banking Group. Recently, he served as Group Chief Audit Executive from 9 May 2022 to 30 September 2025.

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

- Etiqa Family Takaful Berhad
- Maybank Ventures Sdn Bhd
- Maybank Islamic Asset Management Sdn Bhd
- Cagamas Holdings Berhad





Notes:




- Age is as at 28 February 2026
- Present directorship(s) in subsidiaries of Maybank Group held by members of the Group Executive Committee can also be found on pages 297 to 300 of the Financial Statements

Declaration:

All the Group Executive Committee members:

- 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.

 Malaysian  Singaporean  Indonesian  Italian

 Age  Gender  Date of Appointment

GROUP EXECUTIVE COMMITTEE

KAMALUDIN AHMAD

Group Chief Executive Officer,
Insurance and Takaful

58 Male 1 December 2013

Qualification(s):

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

Relevant Working Experience:

Over 35 years of financial services industry experience with large local corporates and a multinational company. 12 years as a member of Maybank Group EXCO. 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

MOHAMED REZWAN ABDULLAH ISMAIL

Group Chief Risk Officer

49 Male 8 August 2024

Qualification(s):

- Bachelor of Accounting, Michigan State University, USA

Relevant Working Experience:

Over 25 years of experience in regulatory supervision and banking, specialising in risk management and compliance, driving responsible business growth and implementing risk management practices.

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

- Nil

DR. SIEW CHAN CHEONG

Group Chief Strategy and
Transformation Officer

49 Male 15 August 2022

Qualification(s):

- Bachelor of Engineering 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 Asia and Europe.

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

- Maybank Philippines Inc.
- Etiqa Digital Solutions Sdn Bhd
- Etiqa Life Insurance Berhad

GIORGIO MIGLIARINA

Group Chief Technology and
Digital Officer

57 Male 1 November 2024

Qualification(s):

- Master of Business Administration, INSEAD Fontainebleau, France
- Master of Sciences, Electronic Engineering, Politecnico di Torino, Italy

Relevant Working Experience:

Close to 30 years of experience in functional and leadership roles at several prominent global and local organisations within the telecommunications and high technology sectors in Asia and Europe, including Vodafone, Accenture, Telekom Malaysia and McKinsey & Co.

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

- Nil

Executive Level Management Committees:

EXCO Sustainability Committee

EXCO Technology Committee

Group Asset and Liability Management Committee

Group Onboarding and Review Committee

Group Executive Committee

Group Executive Risk and Compliance Committee

Group Internal Audit Committee

Group Management Credit Committee

Group Procurement and Property Committee

Group Staff Committee




M25+ Steering Committee

Maybank Group Whistleblowing Governance Committee

GROUP EXECUTIVE COMMITTEE

MAZHATULSHIMA MOHD ZAHID

Group Chief Human Capital Officer

  55  Female  3 October 2024

Qualification(s):

- Bachelor of Science in Actuarial Science, Roosevelt University, Chicago, USA

Relevant Working Experience:

Over 29 years of experience in treasury, risk management and internal audit across various financial institutions. Previously, Chief Risk Officer of Maybank Investment Banking Group from July 2018 to April 2023 and Chief Audit Executive of Maybank Singapore from April 2023 to October 2024.

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

- Nil

ALAN LAU CHEE KHEONG

Group Chief Operations Officer

  66  Male  1 April 2023

Qualification(s):

- Diploma of Banking, Institute of Banking and Finance, Singapore

Relevant Working Experience:

Over 40 years of banking experience and has led various functions, including internal audit, regional operations and compliance.

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

- Maybank Shared Services Sdn Bhd

ALVIN LEE HAN ENG

Country Chief Executive Officer, Maybank Singapore Limited and Chief Executive Officer, Malayan Banking Berhad Singapore

  57  Male  1 January 2024


Qualification(s):

- Bachelor of Accountancy, Nanyang Technological University, Singapore

Relevant Working Experience:

Over 30 years of banking experience spanning the spectrum of risk management, corporate and consumer banking, wealth management and digital transformation at large multinational financial institutions.

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

- Maybank Securities Pte Ltd (Singapore)
- Maybank Asset Management Singapore Pte Ltd

STEFFANO RIDWAN

President Director, Maybank Indonesia

  52  Male  1 April 2024

Qualification(s):

- Bachelor of Science in Business Administration, Oklahoma State University, USA

Relevant Working Experience:

Over 30 years of experience in the banking industry, specifically in retail, lending and consumer banking, SME and business banking in both national and international banks within Indonesia.

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

- Nil

Notes:

- Age is as at 28 February 2026
- Present directorship(s) in subsidiaries of Maybank Group held by members of the Group Executive Committee can also be found on pages 297 to 300 of the Financial Statements

Declaration:

All the Group Executive Committee members:

- 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.



Malaysian



Singaporean



Indonesian



Age



Gender



Date of Appointment

SHARIAH COMMITTEES

AS AT 28 FEBRUARY 2026



DR. AKHTARZAITE ABDUL AZIZ
Chairman of MIBSC



**ASSOCIATE PROFESSOR DR. NIK
ABDUL RAHIM NIK ABDUL GHANI**
Member of MIBSC



**PROFESSOR DR. SHARIFAH
FAIGAH SYED ALWI**
Member of MIBSC and
Member of SC EFTB and EGTB



**USTAZ MUHAMMAD ALI
JINNAH AHMAD**
Member of MIBSC



DR. SUHAIMI MOHD YUSOF
Member of MIBSC



**DATUK PROFESSOR DR.
MOHAMAD AKRAM LALDIN**
Member of MIBSC



**ASSOCIATE PROFESSOR DR.
MUHAMMAD NAJIB ABDULLAH**
Chairman of SC EFTB and EGTB



**PROFESSOR EMERITUS DATO'
DR. MOHD AZMI OMAR**
Member of SC EFTB and EGTB



**PROFESSOR EMERITUS DATO' DR.
AHMAD HIDAYAT BUANG**
Member of SC EFTB and EGTB








USTAZ MOHD KAMAL MOKHTAR
Member of SC EFTB and EGTB

SHARIAH COMMITTEES

DR. AKHTARZAITA ABDUL AZIZ

Chairman of MIBSC

  53	 1 March 2020
 Female	 21/21 (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 15 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, PruBSN Takaful
- Member, Shariah Advisory Council, Securities Commission Malaysia

ASSOCIATE PROFESSOR DR. NIK ABDUL RAHIM NIK ABDUL GHANI

Member of MIBSC

  46	 8 September 2020
 Male	 21/21 (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, Malaysia

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:

- Chairman, Research Centre for Shariah, Faculty of Islamic Studies, UKM
- Chairman, Shariah Advisory Body, Syarikat Takaful Malaysia Keluarga Berhad
- Chairman, Shariah Panel Committee, Koperasi Unikeb Berhad
- Member, Jawatankuasa Perundangan Hukum Syarak Wilayah Persekutuan, Pejabat Mufti Wilayah Persekutuan
- Member, Jawatankuasa Fatwa Negeri Terengganu
- Member, Shariah Advisory Panel, Wasiyyah Shoppe Berhad
- Member, Shariah Committee, UKM
- Member, Shariah Committee, SME Development Finance Corporation, Maldives

PROFESSOR DR. SHARIFAH FAIGAH SYED ALWI

Member of MIBSC and Member of SC EFTB and EGTB

  54	 MIBSC: 1 May 2021 SC EFTB and EGTB: 1 June 2024
 Female	 MIBSC: 21/21 (100%) SC EFTB and EGTB: 9/9 (100%)

Qualification(s):

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


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:

- Professor, Arshad Ayub Graduate Business School, Universiti Teknologi MARA
- Panel Assessor, Malaysian Qualifications Agency
- External Academic Advisor, Islamic Business School, Universiti Utara Malaysia
- External Academic Advisor, Academy of Islamic Studies, Universiti Malaya
- External Academic Advisor, Faculty of Economics and Muamalat, Universiti Sains Islam Malaysia
- External Academic Assessor, Faculty of Business and Management, Universiti Sultan Zainal Abidin
- External Academic Assessor, Faculty of Management and Informatics, Universiti Islam Pahang Sultan Ahmad Shah
- External Academic Assessor, Faculty of Social Sciences, International Islamic College

 Full profiles of MIBSC can be obtained at www.maybank.com/islamic while profiles for SC EFTB and EGTB can be obtained at www.etiqa.com.my. For Maybank Indonesia Shariah Supervisory Board members' profiles, refer to Maybank Indonesia's Annual Report 2025.



Malaysian



Singaporean



Age



Date of Appointment



Gender



Number of meetings attended



SHARIAH COMMITTEES

USTAZ MUHAMMAD ALI JINNAH AHMAD

Member of MIBSC



Qualification(s):

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

Relevant Working Experience:

Over 15 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
- Penasihat Industri, Sarjana Syariah Pengurusan, Universiti Islam Selangor

DR. SUHAIMI MOHD YUSOF

Member of MIBSC



Qualification(s):

- Bachelor's degree in Shariah, University of Malaya, Malaysia
- Master's degree in Islamic Studies, University of Birmingham, UK
- PhD in Islamic Studies, University of Aberdeen, UK

Relevant Working Experience:

Over 30 years of working experience in Islamic finance and Shariah fields including Islamic banking, takaful, Islamic capital and money market. Served as a Shariah Specialist and Deputy Director in the Islamic Financial System Department of Bank Negara Malaysia, Islamic Capital Market Department of the Securities Commission of Malaysia and subsequently as a Senior Distinguished Fellow at Sultan Abdul Halim Mu'adzam Shah International Islamic University.

Present Occupation(s):

- Member, Shariah Advisory Body, Syarikat Takaful Malaysia Keluarga Berhad
- External Advisor for Islamic Finance, Al-Bukhary International University
- Panel of Subject Matter Experts, Islamic Banking and Finance Institute Malaysia

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Malaysian



Singaporean



Age



Date of Appointment



Gender

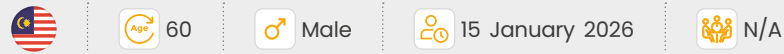


Number of meetings attended

SHARIAH COMMITTEES

DATUK PROFESSOR DR. MOHAMAD AKRAM LALDIN

Member of MIBSC



Qualification(s):

- Bachelor of Arts (Hons) in Islamic Jurisprudence and Legislation, University of Jordan, Jordan
- PhD in Principles of Islamic Jurisprudence (Usul al-Fiqh), University of Edinburgh, UK

Relevant Working Experience:

Over 20 years of experience in jurisprudence and Islamic finance through various Shariah advisory roles and served as a member of international Shariah boards as well as Shariah Advisory Council of Bank Negara Malaysia.

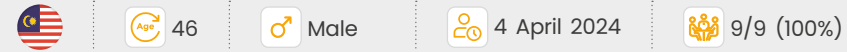
Present Occupation(s):

Other Companies/Bodies:

- Chairman, Shariah Advisory Committee, Employees Provident Fund
- Chairman, Shariah Supervisory Council, Labuan Financial Services Authority
- Chairman, Shariah Advisory Committee, Permodalan Nasional Berhad
- Chairman, Shariah Advisory Board, Malaysia Gold Association
- Chairman, Shariah Board, Maldives Monetary Authority
- Chairman, Board of Directors, ASNB Wakalah Sdn Bhd
- President, Islamic Finance, Association of Shariah Advisors
- Member, Shariah Advisory Council of International Islamic Financial Market, Dubai Islamic Bank
- Member, Internal Shariah Supervisory Committee, Dubai Islamic Bank
- Member, Board of Trustees, Yayasan Guru Tun Hussein Onn
- Member, Investment Panel, Yayasan Guru Tun Hussein Onn
- Member, Internal Shariah Supervision Committee, First Abu Dhabi Bank
- Member, Shariah Advisory Committee, Tabung Haji
- Member, Shariah Advisory Board, Eco Islamic Bank, Republic of Krygyzstan
- Member, Shariah Supervisory Board, Bank Muscat Meethaq Islamic Bank
- Member, Internal Sharia Supervision Committee, National Bank of Ras Al-Khaimah PSC-Islamic Banking Division
- Member, Financial Regulation Advisory Council of Experts, Central Bank of Nigeria
- Member, Joint Wakaf Distribution Committee, Majlis Agama Islam Wilayah Persekutuan
- Member, Shariah Board, DDCAP, London, UK
- Member, Shariah Board, Eiger Trading Advisors, UK
- Member, Shariah Advisory Council, International Islamic Financial Market, Bahrain
- Member, Shariah Advisory Board, Yaasar Limited, UK
- Shariah Advisory Committee Representative, Investment Panel Member, Tabung Haji
- Professor, International Center for Education in Islamic Finance, Universiti Malaya, Malaysia

ASSOCIATE PROFESSOR DR. MUHAMMAD NAJIB ABDULLAH

Chairman of SC EFTB and EGTB



Qualification(s):

- Bachelor of Shariah, Islamic University of Madinah, Saudi Arabia
- Master of Islamic Revealed Knowledge and Human Sciences, International Islamic University Malaysia (IIUM)
- PhD in Islamic Revealed Knowledge and Human Sciences with specialisation in Usul Fiqh (Maqasid Al-Shariah in Islamic Banking), 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:

- Member, Penang Fatwa Committee
- Member, Shariah Committee of Etiqa Takaful Berhad
- Member, Shariah Advisory Committee, MBSB Bank Berhad
- Deputy Dean, Shariah and Law Faculty, Universiti Sains Islam Malaysia (USIM)
- Ordinary Member, Shariah Advisory Panel, World Fatwa Management and Research Institute
- Fellow, Islamic Finance and Wealth Management Institute, USIM
- Trainer, Institute of Fatwa and Halal, USIM
- Committee, Lajnah Pengawalseliaan Pengamal Pengubatan Islam, Majlis Perubatan Tradisional dan Komplementari, Ministry of Health Malaysia
- Member and Trainer, Association of Shariah Advisors in Islamic Finance
- Member, Institute of Corporate Directors Malaysia

Full profiles of MIBSC can be obtained at www.maybank.com/islamic while profiles for SC EFTB and EGTB can be obtained at www.etiqa.com.my. For Maybank Indonesia Shariah Supervisory Board members' profiles, refer to Maybank Indonesia's Annual Report 2025.



Malaysian



Singaporean

Age



Date of Appointment



Gender



Number of meetings attended

SHARIAH COMMITTEES

PROFESSOR EMERITUS DATO' DR. MOHD AZMI OMAR

Member of SC EFTB and EGTB

	66	1 May 2018
	9/9 (100%)	

Qualification(s):

- Bachelor's degree in Science (Finance), Northern Illinois University, USA
- Master of Business Administration, Northern Illinois University, USA
- PhD in Finance, Bangor University, UK
- Fellow Chartered Professional in Islamic Finance

Relevant Working Experience:

Served as Director-General at the Islamic Research and Training Institute, Islamic Development Bank Group in Jeddah, and held various teaching and management roles at the International Islamic University Malaysia.

Present Occupation(s):

Other companies/bodies:

- President and Chief Executive Officer, International Centre for Education in Islamic Finance University
- Member, Shariah Advisory Committee, Etiqa Family and General Takaful
- Member, Shariah Advisory Committee, Bank Kerjasama Rakyat Malaysia
- Member, Shariah Advisory Council, Bank Islam Malaysia Berhad
- Member, Accounting Auditing Organisations for Islamic Financial Institutions Education Board
- Member, Islamic Finance Committee, Malaysia Institute of Accountants
- Member, Board of Trustees, Saleh Kameel Award for Islamic Economy
- President, International Association for Islamic Economics, UK
- President, International Council of Islamic Finance Educators
- Member, Islamic Development Bank President's International Advisory Panel

PROFESSOR EMERITUS DATO' DR. AHMAD HIDAYAT BUANG

Member of SC EFTB and EGTB

	63	1 July 2024
	9/9 (100%)	

Qualification(s):

- Bachelor of Shariah (Islamic Law), University of Malaya, Malaysia
- Master of Laws, School of Oriental and African Studies, University of London, UK
- PhD of Laws, School of Oriental and African Studies, University of London, UK
- Shariah Counsel Certificate Federal Territories Shariah Courts
- Certificate of Shariah Advisor, Association of Shariah Advisors in Islamic Finance Malaysia

Relevant Working Experience:

Over 20 years of experience consulting and advising on Shariah matters to banks and financial institutions in Malaysia and Singapore. Taught, carried out research and consulted on Shariah and Islamic finance and writing research papers on Islamic finance (including Islamic law on transactions and property, contemporary issues of fatwa and Shariah courts in Malaysia).

Present Occupation(s):

Other companies/bodies:

- Honorary Professor at Shariah and Law Department, Academy of Islamic Studies, University of Malaya
- Chairman, Shariah Advisory Council, Amanah Raya Berhad
- Shariah Committee, HSBC Amanah
- Member, Jawatankuasa Kehakiman Syariah Kebangsaan
- Member, Jawatankuasa Perundangan Islam Kebangsaan

USTAZ MOHD KAMAL MOKHTAR

Member of SC EFTB and EGTB

	58	15 August 2025
	2/2 (100%)	

Qualification(s):

- Bachelor of Science in Life Sciences (Botany and Zoology), National University of Singapore
- Bachelor of Arts (Hons) in Hadith and Islamic Studies, Islamic University of Madinah, Saudi Arabia
- Master of Science (Finance), International Islamic University Malaysia
- Certificate in Islamic Finance (Shariah Advisory Training Program), International Institute of Islamic Finance

Relevant Working Experience:

Over 20 years of experience contributing to the Islamic finance industry through Shariah advisory services on Islamic banking, finance and capital markets.

Present Occupation(s):

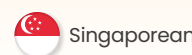
Other companies/bodies:

- Judge, Shariah Appeal Court Singapore, Majlis Ugama Islam Singapore
- Chairman, Islamic Finance Singapore Shariah Committee
- Vice-Chairman, Asatizah Recognition Board
- Shariah Committee, Basil Real Estate Investment Trust, Singapore

Full profiles of MIBSC can be obtained at www.maybank.com/islamic while profiles for SC EFTB and EGTB can be obtained at www.etiqa.com.my. For Maybank Indonesia Shariah Supervisory Board members' profiles, refer to Maybank Indonesia's Annual Report 2025.



Malaysian



Singaporean



Age



Date of Appointment



Gender



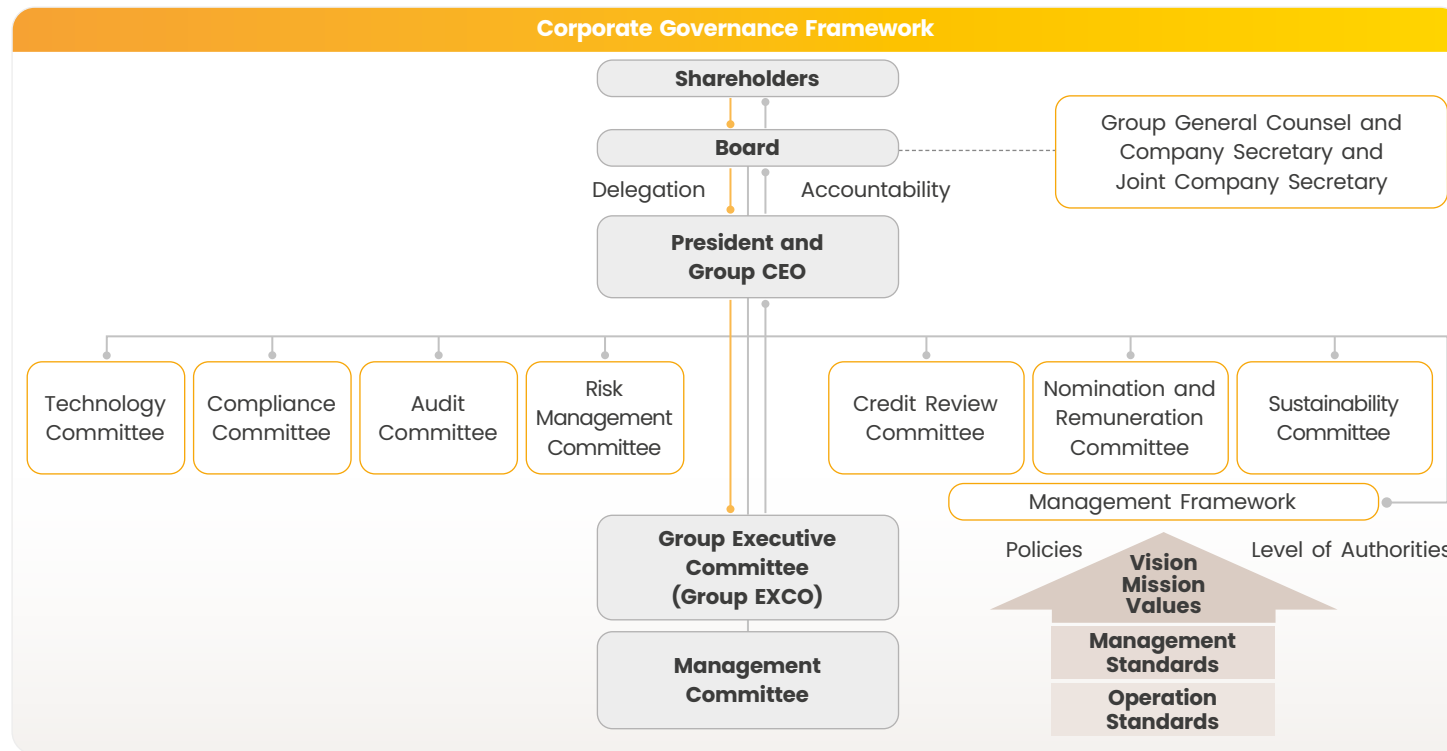
Number of meetings attended

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors of Maybank (the Board) emphasises the importance of strong corporate governance (CG) in enhancing operational efficiency, increasing capital accessibility, managing risks and overseeing business activities effectively. Long-term adherence to good CG practices ensures accountability, transparency and value creation for all its stakeholders.

OUR CG FRAMEWORK

Our CG Framework was built on the foundation of trust and integrity and is designed to establish the right balance of authority, empowerment and accountability between the Board and the Management. The framework is based on legal requirements, best practices, policies and guidelines issued by our regulators and is reviewed on a regular basis to ensure that we take into account the latest developments in the CG landscape.



Testament to the Board’s unwavering commitment to upholding the highest standards of CG, transparency and accountability – principles that are vital to building resilient financial markets and fostering sustainable economic growth across the region, Maybank was conferred the following awards for CG excellence in ASEAN by ASEAN Corporate Governance Awards (ASEAN CGCA) 2025:

- Top 50 ASEAN Public Listed Companies (PLCs)
- Top Five PLCs in Malaysia
- ASEAN Asset Class PLCs



In addition, at the Minority Shareholders Watch Group (MSWG) National Annual Corporate Governance and Sustainability Awards 2025, Maybank was further recognised with the following awards:

- Overall Excellence Award
- Industry Excellence Award (Financial Services)

SUMMARY OF CG PRACTICES

This CG Overview Statement summarises the Group’s CG practices during FY2025. Details on how we have applied the best practices recommended by the Malaysian Code on Corporate Governance 2021 (MCCG 2021) are set out in the CG Report which is available on Maybank Group’s corporate website at www.maybank.com. As of 31 December 2025, Maybank has applied all recommended practices in the MCCG 2021 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 is responsible for guiding and supervising the Group’s operations and plays a crucial role in setting the vision and mission for the Group. 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.

To ensure the continuous identification and evaluation of various risks associated with the Group’s business and operations, the Board has put in place a system of risk management and internal controls to ensure that the Group’s risk appetites are set, and risks are identified, assessed and managed effectively.

Further details can be found on pages 148 to 154 of the Statement on Risk Management and Internal Control

The Board also has a formal schedule of matters specifically reserved for its decision, details of which can 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

The main focus areas deliberated by the Board during FY2025 were as follows:

Setting the Five-Year (ROAR30) Strategic Direction

- The Board focused on steering the Group through a key strategic transition by concluding the M25+ strategy and setting Maybank's new long-term strategic direction, ROAR30. Considerable time was spent distilling key lessons from M25+ and shaping a clear change narrative to ensure organisation-wide alignment for the next phase of transformation. These deliberations culminated in the Board's approval of the ROAR30 strategy for the 2026–2030 period, providing clarity of direction and a sturdy foundation for disciplined execution and sustainable long-term value creation.

Advancing Digital Capabilities and Infrastructure Resilience

- The Board prioritised the strengthening of the Group's technology and digital foundations to enhance operational resilience, scalability and long-term sustainability, with oversight focused on critical infrastructure modernisation, capacity optimisation, system resilience and redundancy, and the adoption of secure, future-ready operating models aligned with regulatory and business requirements.
- The Board provided strategic direction on the Group's digital trajectory, including cloud adoption, enterprise architecture, and key technology partnerships, while ensuring disciplined capital deployment, robust governance frameworks, and execution readiness to support the Group's transformation agenda.
- In 2025, the Board approved a five-year strategic partnership with Microsoft as a key enabler of the Group's technology and digital transformation. The partnership supports strengthened operational resilience, cyber security, and data governance, accelerates cloud and AI-enabled capabilities, and enables workforce transformation through AI-augmented tools, reinforcing the Group's long-term competitiveness and sustainability.

Leadership Succession, Continuity and Board Renewal

- The Board continued to emphasise leadership continuity, succession planning and Board effectiveness. This encompassed oversight of appointments to key senior management positions following rigorous assessments of both internal and external candidates, as well as the review of contract renewals for existing Group EXCO members and succession plans for critical executive, governance and senior roles.
- The Board oversaw the orderly renewal of its own composition following the retirement of two long-serving Directors, including the Senior Independent Director, guided by the Board skills matrix and the Group's Non-Executive Directors talent pool.

Future-Ready Workforce Transformation Journey

- In 2025, the Board placed strong emphasis on strengthening the Group's Organisational Redesign (OD) agenda, recognising that future banking trends are increasingly shaped by platform-based business models, data-driven decision-making, AI-augmented workforces, and digitally empowered regulators, amid evolving customer expectations, rapid technological advancements and sustainability imperatives.
- The Board closely monitored OD initiatives led by Group Human Capital (GHC) as a foundational platform to accelerate workforce transformation and the development of future-ready capabilities across the Group. Through the establishment of a Talent Council, the Board oversaw efforts to build a next-gen workforce encompassing not only digital and AI capabilities but also critical competencies in sustainability, risk management and customer experience.
- To support this focus, structured and disciplined talent-mobility frameworks were implemented and executed to facilitate the timely deployment of talent across functions, sectors and geographies. The Board viewed these initiatives as key enablers of organisational agility, leadership depth, and long-term resilience, supporting the Group's competitiveness and sound governance in an increasingly complex operating environment.

Driving Robust Sustainability and ESG Governance across the Group

- The Board reviewed key elements of the Group's sustainability and ESG agenda, including ESG investment processes, stewardship practices, and portfolio-level environmental and climate metrics. Climate transition strategies were also approved by the Board, including the white paper on net zero pathway targets for the automotive and commercial real estate sectors.
- The Board reviewed key ESG frameworks established by the Group, including Sustainable Product Framework 2026 and the Group's Environmental, Social and Governance Risk Management Framework, focusing on governance, risk identification and monitoring mechanisms.
- The Board also approved enhancements to the Terms of Reference (TOR) of the Board Sustainability Committee to strengthen oversight and accountability.

Other key areas/matters reviewed, deliberated and/or approved by the Board during FY2025 were as follows:



STRATEGY

- Approved the business strategy of various sectors within the Group
- Reviewed and approved FY2026 Group Scorecard
- Reviewed the Group's sustainability progress and action plans
- Reviewed the updates and progress of Strategic Programmes (SP) under M25+
- Reviewed country and sector business and financial performance updates
- Approved the establishment of Maybank Group Cloud Adoption Framework
- Reviewed the proposal for UK Islamic finance market
- Approved the Group's Budget and Business Plan for FY2026

CORPORATE GOVERNANCE OVERVIEW STATEMENT



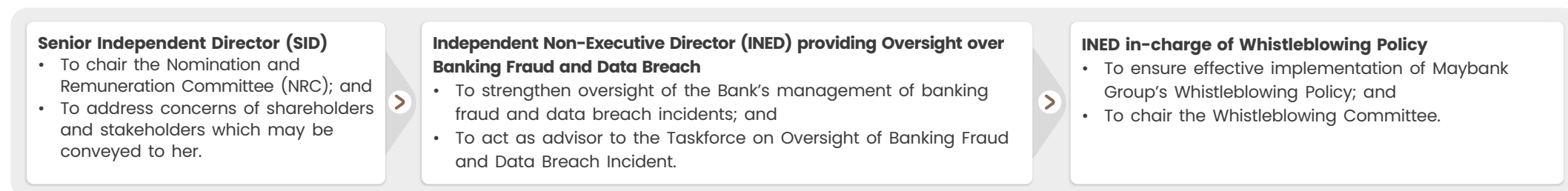
Key Group Governance-Related Policies

The Board from time to time establishes internal policies and frameworks for Group-wide application to sharpen the governance and oversight of its operations in Malaysia and abroad, including but not limited to the Maybank Group Code of Ethics and Conduct Policy, Maybank Group Whistleblowing Policy and Procedures and Maybank Group Anti-Bribery and Corruption Policy and Procedures. These policies are periodically reviewed to ensure the Group's CG Framework remains robust and is continually updated.

During FY2025, the Business Ethics Charter was assessed and deemed to remain adequate. In the same period, the Maybank Group Anti-Bribery and Corruption Policy was reviewed and enhanced to clearly articulate the reporting processes for incidents of bribery and corruption, namely the need for all entities within the Group to comply with applicable local regulatory reporting requirements in respect of all confirmed incidents of bribery or corruption.

Board Governance

The roles and responsibilities of the Chairman and the President and Group CEO 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 designated certain members to perform the following key functions and additional responsibilities:



Following the retirement of Dr. Hasnita Dato' Hashim in June 2025, Puan Fauziah Hisham has been appointed to assume the roles of SID and Chairman of the NRC.

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.




CORPORATE GOVERNANCE OVERVIEW STATEMENT

Board Committees

Since January 2024, the Board is supported by seven Board Committees. Each Board Committee has its own TOR, which clearly sets out its remit and decision-making powers. The chair of each Board Committee provides a report (to the Board) on salient matters discussed. The TOR of each Board Committee is also reviewed periodically to ensure that the TORs of the Board Committees are updated with the latest best practices, processes and/or procedures prescribed or recommended by the regulators and are of market standard. During the year, the NRC reviewed the composition of its Board Committees and refreshed the membership of certain Board Committees to enhance Board and Board Committee effectiveness and broaden the experience and exposures of Directors. The Board also conducted a comprehensive review of the Board Manual to ensure that its governance practices and procedures remain current, effective and fit for purpose. With the assistance of external legal advisers, the Board Manual was validated to confirm compliance with all applicable legal and regulatory requirements.

 The TORs of all Board Committees and the Board Charter are available on Maybank Group's corporate website at www.maybank.com

The key roles and focus areas of the Board Committees during FY2025, were as follows:

 Independent Members
  Number of Meetings
  Attendance

ACB AUDIT COMMITTEE OF THE BOARD

 4/4 (100%)
  17
  100%


Key Roles

- 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.
- To determine the criteria for selecting, monitoring and assessing the external auditors, and to make recommendations to the Board.

Key Focus Areas

- Oversight of risk based internal audit plans, revisions, budgets and audit quality.

- Monitoring audit findings, investigations, remediation progress and internal control effectiveness.
- Strengthening leadership performance, succession planning and talent sustainability for IA.
- Advancing digital auditing, analytics and quality assurance practices.
- Ensuring robust financial reporting, governance disclosures and regulatory compliance.
- Maintaining rigorous oversight of external auditors, related party transactions and conflicts of interest.

 Key activities of the ACB during FY2025 can be found on pages 155 to 159

2026 Focus Areas

- To further strengthen model governance, data quality controls and auditor capability building to effectively mitigate automation and AI-related risks.
- To maintain a strong focus on talent development and pipeline sustainability for IA.
- To sustain rigorous oversight of ageing audit findings and the timely closure of Self-Identified Issues (SII), which remains critical.
- To continue deep-dive audit coverage of cyber security and thematic cyber reviews, reflecting persistently elevated threat levels.

NRC NOMINATION AND REMUNERATION COMMITTEE

 4/5 (80%)
  13
  100%

Key Roles


- To recommend to the Board the appointment and re-appointment of Board and Board Committee members, and the conduct of the annual evaluation of their performance, both individually and collectively.
- To assess the fitness and propriety of Board members and senior officers.
- To review annually and recommend the remuneration framework for Non-Executive Directors of Maybank and its subsidiaries.
- To evaluate recommendations on the remuneration and compensation policies of executives in key management positions.

- To administer the Employees' Share Grant Plan (ESGP) pursuant to the By-Laws of the ESGP.

Key Focus Areas

- Strengthened Board and leadership effectiveness across the Group.
- Oversaw robust succession planning for the Board, senior management, subsidiaries and Shariah Committees.
- Ensured adherence to strong governance and fit and proper standards in all appointments.
- Oversaw strategic leadership appointments and leadership development to support the Group's long-term objectives.



- Ensured remuneration frameworks remained aligned with performance and risk considerations.
- Supported sustainable value creation and the maintenance of sound CG practices.

 Key activities of the NRC during FY2025 can be found on pages 141 to 142

2026 Focus Areas

- To continue focusing on succession planning for the Board and senior management.
- To ensure that the remuneration framework remains competitive to attract and retain the right talent for the Board and senior management.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

 Independent Members  Number of Meetings  Attendance

RMC RISK MANAGEMENT COMMITTEE

 3/3 (100%)  11  100%

Key Roles

- 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.
- To review management risk reports on risk exposure, risk portfolio composition and risk management activities on a periodic basis.

Key Focus Areas

- Strengthened oversight of enterprise-wide risk governance, including credit, liquidity, operational, technology and cyber risks across the Group.
- Advanced the integration of ESG and climate-related risks into the Group's risk appetite, risk measurement and monitoring frameworks.

- Reviewed stress-testing outcomes, model validation activities and capital adequacy assessments to ensure continued financial resilience.
- Monitored regulatory compliance and risk developments across key markets, ensuring timely management actions where required.
- Worked closely with the Board Technology Committee (BTC) to reinforce oversight of technology-related risks, operational resilience, and cyber security preparedness.

2026 Focus Areas

- To strengthen oversight of credit risk governance through annual reviews of the Group Credit Risk Framework, credit policies and credit authority limits.
- To deepen portfolio surveillance through corporate performance reviews, sector portfolio assessments and forward-looking credit risk monitoring.

- To enhance enterprise-wide stress testing, capital adequacy and liquidity risk oversight to ensure continued financial resilience.
- To advance ESG and climate-risk integration into risk measurement, portfolio monitoring and risk appetite implementation.
- To reinforce model governance through ongoing validation, monitoring and refinement of internal risk models.
- To maintain oversight of operational, technology and cyber risks in close coordination with the BTC.

CCB COMPLIANCE COMMITTEE OF THE BOARD

 2/3 (67%)  10  100%

Key Roles

- To deliberate and review the Maybank Group Compliance Framework and Maybank Group's compliance policies periodically, and to provide recommendations to the Board on how the framework can be strengthened.
- To evaluate the effectiveness of the Group's overall management of compliance risk periodically and to recommend to the Board improvements to be made.
- To review the Compliance Report/periodic reports presented on the assessment of compliance status of the Bank and of the Group.
- To review updates on regulatory trends and requirements, prior to submission to the Board, which include any incidents of regulatory breaches, significant control gaps and emerging issues that have been made known or escalated to Group Compliance.

Key Focus Areas

- Evaluated group-wide effectiveness in managing Money Laundering, Proliferation Financing and Terrorism Financing (AML/CPF/CFT), and Bribery and Corruption risks.
- Reviewed and monitored level of effectiveness in monitoring and ensuring ethical conduct in business dealings.
- Reviewed level of effectiveness in monitoring regulatory compliance and ensuring compliance with relevant laws and regulations.
- Assessed the adequacy of infrastructure, resources and systems in managing overall compliance risk.
- Provided guidance and oversight in upholding compliance culture across the Group.

2026 Focus Areas

- To continue to strengthen Group-wide management of AML/CPF/CFT, and Bribery and Corruption risks, including enhancements to monitoring and risk assessment capabilities.
- To continue reviewing and monitoring the effectiveness of frameworks and controls in promoting and ensuring ethical conduct in business dealings.
- To further enhance oversight of Regulatory Compliance, including consistency in implementation and adherence to applicable laws and regulatory expectations.
- To progressively enhance the adequacy and effectiveness of infrastructure, resources and systems supporting overall compliance risk management.
- To continue to reinforce and sustain a strong compliance culture across the Group through ongoing governance, engagement and training efforts.

CRC CREDIT REVIEW COMMITTEE

 3/5 (60%)  14  99%

Key Roles

- To affirm or veto all new or additional credits to counterparty groups (approved by the Group Management Credit Committee and Group Wealth Management Credit Committee) as per the Credit Authority Limits as delegated by the Board.
- To recommend to the Board/Maybank Islamic Berhad Board for credits to Connected Parties as per Maybank Group Management of Connected Parties risk document.
- To approve credits to Connected Parties as per Maybank Group Management of Connected Parties risk document.

Key Focus Areas




- Responsible for overseeing the Bank's loan portfolio by monitoring loan performance and ensuring lending risks are well managed across different industries.
- Responsible for providing oversight of the Bank's credit processes for retail and non-retail customers, ensuring loans are assessed, approved, and managed properly in accordance with established policies and standards.
- Provided oversight of relationships and credit exposure with major customers and counterparties across the Group, ensuring concentrations were monitored and potential risks were identified early.

- Responsible for assessing the potential impact of climate change and the move towards greener industries could affect the Bank's loans, by identifying customers or sectors that may face higher financial risks in the future.

2026 Focus Areas

- To provide oversight of the Bank's credit processes for retail and non-retail customers, ensuring loans are assessed, approved, and managed properly in accordance with established policies and standards.
- To ensure strong portfolio quality, prudent credit underwriting, monitoring sector and concentration risks, integrating ESG considerations, and ensuring all credit decisions align with the Bank's risk appetite and governance standard.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

 Independent Members
  Number of Meetings
  Attendance

 3/4 (75%)
  5
  100%

BSC BOARD SUSTAINABILITY COMMITTEE

Key Roles

- 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.
- To review and recommend the Group's sustainability disclosures to the Board for approval as required by laws and/or rules.

Key Focus Areas

- Reviewed and discussed all sustainability issues, including climate change and business strategies, as well as operational and financed emissions.
- Reviewed progress updates on sustainability, covering sustainability commitments and framework strategy implementation, action plans, decarbonisation strategy and stakeholder engagements.
- Deliberated and recommended the Sectors Net Zero Pathway Targets White Paper to the Board for approval.
- Reviewed and enhanced existing sustainability-related framework and policies.
- Strengthened ESG risk management including climate risk management.

2026 Focus Areas

- To continue monitoring and overseeing the implementation of material sustainability plans, sustainability issues and the overall progress updates on sustainability.
- To continue enhancing the sustainability related framework and policies, and to further strengthen the ESG risk management.

BTC BOARD TECHNOLOGY COMMITTEE

 3/5 (60%)
  12
  100%

Key Roles

- To review and endorse the Group's technology strategy.
- To oversee third-party technology vendor relationships and ensure sound risk management practices.
- To monitor operational resilience, focusing on system availability, stability, and emerging cyber and technology trends.
- To support the integration of technology into customer-facing solutions to enhance engagement, satisfaction and loyalty.
- To evaluate and strengthen business continuity and disaster recovery plans for effective recovery from disruptions.
- To develop governance frameworks for technology-related decisions aligned with the Group's strategic goals.
- To manage risks associated with talent shortages and critical IT skills.

Key Focus Areas

- Reviewed and refined cyber security policies, strategies and incident response plans to strengthen the Group's technology-risk preparedness and resilience.
- Ensured security frameworks remain robust and effective in protecting critical systems, data and infrastructure.
- Oversaw the development, maintenance and stabilisation of IT systems, to support operational reliability and high service availability across the Group.
- Ensured technology policies remain aligned with applicable laws, regulations and industry standards, while mitigating technology-related operational and reputational risks.
- Supported technology talent development and capability building to sustain expertise and adaptability in an evolving technology environment.
- Worked closely with the RMC to reinforce oversight of technology-related risks, operational resilience, and cyber security preparedness.

2026 Focus Areas

- To oversee execution of the Group Technology and Digital strategy, including major transformation initiatives and platform modernisation.
- To strengthen oversight of cyber security posture, incident readiness and technology-risk management across the Group.
- To monitor the stability, resilience and availability of critical technology infrastructure and core systems.
- To oversee cloud adoption, data governance, AI-related developments and emerging technology risks.
- To reinforce oversight of outsourcing arrangements, vendor risk management and technology cost discipline.
- To work closely with the RMC to ensure coordinated oversight of technology, cyber and operational resilience risks.

Sustainability

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 at the next page. 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:

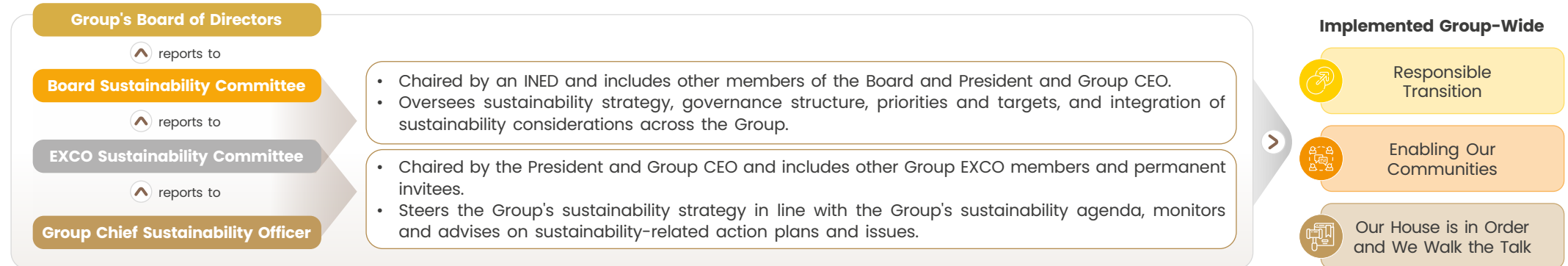
1 Responsible Transition

2 Enabling Our Communities

3 Our House is in Order and We Walk the Talk

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Sustainability KPIs are also incorporated into the organisation's performance setting (scorecard) and adopted by all staff within the Group.



Sustainability is also one of the key strategic thrusts of M25+, giving rise to a specific strategic programme – To be the sustainability leader in Southeast Asia (SEA) to drive our sustainability agenda. Key initiatives to support the effective execution of this strategy are as follows:



Maybank's sustainability strategy is central to creating lasting impacts for our stakeholders and is vital for driving long-term business growth. To support this commitment, we have introduced several key policies and frameworks to enhance our sustainability initiatives:

- Maybank Group Sustainability Framework – This framework guides the Group's approach to sustainability, ensuring that our efforts are aligned with our strategic objectives.
- Maybank Group Sustainable Product Framework (SPF) – Updated in 2024, the SPF facilitates the effective development of green, social, sustainable and transition products, enabling us to meet diverse client needs while promoting sustainability.
- Maybank Group Environmental Data Management (EDM) Framework – This framework governs the consolidation and internal verification of environmental data across the Group, ensuring accuracy and accountability in our reporting.
- Maybank Group Climate Risk Policy – Introduced in 2023, this policy identifies, assesses, and manages climate-related risks, reinforcing our commitment to addressing environmental challenges.
- Maybank Group Transition Finance Framework – Also introduced in 2023 and updated in FY2025, this framework classifies and recognises credible transition finance solutions, supporting clients in their journey towards sustainability.
- Maybank Group Human Rights Policy – Developed in 2023, this policy reflects Maybank's commitment to respecting human rights as outlined in the United Nations Guiding Principles on Business and Human Rights (UNGPs).
- Maybank Group Sustainable Procurement Principles (SPP) – Introduced in 2025, integrate ESG considerations into the Bank's procurement, guiding ESG risk management, promoting sustainable supplier practices and embedding sustainability in sourcing decisions.
- Maybank Nature and Biodiversity Primer – Developed in 2025 to support the upskilling of all internal employees, fostering a shared understanding of nature and biodiversity across the organisation by providing clear definitions, key concepts and relevant context.

Our sustainability Key Performance Indicators (KPIs), linked to our four sustainability commitments, continue to form part of the FY2025 Group Scorecard.

In 2025, as part of our journey in advancing transition finance, we have established interim 2030 targets for six high ESG risk sectors. A white paper released in May 2024 initially outlined targets for the palm oil and power sectors, which were later expanded to include steel and aluminium in November 2024, and further extended to commercial real estate and automotive in February 2025. We focus on proactive client engagement by emphasising advisory services that assist clients in transitioning responsibly. In preparation for these initiatives, we developed a sector-neutral Client Engagement Guidebook in 2023. This guide empowers relationship managers to conduct meaningful ESG-related discussions with clients about their transition strategies.

In advancing our role in sustainable finance and thought leadership, Maybank continues to engage actively in key industry and international platforms. We chair the ESG Committee for the Association of Banks in Malaysia (ABM) and serve as Deputy Chair and Secretariat for JC3's Sub-Committee 4 on Engagement and Capacity Building. We are also members of the United Nations Environment Programme Finance Initiative (UNEP FI) Asia Pacific Advisory Board. Additionally, our insurance arm, Etiqa, is the first insurer in Malaysia to adopt the United Nations Principles for Sustainable Insurance (UN PSI). In 2025, Maybank became a founding member of the Malaysian Sustainable Palm Oil (MSPO) Impact Alliance, a collaborative platform bringing together diverse stakeholders to advance sustainable palm oil practices. The Bank also led the development of the JC3 Sustainable and Transition Finance Guidelines (STFG), a national-level guidance for banks, which was officially launched in December 2025.

For more details on the Group's sustainability efforts, please refer to the Sustainability Statement on pages 103 to 117 of this report and relevant sections in the Sustainability and Environmental Report 2025

Board Size, Composition and Diversity

As at to date, the Board consists of 11 members, of whom 73% 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

CORPORATE GOVERNANCE OVERVIEW STATEMENT

experience, skills, knowledge and length of service. Consistent with our Policy on Board Gender Diversity, the Board has sustained a representation of at least 30% women directors in its composition since 2018. The Board skills matrix is as set out below.

For further details on the Board's composition and diversity, including nationality, age and gender, please refer to page 119

	1	2	3	4	5	6	7	8	9	10	11	12
Tan Sri Dato' Sri Ir. Zamzamzairani Mohd Isa	●	●	●	●		●		●		●	●	●
Dato' Sri Khairussaleh Ramli	●	●	●	●		●	●	●	●	●		●
Fauziah Hisham	●	●	●	●	●	●	●	●	●	●		●
Che Zakiah Che Din	●	●	●	●	●	●	●	●	●	●		●
Shariffuddin Khalid	●	●	●			●	●	●	●			●
Dato' Zulkiflee Abbas Abdul Hamid	●	●	●	●		●	●	●	●	●		●
Shirley Goh	●	●	●	●	●	●	●	●				●
Datuk Yee Yang Chien	●	●	●			●	●	●	●			●
Chiam Sou Hong	●	●	●	●	●	●	●	●	●	●	●	●
Vittorio Furlan	●	●	●			●	●	●			●	
Rohaya Mohammad Yusof	●	●	●	●		●	●	●	●	●		●

Skills

- 1 Corporate Governance*
- 2 Strategic Planning and Business Strategy*
- 3 Banking (including Commercial/Investment/Islamic banking)*
- 4 Asset Management
- 5 Insurance and Takaful
- 6 Accounting and Finance*
- 7 Audit*
- 8 Risk Management*
- 9 Credit Risk*
- 10 Legal and Compliance*
- 11 Artificial Intelligence/Innovation and Technology/Digital*
- 12 Sustainability

* "Must Have" skillsets identified by the Board during the Board Effectiveness Evaluation exercise

The Board has identified a set of "Must Have" skillsets that are considered critical to the effective discharge of its fiduciary duties, oversight responsibilities and strategic stewardship of the Group, as indicated above. These skillsets reflect the Board's assessment of the competencies required to oversee the Group's current operations, risk profile and long-term strategic direction.

Based on the Board skills matrix assessment, the Board is satisfied that, collectively, the Directors possess all the identified "Must Have" skills. This demonstrates that the Board, as a whole, has the appropriate balance of skills, experience and knowledge to provide effective leadership and oversight.

Pursuant to the Directors Tenure Policy, the tenure of an INED is limited to a cumulative period of nine years. As at to date, none of the members of the Board has exceeded their nine-year tenure. The years of service of INEDs and Non-Independent Non-Executive Directors (NINEDs) can be found on page 120.

Embracing Diversity, Equity and Inclusion (DEI), Maybank's commitment to women leadership continues to be recognised globally, with its inclusion in Bloomberg's Gender Equality Index for gender equality practices since 2017. For FY2025, women representation among senior management stood at 42.8%.

The Nomination and Remuneration Committee

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 FY2025 were as follows:

Board Composition and Succession Planning

- 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 the succession plan for the Boards of subsidiaries and Shariah Committees
- 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

Recruitment and Appointment of Directors and Shariah Committee Members

- Reviewed the background, skills, and experience of potential candidates for appointment to the Boards of Maybank and its subsidiaries and Shariah Committees of Maybank Islamic Berhad, Etiqa Family Takaful Berhad and Etiqa General Takaful Berhad
- Conducted engagement sessions to assess the suitability of potential candidates to be appointed to the Boards of Maybank and its subsidiaries
- Reviewed the re-appointment and re-election of Directors of Maybank and its subsidiaries
- 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

Recruitment and Appointment of Senior Officers

- Reviewed and recommended the offer of new employment contracts to Group EXCO members
- Conducted engagement sessions to assess the suitability of potential candidates to be appointed as senior officers of Maybank
- Reviewed and recommended the appointment of senior officers of Maybank
- Reviewed the appointments of Group EXCO members to the Boards of subsidiaries

Succession Planning for Senior Management

- Reviewed and received updates on succession plan of senior management

Fit and Proper Assessment

- Reviewed the results of the annual fit and proper assessment of Directors, senior officers, Shariah Committee members, company secretaries, Material Risk Takers and other Material Risk Takers in the Group

Board Effectiveness Evaluation

- Reviewed the results of the Board Effectiveness Evaluation (BEE) exercise for FY2024 and recommended the proposed Actionable Improvement Programme to the Boards of Maybank and its subsidiaries for approval
- Reviewed the training needs of the Directors
- Received updates on the Actionable Improvement Programme relating to BEE findings for FY2024

Remuneration

- Reviewed and recommended the remuneration and benefits of NEDs of Maybank and its subsidiaries
- Reviewed and recommended the total rewards (variable bonus, salary increment and vesting of shares under the ESGP Award) for the Group
- Reviewed performance rating and recommended total rewards for the President and Group CEO and Group EXCO members
- Reviewed and recommended the total rewards (variable bonus, salary increment and vesting of shares under the ESGP Award) for employee in Material Risk Taker and Other Material Risk Taker positions
- Reviewed performance measures for ESGP
- Received updates on the holistic review undertaken on Maybank's Total Rewards Management in conjunction with the FY2024/2025 Total Rewards Exercise post-mortem

Governance

- Reviewed and recommended the revision of the TOR of the NRC
- Reviewed the Board's rating for the Balanced Scorecard of the President and Group CEO
- Reviewed the list of Material Risk Takers and Other Material Risk Takers of Maybank and its key subsidiaries
- Reviewed the Maybank Board Manual
- Received updates on the amendments made to the Listing Requirements and Voting Guidelines of major shareholder
- Received update on FIDE Forum's Report on Board Culture and Leadership in Licensed Financial Institutions in Malaysia





Board Appointment

The NRC plays a major role in the nomination and selection process of potential candidates for appointment to the Boards of Maybank and its subsidiaries. The nomination and appointment of new Directors are guided by 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;
5. Policy on Board Gender Diversity; and
6. Policy on Directors' Conflict of Interest.

 Details of the above policies are provided in the Corporate Governance Report which is available on Maybank Group's corporate website at www.maybank.com/ar

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, to deliver the Group's strategy effectively and successfully.

The NRC is responsible for overseeing succession planning for the Board and Board Committees, key subsidiary boards, as well as senior management positions. In discharging this responsibility, the NRC adopts a structured and forward-looking approach to ensure the Board continues to comprise an appropriate balance of skills, experience, independence and diversity, and remains effective over time.

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 Boards 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.: FIDE Forum, ICDM and professional search firms) for its review and consideration. The NRC also reviews the talent pool regularly to ensure that the Board always has 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 as well as to ensure that the knowledge, experience and skillsets of its Board members are well-suited to meet the demands of an ever-changing financial industry.

During FY2025, the NRC reviewed the succession plan for the Board of Maybank, taking into consideration the Board skills matrix, Directors' tenure and independence considerations, in support of orderly board renewal and long-term sustainability, well ahead of the retirement of Dr. Hasnita Dato' Hashim in June 2025 and Mr. Anthony Brent Elam in November 2025. The search for suitable talents culminated in the appointment of Puan Rohaya Mohammad



CORPORATE GOVERNANCE OVERVIEW STATEMENT

Yusof, who was identified and included in the Board's talent pool, following a structured search and assessment process. Puan Rohaya brings with her extensive experience in investment banking, corporate finance and asset management, which complements and strengthens the Board's collective competencies and supports effective oversight of the Group's strategic and financial matters.

Additionally, the NRC has taken proactive steps in planning for upcoming Board renewals, noting that several NEDs are expected to complete their nine year tenure and retire from the Board in 2027. To ensure continuity, effective board refreshment and the maintenance of the ideal Board size of 12 Directors at all times, the NRC has proactively commenced the search and evaluation of potential candidates, some of whom are expected to be appointed in the near future.

The succession planning for Group EXCO (excluding the President and Group CEO) and other key governance and senior positions, encompassing successor readiness and proposed development interventions was also reviewed during the year by the NRC and subsequently the Board for information.

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. In order 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, an independence assessment is 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 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 other external commitments
 - Declaration of conflict of interest with Maybank Group
 - Declaration of shareholding in Maybank Group
- (ii) Verification of Directors' financial standing via bankruptcy search, CCRIS Report and Maybank's internal Online Credit Information Search System (OCISS).
- (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 FY2025, the NRC and the Board were satisfied that all Directors have met and fulfilled all the FAP criteria while all INEDs met the independence criteria set out in Maybank Group FAP Policy. Additionally, all 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.

Similar to the BEE for FY2024, the effectiveness of the Board and Board Committees for FY2025 were assessed in the following key areas:

- (i) Board Responsibilities
- (ii) Board Composition
- (iii) Board Remuneration
- (iv) Board Committees
- (v) Board Conduct
- (vi) Board Interaction and Communication
- (vii) Board Chair
- (viii) Board Administration and Process
- (ix) Directors Learning and Development Programme

The BEE for FY2025 also included a Self and Peer Evaluation of each individual Director's performance, the results of which were shared with the Chairman of the Board, who may wish to discuss with Directors individually on the findings of this evaluation.

Based on the results of the BEE conducted for FY2025, all the areas of assessment as mentioned above were rated as either "Satisfactory" or "Strong". The results were consistent with the previous year's evaluation across all areas assessed, demonstrating the Board's continued effectiveness and commitment to the high standards of governance and sustained high level of performance.

Taking into consideration the positive ratings assigned by Board members across all areas assessed under the BEE for FY2025, and given that key matters raised by Board members during the exercise will continue to be discussed and addressed at future Board/Board Committee meetings, the Board agreed that no Actionable Improvement Program is required to be implemented this year.

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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. With the assistance of Group Corporate Secretarial (GCS), a Directors' Training Calendar for FY2025 was prepared where all relevant internal and external trainings/conferences/seminars/webinars were compiled and submitted to the Board every month for the Board's information.

During FY2025, the Board continued to place strong emphasis on continuous professional development. All Directors participated in structured training and development programmes to enhance their knowledge, competencies and effectiveness in discharging their oversight and stewardship responsibilities. These programmes were guided by the Directors' training needs identified through the FY2024 BEE, with particular focus on fintech, digital transformation, Islamic banking and finance, asset management, and insurance, in line with the Group's strategic priorities.

In May 2025, the Board undertook a series of targeted engagement sessions with external subject matter experts, focusing on digital transformation, innovation and leadership. These included sessions hosted by a leading UK commercial bank on the evolution of banking models and fintech developments, as well as data transformation and core banking initiatives. The Board also visited the research and development (R&D) and software development hub of a leading global management consulting firm, and attended a leadership talk by Prof. Manfred Kets de Vries of INSEAD. The Board also participated in the Annual Board Risk Workshop (ABRW) 2025, which addressed on key emerging risks, including financial crime, operational resilience, and cloud risk management.

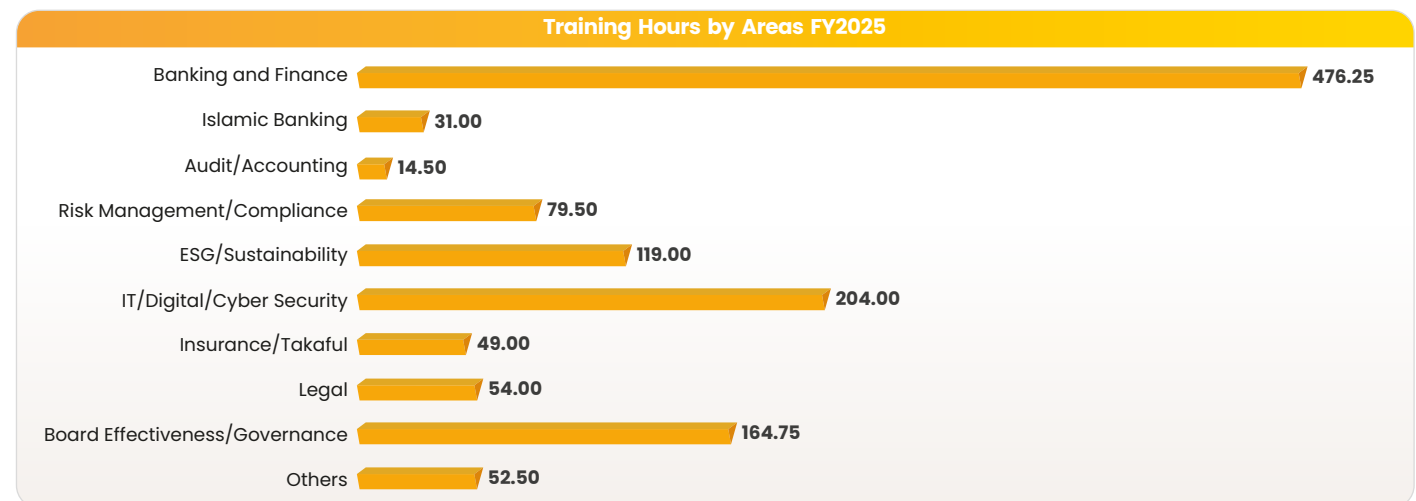
To strengthen Group-wide governance and cross-Board collaboration, the Board held dedicated engagement sessions with key subsidiary Boards. In October 2025, an engagement session was conducted between the Board and the Board of Commissioners of PT Maybank Indonesia Tbk to exchange views on performance, key challenges and strategic priorities. In December 2025, a similar engagement session was held with the Board of Maybank Singapore Limited.

In December 2025, GCS conducted a Group-wide corporate governance training programme for the Board and the subsidiaries board members at the Asia School of Business, complemented by a cyber risk and security awareness session. Apart from refreshing their knowledge of corporate

governance matters, the programme also presented an opportunity for subsidiaries board members to interact with (Maybank) Board members for better collaboration and alignment. A total of 33 Board members from the Board of Maybank and its subsidiaries attended these events.

Through these ongoing development and engagement initiatives, the Board continues to strengthen its collective capabilities, reinforce sound governance practices and support the effective execution of the Group's long-term strategy.

Total training hours for Board members increased from 1,059.75 hours in FY2024 to 1,244.50 hours in FY2025 (about 17%), reflecting the Board's ongoing commitment to ensuring Directors continue to possess the requisite knowledge, skills and experience to discharge their duties effectively. The trainings attended by Board members in FY2025 were tracked and presented to the Board on a monthly basis. The breakdown of training hours by areas for FY2025 is as per the chart below.



A list of trainings attended by each Director during FY2025 can be found in Part B of the CG Report.

Based on feedback from Directors via BEE for FY2025, a more comprehensive training programme is being curated, taking into consideration emerging topics and thematic issues impacting the organisation which are important for Board's awareness. This curated training programme includes the following topics:

- (i) Digital product and services and innovation;
- (ii) New and emerging technology and innovation trends; and
- (iii) Regulatory developments.

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, the programme includes intensive one-on-one sessions with the Group EXCO members and/or heads of business/enabler functions, wherein new Directors will be briefed and updated on the business operations, as well as challenges and issues faced by the Group.

Puan Rohaya Mohammad Yusof had attended the induction programme in February 2026 pursuant to her appointment as a new director.

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.

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Details of the remuneration received by the Directors from Maybank in FY2025 were as follows:

	Salary (RM)	Bonus (RM)	Directors' Fees (RM)	Other Emoluments (RM)	Benefits- in-Kind (RM)	Employees' Share Grant Plan (ESGP) (RM)	Total (RM)
Executive Director							
Dato' Sri Khairussaleh Ramli	3,440,000	6,750,000		2,066,823*	107,378	2,823,480^	15,187,681
Non-Executive Directors							
Tan Sri Dato' Sri Ir. Zamzamzairani Mohd Isa			742,500	585,480	156,693#		1,484,673
Che Zakiah Che Din			435,000	207,000	24,017#		666,017
Fauziah Hisham			537,500	261,000	115,920#		914,420
Shariffuddin Khalid			570,000	333,000	21,236#		924,236
Dato' Zulkiflee Abbas Abdul Hamid			520,000	243,000	24,421#		787,421
Shirley Goh			520,000	261,000	81,417#		862,417
Datuk Yee Yang Chien			535,000	297,000	4,078#		836,078
Chiam Sou Hong			485,139	288,743	55,976#		829,858
Vittorio Furlan			527,500	292,500	33,836#		853,836
Dr. Hasnita Dato' Hashim ¹			260,000	152,500	4,430#		416,930
Anthony Brent Elam ²			453,555	271,675	54,159#		779,389
TOTAL (for Non-Executive Directors)			5,586,194	3,192,898	576,183		9,355,275
GRAND TOTAL	3,440,000	6,750,000	5,586,194	5,259,721	683,561	2,823,480	24,542,956

* Executive Director's other emoluments include pension costs, allowances and reimbursements

Benefits-in-kind for NEDs include club membership fees, per diem allowance and farewell gifts. In addition, benefits-in-kind for Chairman include company car, driver and fuel allowance

^ During FY2025, a total of 276,000 ordinary shares had been vested to the Executive Director under the ESGP (value equivalent to RM2,823,480 based on the statutory guidelines for taxable gains calculation)

Notes:

¹ Retired as Director of Maybank on 30 June 2025

² Retired as Director of Maybank on 14 November 2025

 The remuneration received by the Directors in FY2025 at Group level can be found in Note 43 on pages 150 to 152 of the Financial Statements

The NRC assists the Board in reviewing its remuneration framework via the Board Remuneration Review (BRR). The BRR is conducted annually, and once every three years with the assistance of an independent firm of consultants. Since the last independent BRR exercise was undertaken by an independent firm of consultants namely, PricewaterhouseCoopers (PwC) Malaysia in FY2023, the reviews of the NED Remuneration Framework for Maybank and its subsidiaries were conducted internally in FY2024 and FY2025, with the objective to validate whether the current NED remuneration is still competitive against the market.

Pursuant to the internal BRR conducted in December 2025, the NRC agreed that the existing NED Remuneration Framework was still aligned with the market and recommended that the Board maintain the Framework for FY2026. In January 2026, the Board decided to adopt the NRC's recommendation.

In view of the above, the NED Remuneration Framework as set out below will be put forth to the shareholders for approval at the 66th AGM, in accordance with Section 230 of the Companies Act 2016 and Paragraph 7.24 of the Listing Requirements.

Fee Component	NED Remuneration Per Annum (RM)		
	Chairman	Vice Chairman	Member
Board Fee	700,000	500,000	335,000
Board Committee Fee	85,000	–	50,000

Maybank's remuneration framework for its senior management has also been reviewed by the NRC and the Board. Particulars of senior management's remuneration are provided in Section B of the CG Report.


B EFFECTIVE AUDIT AND RISK MANAGEMENT

Internal Controls and Risk Management


The Group has a strong internal control system in place to effectively mitigate risks and support its strategic objectives. In this regard, the Board plays an active role in overseeing the Group's risk management framework and internal control systems. The Board is committed to maintaining a fair, balanced and transparent assessment of the Group's overall performance and long-term sustainability. As part of its oversight responsibilities, the Board regularly monitors the effectiveness of the internal controls, covering financial, operational, compliance and overall risk management.

As technology continues to evolve and cyber threats become more sophisticated, information security remains a top priority for the Group. The Group is continuously enhancing its technology infrastructure and security measures, guided by the Maybank Group Cyber and Technology Risk Management Frameworks and in compliance with the Policy Document on Risk Management in Technology (RMiT).

In line with our ESG Risk Management Framework, the Group regularly reviews and strengthens ESG practices in collaboration with stakeholders to promote sustainable business activities. Maybank takes a proactive approach to embedding ESG considerations into business processes, including the development of ESG Risk Acceptance Criteria for industries with higher ESG risks.

 For further details, please refer to the Sustainability and Environmental Report 2025 which is available at www.maybank.com/ar

In FY2025, the ACB reviewed disclosures on conflict of interest (COIs) situations and related party transactions (RPTs) to ensure compliance with Maybank Group's policies on identifying, monitoring, reporting, and reviewing COIs and RPTs, in accordance with the Policy on Directors' Conflict of Interest, Maybank Group Policy on Related Party Transactions and the Listing Requirements. All relevant RPT and COI matters were escalated to the ACB for review and subsequently reported to the Board for its information on a periodic basis throughout FY2025.

 The Group's risk governance structure and risk management approach are discussed on pages 148 to 154. Details on the management and mitigation of each principal risk are set out on pages 52 to 59, while further information on the Audit, Risk and Compliance Committees' roles are available on pages 137 to 138

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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, 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 President and Group CEO, the Group Chief Financial Officer and the Head of Group Investor Relations meet regularly with the Group'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 and 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 FY2025 to keep shareholders and investors informed on Maybank's material developments include the 65th Annual General Meeting (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 and AGM. Meanwhile, tailored FY2025 engagements with institutional shareholders and investors include dedicated management meetings, themed investor briefing on Super Growth areas in M25+ strategy, as well as senior management's attendance in 14 conferences and non-deal roadshows, resulting in meeting 329 analysts and fund managers from 160 companies.

 Details on the investor relations engagements in FY2025 and areas of investor interest can be found in Investor Information on pages 86 to 89

Further details on Maybank's communication channels and the types of investor engagements undertaken by Maybank are detailed in the CDPP. All investor presentations for the

above IR engagements and press releases by Maybank 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. To foster trust and encourage more engaging dialogue, Maybank held its 65th AGM in a hybrid mode, ensuring greater accessibility and inclusivity for all shareholders. Shareholders were given the options to attend the AGM either in person at the Malaysia International Trade and Exhibition Centre (MITEC) or virtually via the Remote Participation and Electronic Voting (RPEV) platform provided by the appointed share registrar, Boardroom Share Registrars Sdn Bhd. The 65th AGM saw a total of 6,702 attendees (1,452 attended in person and 5,250 virtually). To ensure a seamless meeting experience, the RPEV service provider 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 65th AGM could be convened as planned. During the 65th AGM, the President and Group CEO gave a presentation to shareholders on various topics, including the Group's FY2024 financial and business performance, updates on the Group's M25+ strategic plan and achievements, sustainability, next-gen workforce, and digital progress as well as performance outlook and priorities for FY2025. All the questions raised by the MSWG, institutional and retail shareholders prior to and during the meetings, as well as the Group's responses, were shared with the shareholders during the AGM (Q&As). Subsequent to the 65th AGM, these Q&As were uploaded onto Maybank Group's corporate website at www.maybank.com/ir within 30 business days from the date of said general meeting, similar to minutes of the AGM. The Notice of the 65th AGM was dispatched to shareholders not less than 28 days before the AGM. At the 65th 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 65th 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 FY2026 and beyond:

Accelerating Growth Through a "Whole of Maybank" Approach

To oversee the Group's focus on accelerating growth in priority businesses through integrated, segment-led go-to-market strategies and enhanced cross-sector collaboration. The Board will also provide strategic oversight on strengthening regional client coverage and transaction banking capabilities to support payments, deposits, wealth growth and long-term value creation.

Culture Transformation and Organisational Effectiveness

To oversee the implementation of the Group's culture transformation initiatives aimed at fostering a customer-centric, high-performing and continuous learning organisation in line with the ROAR30 strategy. The Board will further monitor organisational structure reviews and changes to operating models to support improved customer experience, shorter time-to-market and enhanced productivity.

Technology Modernisation and Operational Resilience

To oversee the implementation of a multi-year technology modernisation roadmap to support the Group's long-term operational resilience and sustainability. This includes oversight of initiatives to modernise core banking systems and data centre infrastructure, as well as monitoring the adoption of cloud and automation capabilities for critical systems in accordance with the Group's technology governance framework and risk appetite.

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 2025 is set out under Note 42 on page 149 of the Financial Statements.

MATERIAL CONTRACTS

There were no 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 2025 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 2025.

UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

Capital and Fund Raising Exercises

During the financial year ended 31 December 2025, the Group issued and entered into, among others, commercial papers, medium term notes, term loans, extendible money market certificates and covered bonds 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 loans, extendible money market certificates and covered bonds are disclosed in Notes 25 and 29 on pages 117 and 129 to 132 respectively of the Financial Statements

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

FINANCIAL YEAR ENDED 31 DECEMBER 2025

This Statement on Risk Management and Internal Control (SORMIC) has been prepared in accordance with paragraph 15.26(b) of Bursa Malaysia's Main Market Listing Requirements (MMLR), which requires the boards of listed issuers to provide a statement in their annual reports about the state of internal control of the company/group. Accordingly, the Board of Directors of Maybank (the Board) is pleased to provide the following disclosure, which encapsulates 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 the system's adequacy and effectiveness in identifying, assessing and responding to risks that may hinder the Group from achieving its objectives.

Among others, the Board establishes the Group's risk appetite, articulating the types and levels of risk that the Group is willing to accept in the pursuit of its business and strategic objectives. Active involvement in the Group's strategic goals and plans enables the Board to ensure all 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 also plays a crucial role in establishing a robust risk management and internal control governance structure, which sets the tone and culture for effective risk management. To execute its oversight responsibilities effectively, the Board has established the Risk Management Committee (RMC), Compliance Committee of the Board (CCB) and Audit Committee of the Board (ACB). These committees are responsible for overseeing matters related to risk, compliance and controls, respectively and to provide the Board with periodic updates on their work, key deliberations and decisions on delegated matters.

MANAGEMENT RESPONSIBILITY

Senior management is responsible for implementing all policies and procedures established by the Board pertaining to risk and control. The roles of senior management include:

- 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 risks in accordance with the Group's strategic vision and overall risk appetite;
- Designing, implementing and monitoring an effective risk management framework and internal control system;
- Implementing remedial actions to address compliance deficiencies as directed by the Board;
- Reporting in a timely manner to the Board any changes to risks or emerging risks and the corrective/mitigation actions taken; and
- Responsible for the integrity of all regulatory reporting.

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

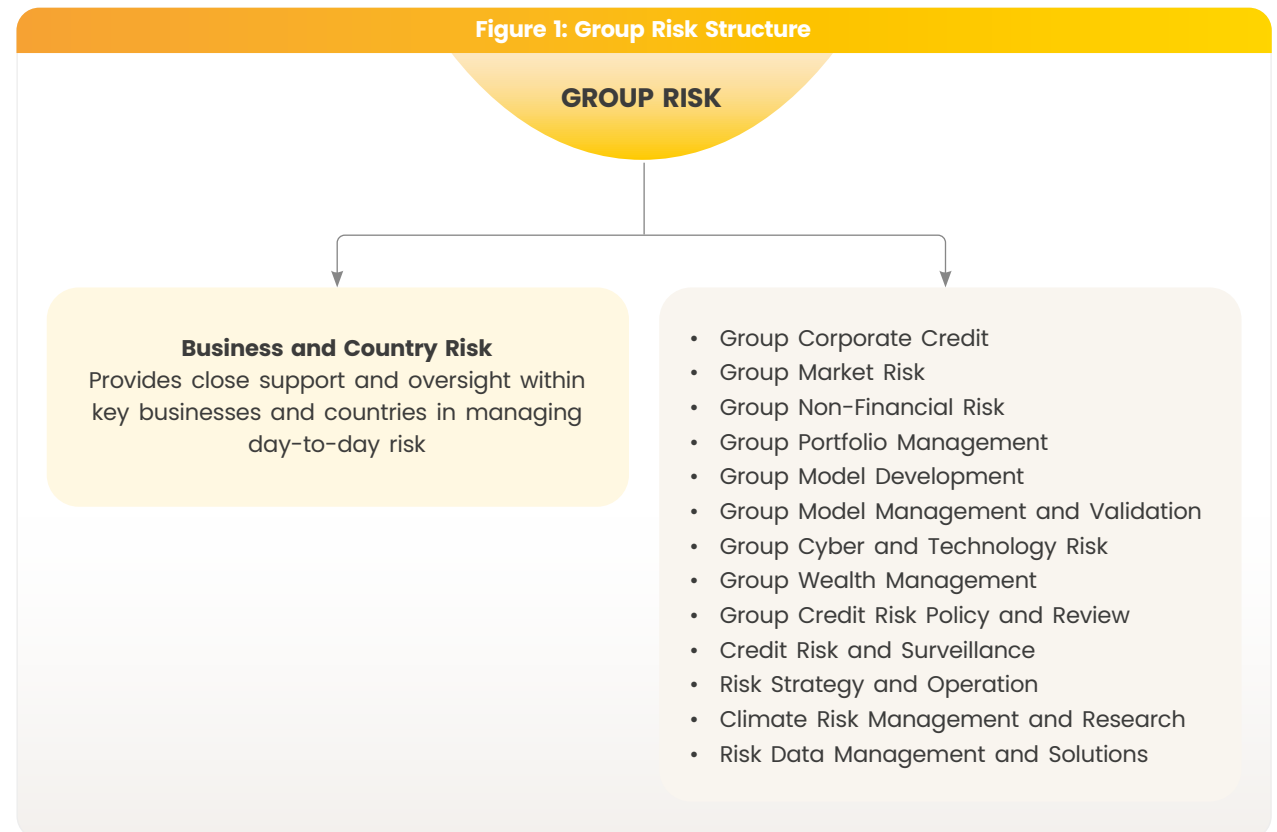
RISK MANAGEMENT

Overview

Group Risk is integral to the Group's corporate governance, providing comprehensive enterprise-wide oversight of risk management. This is achieved by establishing robust risk strategies, frameworks and policies, complemented by independent assessments and continuous monitoring of risk-related challenges. In FY2025, Group Risk remained committed to value creation, actively facilitating the Group's pursuit of its strategic and business objectives while positioning itself as a strategic enabler by fostering synergies with the business.

Group Risk functions are designed to manage various risk types, strategically addressing risks associated with the external environment that would impact the Group's strategic and business objectives. They uphold consistent standards in risk policies and risk management to ensure alignment with risk appetite and regulatory requirements.

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



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Risk Management Framework

Risk management is crucial in guiding strategic decision-making, aligning with business strategies while effectively calibrating the levels of risk undertaken to achieve financial and business objectives. In support of this objective, Group Risk has established the Maybank Group Enterprise Risk Management Framework to provide a structured, consistent and integrated approach to managing material risks that could impact the Group's mission.

This framework is anchored on a structured set of foundational components designed to cultivate a resilient risk management culture, incorporating effective practices and processes. Through these practices, the Group seeks to uphold the effectiveness and adequacy of its risk management and internal control framework.

Risk Appetite

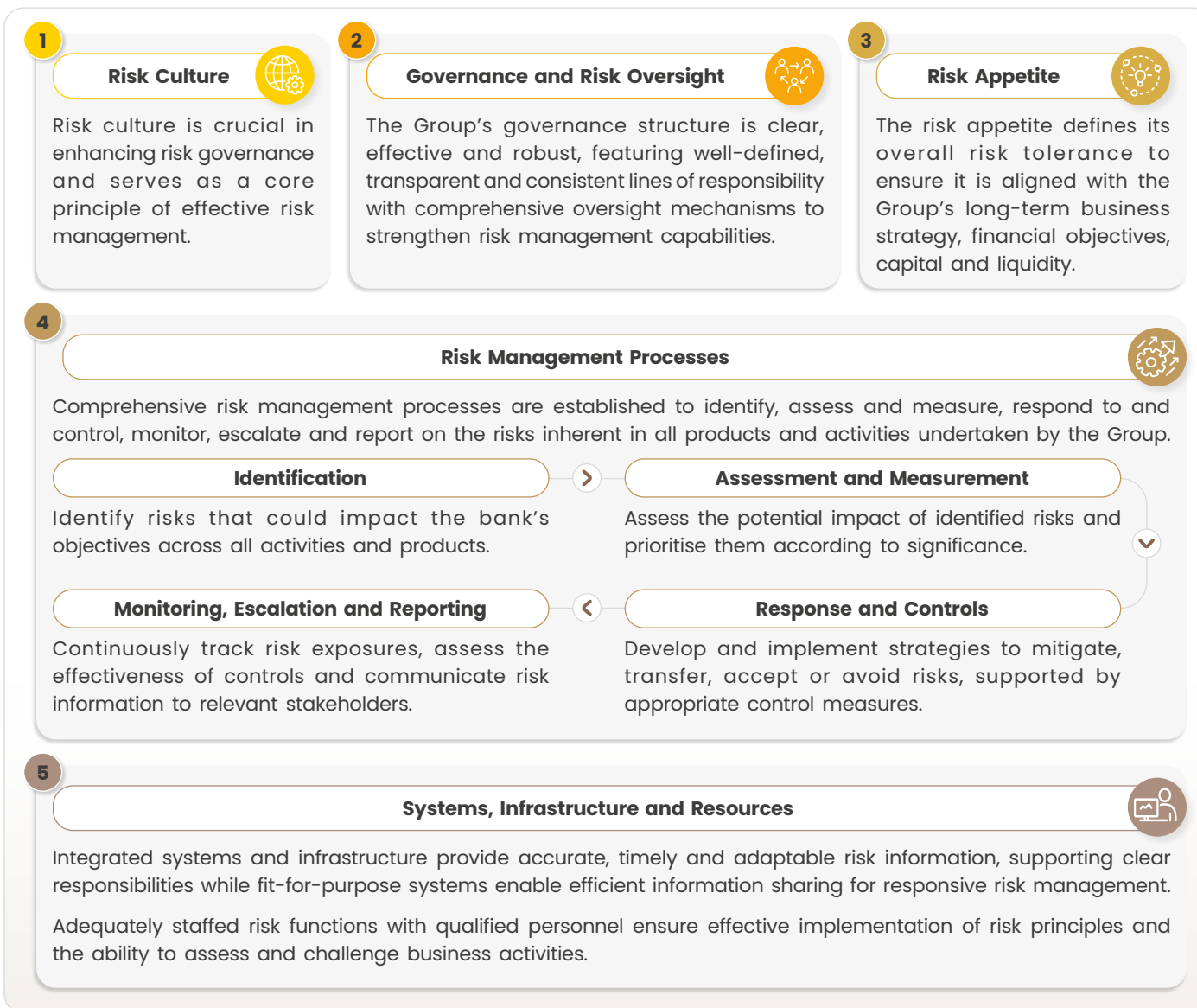
Maybank Group's Risk Appetite Statement (RAS) is integral to the Group's robust risk management framework that specifies the types and levels of risk that the Group is prepared to accept to achieve its strategic and business objectives. RAS also reinforces the risk culture and is communicated across the organisation to ensure the Group's business strategy and risk-taking activities remain within established risk parameters.

RAS outlines the Group's appetite across material risk types and sets tolerance levels for each, directing the Group's approach to managing risk within defined boundaries. The key material risks encompass capital risk, profitability risk, credit risk, liquidity risk, market risk, non-financial risk, IT risk, cyber risk, compliance risk, Shariah non-compliance risk and environmental, social and governance risk (including climate risk).



Risk Governance and Oversight

The Group's governance model provides a formalised, transparent and effective governance structure that encourages active engagement of both the Board and senior management in the overall risk management process. The governance framework further underscores the importance of accountability, ownership and segregation of duties across three lines of defence, ensuring a robust approach to risk governance and oversight.



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Group's overall risk governance structure is as illustrated in Figure 3:

Figure 3: Maybank Group Risk Governance Structure



¹ The Shariah Committees (SC) established within Maybank Islamic Berhad, Etiqa and PT Bank Maybank Indonesia oversee and ensure that their respective Islamic business activities comply with Shariah requirements. The SC of Maybank Islamic Berhad, in its capacity as the single SC for the Maybank Group, provides Shariah oversight for Maybank Islamic Berhad and all other Group entities conducting Islamic business activities, excluding Etiqa and PT Bank Maybank Indonesia.

Risk and Compliance Culture

The Group's risk and compliance culture is driven by a strong tone from the top and serves as the foundation on which robust enterprise-wide risk management structures and governance are built. It ingrains the appropriate values and principles in employees at all levels across the Group, shaping their behaviour and attitude.

Risk and compliance policies are clearly defined, consistently communicated and continuously reinforced throughout the Group to embed a culture that cultivates active identification, assessment and mitigation of risks. As part of the risk and compliance culture, the Board, senior management and employees 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 driven by the Board and senior management encompassing induction programmes, engagement sessions, e-learning and roadshows, among others. An integrated assurance platform is also emplaced to provide a single collective view of risk controls, compliance and governance. This ensures employees consider all risk factors to enhance the customer experience, building trust and the Group's brand value for long-term sustainability.

Maybank fosters a strong compliance culture across all levels of the Group, premised on a foundation of integrity. It starts with the Board and senior management setting the tone from the top via oversight, demonstrating leadership, ethical behaviour and regulatory compliance. This ensures every employee understands his or her role in upholding Maybank Group's core values and compliance standards.

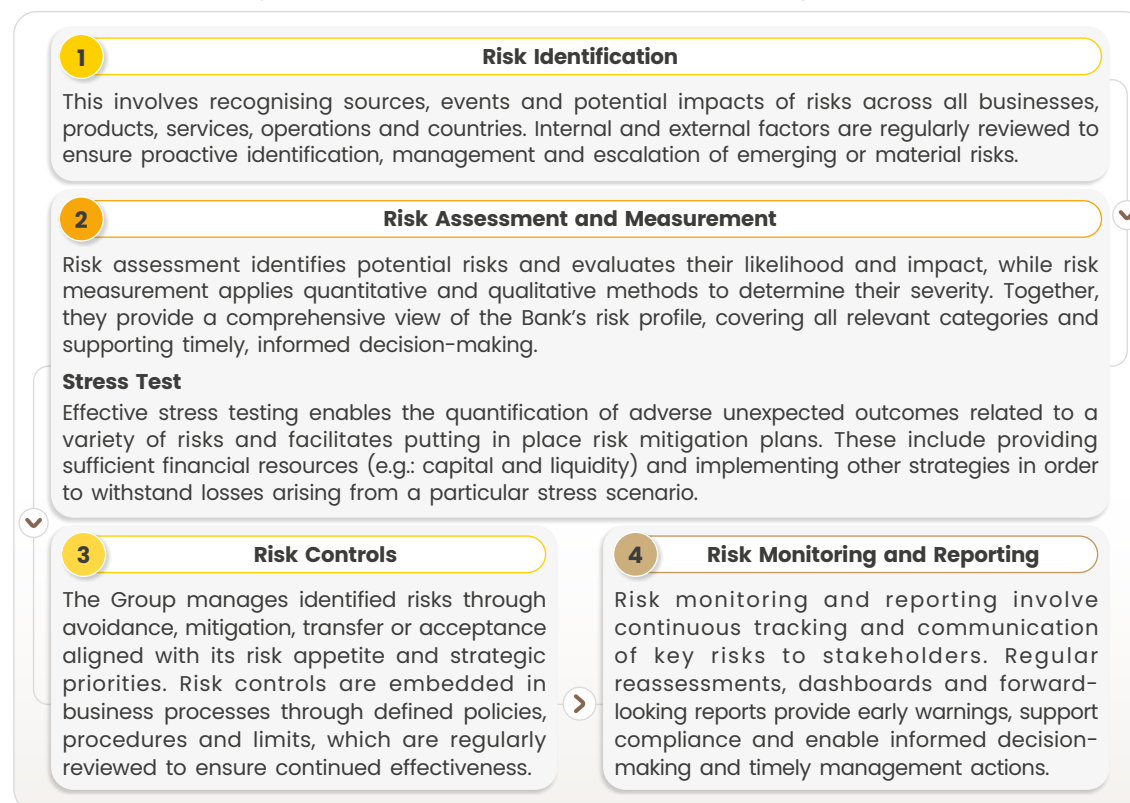
A culture of accountability, trust and transparency is upheld by encouraging staff to speak up and report any potential compliance issues or concerns. Appropriate escalation channels are in place for confidential reporting to avert any repercussions for raising valid concerns. This fosters a culture of trust and transparency, where everyone feels empowered to do the right thing.

Risk Management Processes

The Group's risk management processes are integral to establishing a proactive and systematic approach to risk oversight. They consist of the identification, assessment and measurement, response and control as well as monitoring, escalating and reporting of risk exposures throughout the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

This proactive approach enables the Group to detect and address potential risks before they materialise, ensuring that risk considerations are integrated into strategic planning and operational decision-making. Focus on continuous improvement further enhances the Group's capacity to respond to an evolving risk landscape and uphold its commitment to governance and accountability.



By reflecting the responsibilities of the Board, Shariah Committee, senior management and Shariah control functions, namely Shariah Risk, Shariah Review and Shariah Audit, the framework ensures the effective management of Shariah non-compliance risks. The end-to-end Shariah-compliant governance mechanism is carried out through three lines of defence as follows:

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

Stress Testing

The Group's stress testing programme embedded within the risk and capital management process, is a vital component of risk management. It serves as a forward-looking tool to identify vulnerabilities under exceptional but plausible and worst-case scenarios that may arise due to systemic and idiosyncratic factors. Outcomes of the stress tests assist the Group to assess the impact of stress scenarios on its business, financial, capital and liquidity position as well as to establish a range of options to manage potential vulnerabilities.

As part of ongoing enhancement of its stress testing framework, Maybank is incorporating climate risk stress testing while continuing to evolve its data management, material risk assessments and stress test methodology. This ensures efficient identification of vulnerabilities and timely development of mitigation actions.


Responsible Lending

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

ESG considerations are incorporated into the Group's credit risk policies, procedures and business processes through the development of position papers and ESG Risk Acceptance Criteria for high ESG risk industries. The process involves engagement with industry players and clients to promote understanding of ESG impacts and identify opportunities to integrate sustainability into clients' business practices.

Our relationship managers are guided by a Client Engagement Guidebook to build forward-looking strategic and operational capabilities and curate bespoke solutions to support clients' decarbonisation journeys. 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 maturity of clients' sustainability practices.

In addition, we have a Sustainable Product Framework for more effective development of sustainable solutions, while the Transition Finance Framework provides guardrails on the mobilisation of transition finance for hard-to-abate sectors. Furthermore, the Maybank Group Climate Risk Policy outlines the concept of climate risk and sets out the approach to manage climate risk exposure of the Group's financing activities and operations.

 Details of the frameworks can be found in the Sustainability and Environmental Report, which is available on www.maybank.com/ar or www.maybank.com/en/sustainability.page

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, 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 for managing compliance risk to ensure uniformity in practices to meet 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 across all businesses and countries within the Group that execute Islamic business transactions. The framework references Bank Negara Malaysia (BNM)'s Shariah Governance Policy Document ensuring that all the Group's Islamic operations and business activities adhere to Shariah principles. It also assigns oversight accountabilities to the Board, Shariah Committee and other key organs involved in Shariah governance.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Cyber and Technology Risk Management Frameworks

The Technology Risk Management Framework (TRMF) and Cyber Risk Management Framework (CRMF) provide an integrated and structured approach to govern and manage technology and cyber risks across the Group. The TRMF sets out the governance structure, roles and responsibilities for identifying, assessing, monitoring and responding to technology and cyber risks. These processes are supported by robust oversight to ensure the timely identification of risks and their effective management within the Board-approved risk appetite. The CRMF complements the TRMF by reinforcing cyber resilience through a comprehensive approach encompassing governance, protection, detection, response and recovery. It strengthens cyber incident response and ensures technology environments remain secure and resilient against emerging risks and disruptions.

The Maybank Group Cloud Adoption Framework (CAF) further enhances governance by embedding cloud-specific principles and lifecycle controls within the Group's risk management practices, ensuring secure, compliant and well-governed adoption of cloud services. Together, these frameworks strengthen operational resilience, uphold regulatory compliance and safeguard customer trust in line with applicable regulations and industry best practices.

INTERNAL CONTROL SYSTEM

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

- **Group Organisation Structure**

This comprises 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 on and approves the annual business plan and budget. 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 senior management on key operational statistics as well as legal and regulatory matters. Any material changes or amendments to the Group's policies are also tabled to the Board for approval.

- **Oversight by Compliance Committee of the Board**

The Board is assisted by the Compliance Committee of the Board (CCB) in the oversight of compliance risk. Through the CCB, compliance risk management is deliberated at the highest level for the effective management of regulatory compliance supporting business growth in line with the Group's aspirations and

Board Oversight – Compliance Committee of the Board


The Compliance Committee of the Board (CCB) provides strategic oversight of the Group's compliance framework, ensuring adherence to regulatory requirements, internal policies and ethical business standards. In 2025, the CCB continued to focus on managing critical compliance risks relating to money laundering, terrorism financing, proliferation financing as well as bribery and corruption, while driving initiatives to further strengthen regulatory compliance across the organisation. In this regard, the CCB provides strategic oversight through the review of compliance risk indicators, emerging regulatory trends, and control measures to ensure accountability and continuous improvement in compliance risk management. Collectively, these initiatives underscore Maybank's steadfast commitment to integrity, transparency and accountability in all aspects of its operations.

 A comprehensive overview of the CCB's role, responsibilities and key activities in 2025 can be found on page 138 of this report

Dato' Zulkiflee Abbas Abdul Hamid




risk appetite. The role of the CCB is to review and assess the adequacy of the infrastructure, resources and systems to manage compliance risk across the Group and recommend enhancements to 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/ar

- **Oversight by Audit Committee of the Board**

The Audit Committee of the Board (ACB) was established to assist the Board in its governance and oversight responsibilities, as well as to assure a reliable and transparent financial reporting process within the Group. ACB assesses the adequacy and effectiveness of the Group's governance, risk management and internal control system through the Internal Audit (IA) function, having active oversight of the independence, scope of work and resources of the IA. It meticulously reviews internal and external audit plans, scrutinises control mechanisms, addresses weaknesses and verifies financial statements for accuracy and compliance.


ACB is also pivotal in appointing and evaluating the Group Chief Audit Executive and external auditor, ensuring audit objectivity and ethical conduct through conflict of interest reviews. The committee meets periodically to review audit and investigation reports prepared by IA, taking into consideration the corresponding Group Internal Audit Committee (GIAC)'s views. Significant control lapses are escalated by the ACB to the Board for further deliberation, where necessary. The ACB also reviews unresolved audit findings and ensures Management undertakes the necessary remedial actions within the stipulated timelines.

 Details of the activities undertaken by the ACB are highlighted in the Audit Committee Report as set out on pages 155 to 159

- **Oversight by Risk Management Committee**

The Risk Management Committee (RMC) oversees the Group's enterprise-wide risk management ensuring alignment with strategic initiatives, risk appetite and internal controls. It reviews risk reports, policies, frameworks, credit limits and stress testing, recommending key actions for Board approval. The RMC also monitors regulatory compliance, risk culture and capital adequacy while overseeing recovery and continuity plans to safeguard the Group's financial stability.

In evaluating the Group's risk tolerance, the RMC ensures it remains appropriate for current and projected business conditions. It proactively addresses emerging risk issues, emphasising the importance of anticipating and responding to evolving threats within the risk landscape. These emerging risks include challenges such as intensifying cyber threats, geopolitical uncertainties and evolving regulatory requirements. The RMC also monitors risks associated with climate change and the implications of global economic shifts that could affect market conditions and the Group's risk exposure.

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

- **Oversight by Nomination and Remuneration Committee of the Board**

The Nomination and Remuneration Committee of the Board (NRC) was established to assist the Board in implementing policies and procedures with regard to the composition of the Board and its committees, the nomination, appointment and re-appointment of Directors and senior officers including their performance assessment, as well as to review and recommend matters relating to their remuneration. The NRC's main objective is to ensure these policies and procedures comply with regulations such as BNM's Corporate Governance (CG) Policy, MMLR and the Malaysian Code on CG, among others.



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The key roles and responsibilities of the NRC are:

- (1) To assess potential candidates, existing Directors and senior officers in ensuring compliance with BNM's Fit and Proper requirements;
- (2) To review the independence of Directors in accordance with the related regulations;
- (3) To assess the performance and effectiveness of the Board, Board committees, individual Directors and senior officers; and
- (4) To establish and oversee policies for determining and reviewing the remuneration of Directors and senior officers.

Further information on the roles and responsibilities of the NRC can be found in Section B of the CG Report, which is available on Maybank's corporate website at www.maybank.com/ar

• Other Board Committees

The Board is also assisted in executing its governance responsibilities and oversight function by the Credit Review Committee, Board Technology Committee and Board Sustainability 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 CG Report, which is available on Maybank's corporate website at www.maybank.com

• Executive Level Management Committees

Various Executive Level Management Committees (ELCs) have been established by senior management to assist and support the Board committees in overseeing core areas of business operations and controls.

These ELCs include the Group Executive Committee, Group Onboarding and Review Committee, Group Management Credit Committee, Group Executive Risk and Compliance Committee, Group Asset and Liability Management Committee, EXCO Sustainability Committee, Group Impairment Review Committee, Group Procurement and Property Committee, EXCO Technology Committee, M25+ Steering Committee, Group Internal Audit Committee, Group Staff Committee, and Maybank Group 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 in facilitating Management's decision-making. Maybank Group's Data Privacy Policy, Personal Data Protection Policy and Information Risk Management Guidelines

establish the overarching principles that govern the effective management and safeguarding of information assets. All information must be properly managed, controlled and protected as guided by the Maybank Group Cyber and Technology Risk Management Frameworks and BNM's Risk Management in Technology (RMiT) policy document. Information security is a priority given the increased adoption of technology and concomitant risk of cyber threats. Technology controls are applied at various stages of the information cycle.

Technology infrastructure and security controls continue to be strengthened in response to the evolving cyber threat landscape.

• Sustainability Management

The Maybank Group Sustainability Framework serves as the overarching document outlining the mission, principles, goals, targets, governance and approach to all our sustainability-related activities. It is supported by other Group policies and procedures that reflect specific aspects of sustainability 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. The sustainability strategy, which is one of the five strategic thrusts of the Group, 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 sustainability governance, the EXCO Sustainability Committee, which is chaired by the President and Group Chief Executive Officer, is responsible for steering, coordinating and ensuring the effective implementation of the Group's sustainability agenda. Concurrently, the Board Sustainability Committee 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 and Environmental Report, which is available on www.maybank.com/ar or www.maybank.com/en/sustainability/page

• Regular Updates of Risk Management Frameworks, Policies and Procedures

Risk management frameworks, policies and procedures are reviewed and updated to remain relevant to the current business environment and compliant with applicable laws and regulations. These risk documents apply across the Group, including subsidiaries and overseas branches, which adopt the Group's standards while adhering to local requirements. Group Risk provides oversight to facilitate the Group-wide adoption and customisation of such documents.

• Procurement Manual and Non-Credit Discretionary Power

The Group Procurement Manual serves as a comprehensive guideline to streamline and standardise procurement functions across the Group. It ensures the efficient and economical acquisition of high-quality goods and services while promoting good procurement practices, from identifying the need to procure through to contract closure. Applicable to all entities within the Group, the manual emphasises legal compliance, accountability and adherence to relevant approving authority policies, such as the Non-Credit Discretionary Power (NCDP) and Delegation of Authority (DOA), upholding integrity and transparency in all procurement activities.

The authority to approve any request for budgeted or unbudgeted expenditure conforms to the applicable approval authority policies, i.e.: the NCDP, 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 Maybank Group Electronic Standard Practice Instruction (MGeSPI) manual and are updated from time to time in accordance with changes to the business environment or regulatory guidelines.

• Maybank Group People Policies

The Maybank Group People Policies (MGPP) outlines 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 capital management, including safeguards against business human rights violations, the prevention of any form of harassment, talent acquisition, learning and development, performance and consequence management, and code

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

of ethics and conduct for the cessation of employment. This is aligned with our M25+ strategy that ensures we promote the well-being of all our employees.

At Maybank, our focus is on creating a safe and conducive working environment to enable our employees to thrive as they fulfil their personal and professional goals. In 2023, we introduced the Maybank Group Dignity Policy (MGDP) to reduce inequalities while promoting decent work and economic growth for all, regardless of background. The MGDP safeguards employees' right to human dignity, reinforcing our commitment to provide an environment free of discrimination and harassment, where all individuals enjoy equal opportunities, eliciting their best performance. It further ensures all our employees are treated with respect and dignity, reiterating that any form of discrimination, bullying, bias or harassment will not be tolerated. The policy complements the Maybank Group Code of Ethics and Conduct, Business Ethics Charter and the Diversity, Equity and Inclusion Policy.

• 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 that drive behavioural ethics while fulfilling our collective responsibility to serve our mission of Humanising Financial Services. These values are 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 in place to promptly identify, escalate, report and manage fraud-related risks in a decisive manner. Stern disciplinary action is taken against any employee found to be involved in fraud.

• Reputational Risk Management

The Group adopts a holistic approach, supported by sound governance to promote awareness of and manage our reputational risk. Protecting our reputation is paramount to providing financial services with integrity. Upholding trust and creating a better customer experience and security are vital components of our obligations as a financial institution. The Maybank Group Crisis Communication Plan and Crisis Escalation Playbook outline the roles and responsibilities of key stakeholders such as monitoring social media sentiment and implementing escalation protocols, to facilitate effective reputational risk management and maintain risk exposures within the Group's risk appetite.

• Whistleblowing

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

Access to whistleblowing information is governed with the strictest confidentiality by 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. The Group 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 and Corruption Policy and Procedures set out the guiding principles to address and manage bribery and corruption risks in all the Group's dealings.

• Financial Crime Compliance

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

• Independent Assurance by Internal Audit

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

 More detailed description of the Internal Audit function is provided in the Audit Committee Report on pages 155 to 159

REVIEW OF THE STATEMENT BY EXTERNAL AUDITOR

This Statement has been reviewed by the external auditor 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 2025. The limited assurance review was conducted in accordance with Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised) and the principles of Audit and Assurance Practice Guide 3 (AAPG 3). The ISAE 3000 (Revised) and principles of AAPG 3 do not require the external auditor to form an opinion on the adequacy and effectiveness of the risk management and internal control system of the Group.

Based on the limited assurance procedures performed and evidence obtained, the external auditor has 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, has not been prepared, in all material respects, in accordance with the disclosures required by Statement on Risk Management and Internal Control (SORMIC): Guidelines for Directors of Listed Companies (SORMIC Guide 2025); nor is the statement factually inaccurate.

CONCLUSION

The President and Group Chief Executive Officer and Group Chief Financial Officer have provided reasonable assurance to the Board that the risk management and internal control system implemented by the Group is operating adequately and effectively in all material aspects.

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

After careful consideration of the assurance from senior management and input from the relevant assurance providers, the Board is of the view that the Group's risk management and internal control system operates adequately and effectively, thus safeguarding the interests of the Group's shareholders and assets. Additionally, the Board is satisfied that the Group has established an ongoing process to identify, evaluate, monitor, manage and respond to significant risks encountered in the pursuit of its business and strategic objectives. This commitment remains amid the dynamic and challenging business environment and increasing regulatory scrutiny, especially in these times of uncertainty and crisis. This process has been consistently in place throughout the entire financial year under review, up to 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 | 3. Che Zakiah Che Din |
| 2. Shariffuddin Khalid | 4. Vittorio Furlan |

Its composition 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. The current ACB, comprising solely of Independent Directors of Maybank, also meets the Step Up Practice of the Malaysian Code on Corporate Governance issued by the Securities Commission Malaysia.

Following a review of the terms of office and performance of the ACB during the 2025 Annual Board Committee Effectiveness Evaluation, the Board of Directors (Board) was satisfied that the Committee had discharged its functions in accordance with its terms of reference.

During the financial year ended 31 December 2025 (FY2025), there was a change to the ACB's composition, with Chiam Sou Hong stepping down as a member effective 17 September 2025.

 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 IN THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Meetings Held and Attended

A total of 17 meetings were held during FY2025, details of which are set out below:


Name of Committee Member	Numbers of Meeting Held and Attended in FY2025
Shirley Goh – Chairman	17/17
Shariffuddin Khalid	17/17
Che Zakiah Che Din	17/17
Chiam Sou Hong	12/12
Vittorio Furlan	17/17

The Group Chief Audit Executive (GCAE) and members of the Maybank Group Audit Management team attended the meetings to present the internal audit and investigation reports. The Group Chief Operations Officer, as Chairman of the Group Internal Audit Committee (GIAC), represented Management at the ACB to provide assurance on the prompt resolution of audit issues raised by Maybank Group Audit (MGA). Representatives of the audited units were invited to the meetings, when necessary, to clarify issues or concerns arising from the audit reports and to confirm any required rectification action would be carried out.

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 (KAM) and updates on Management's responses and action plans on issues highlighted in their report. Together with the President and Group Chief Executive Officer and Group Chief Financial Officer, 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 Maybank Group were reviewed and discussed.

Board Oversight – Audit Committee of the Board

The Audit Committee of the Board (ACB) plays a pivotal role in ensuring a reliable and transparent financial reporting process, as well as a robust and effective risk management and internal control system to uphold good governance. In 2025, the ACB continued to focus its oversight on the effectiveness of the internal and external audit functions, reviewed their audit plans and audit reports and ensured timely corrective actions by the Management. During the year, the ACB also reviewed disclosures on conflict of interest situations and related party transactions to ensure continued integrity and accountability in the Group's governance practices.

 A comprehensive overview of the ACB's role, responsibilities and key activities in 2025 can be found on page 137 of this report

Shirley Goh



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) that has been adopted since December 2011. Subsequently, a recommendation for the external auditors' reappointment was made to the Board.

In FY2025, ACB held four private sessions with the external auditors and two with MGA without Management's presence, to discuss matters the auditors wished to raise and to ensure the ability of the auditors to carry out their work and functions without restrictions.

Internal Audit

In FY2025, the ACB carried out the following activities in the discharge of its duties and functions:

1. Reviewed and approved the Annual Audit Plan (AAP) for FY2026 to ensure adequate scope, coverage and resources. The ACB further noted the Internal Audit (IA)'s annual operating budget for FY2026, which was tabled alongside the AAP.
2. Reviewed and approved post Quarter 1 and 2 revisions to the AAP FY2025 and noted Quarter 3 updates. These revisions were based on reassessment of the remaining audits for the year, emerging risks and requests from regulators, the ACB and Management.
3. Deliberated and approved the FY2025 Balanced Scorecard for the GCAE, taking into account the relevance of the key performance indicators set for the year.
4. Reviewed and approved the FY2024 performance and rewards for the GCAE and Malaysia-based MGA staff, based on their annual achievements and the Board-approved performance matrix.
5. Reviewed the monthly GCAE Reports which provided updates on the completion of the AAP, audit ratings, resources and staff development, digital audit progress, MGA's participation in IT projects and analysis of auditees' feedback.
6. Deliberated audit and investigation reports together with Management's action plans to strengthen internal controls. Key discussion points were then communicated to Management via GIAC, and significant control lapses were escalated to the Group EXCO when necessary.

AUDIT COMMITTEE REPORT

7. Provided updates to the Board on the audits and investigation reports conducted by MGA via the ACB Chairman's Reports.
8. Reviewed the monthly audit finding status reports and discussed Management's corrective actions and timelines. The ACB also discussed and approved Management's requests for extensions to rectify audit findings based on the justifications provided.
9. Reviewed and noted the minutes of the GIAC meetings to obtain an overview of Management's deliberations and remedial actions on internal control issues raised by IA. The ACB also noted the minutes of the ACBs of the subsidiaries in Malaysia and overseas, deliberated the key concerns highlighted, and sought clarification or further information where necessary to ensure appropriate follow-up actions were taken.
10. Reviewed and deliberated the FY2024 Audit Rating Statistics, which provided an overview of the Group's internal control state based on FY2024 audits, including key trends, areas for improvement and factors requiring Management's attention.
11. Reviewed and endorsed the proposed revision to the Internal Audit Charter for Board's approval to ensure continued alignment with the Global Internal Audit Standards (GIAS).
12. Deliberated on MGA's succession planning for the GCAE and Mission Critical Positions (MCPs), focusing on strengthening a sustainable talent pipeline and organisational capability by broadening the talent pool across diverse sectors and skills, aligned with the Group's enterprise transformation priorities.
13. Deliberated and noted MGA's updates on the continued advancement of its digital auditing capabilities and the wider use of analytics across regions, as demonstrated via MGA's quarterly showcases. These showcases highlighted digital initiatives that enhance insight generation, automate selected audit processes and introduce the initial pilot application of agentic Artificial Intelligence (AI) in auditing.
14. Deliberated the results of the internal quality assurance review for FY2024 which summarised MGA's conformance with the GIAS issued by The Institute of Internal Auditors (IIA).
20. 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 the implementation of any major new accounting standards;
 - b. Significant matters highlighted, including significant judgements, estimates or assumptions made by Management, significant or unusual events or transactions during the year and how these matters were addressed; and
 - c. The impact of external events and business developments to the financial reporting process.

External Audit

Integrated Annual Report

15. Reviewed and endorsed the Audit Committee Report (ACR) for the Board's approval and disclosure in the FY2024 Integrated Annual Report.
16. Reviewed and endorsed the Statement on Risk Management and Internal Control (SORMIC) for the Board's approval and disclosure in the FY2024 Integrated Annual Report.
17. Reviewed and endorsed the FY2024 Integrated Annual Report for the Board's approval.
18. Reviewed and endorsed the Corporate Governance Overview Statement and Report for the Board's approval and inclusion in the FY2024 Integrated Annual Report.

Financial Reporting

19. 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 they had been prepared in accordance with the Malaysian Financial Reporting Standards (MFRS), International Financial Reporting Standards (IFRS) and requirements of the Companies Act 2016 in Malaysia, before recommending the financial results and financial statements to the Board for approval.

21. 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 FY2025, new areas of audit emphasis arising from recent events and developments in accounting standards, laws and regulations, multi-location audit scoping, audit timelines, significant audit areas that may give rise to KAM, and the proposed statutory audit fees. The APM was subsequently recommended for the Board's approval;
 - b. The results of the audits, significant audit and accounting matters identified including those pertaining to external events and business developments; and
 - c. Memorandum of Recommendations arising from the audits together with Management's responses or comments.
22. 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 the external auditor and the By-Laws on Professional Ethics, Conduct and Practice of the Malaysian Institute of Accountants. The following procedures were carried out:
 - a. Review of the professional conduct of the external auditors, considering information available from public or independent sources to ensure:
 - i. The appointed external auditors were registered with the Audit Oversight Board as public interest entity auditors;
 - 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 had 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 did not have any record of disciplinary action taken against them for unprofessional conduct by any professional associations and/or regulatory bodies.
 - b. Assessment of 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 two years prior to the date of statutory declaration;

AUDIT COMMITTEE REPORT

- 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. Assessment of the external auditors' performance by reviewing the quality of previous audit or work done and their level of engagement with the ACB. The assessment found that the external auditors had participated actively in discussions with the ACB, as detailed below:
- i. The external auditors updated the ACB on the results of the audit findings in their report for FY2024 on 24 January 2025;
 - ii. The external auditors tabled the Memorandum of Recommendations arising from the audit of the financial statements for FY2024 to the ACB on 25 April 2025;
 - iii. On 13 May 2025, the external auditors presented to the ACB their report on the limited review of the Bank's unaudited profit after taxation and zakat for the three-month period ended 31 March 2025;
 - iv. On 25 July 2025, the external auditors presented to the ACB their report on the limited review of the Bank's unaudited profit after taxation and zakat for the six-month period ended 30 June 2025;
 - v. On 18 September 2025, the external auditors presented to the ACB the APM with regard to the audit of the financial statements for FY2025; and
 - vi. The ACB held meetings with the external auditors on 24 January 2025, 25 April 2025, 25 July 2025 and 20 November 2025 without Management's presence to allow the external auditors to raise concerns, if any, and discuss relevant issues and obtain feedback for improvement.
- d. Assessment of 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 2024 were signed off by the external auditors on 26 February 2025;
 - ii. The report on limited review for the financial period ended 31 March 2025 was signed off by the external auditors on 26 May 2025;
 - iii. The report on limited review for the financial period ended 30 June 2025 was signed off by the external auditors on 30 July 2025; and
 - iv. No past audit lapses by the external auditors were observed in previous assurance engagements.
- e. Assessment of the independence and objectivity of the external auditors by reviewing the following:
- i. List of non-audit services provided by the external auditors for 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 Accountants' Code of Ethics for Professional Accountants;
 - 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 and the concurring partner have not served the Bank or Maybank Group for a continuous period of more than five years.
- f. Assessment of the external auditors' Annual Transparency Report which encompassed statistics and insights into the audit firm's 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.
23. 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 assurance that the scope and proposed fees for the non-audit services to be performed by the external auditors would not threaten their independence; and
 - c. The fees quoted by the external auditors for non-audit services were competitive and commensurate with the scope of such non-audit services.
- Related Party Transaction (RPT)**
24. Reviewed RPTs to ensure compliance with Maybank Group's procedures for identifying, monitoring, reporting and reviewing related party transactions, in line with the Group's RPT Policy.
25. On a quarterly basis, reviewed compliance of related party disclosures with MFRS124 Related Party Disclosures, Main Market Listing Requirements (MMLR), Companies Act, 2016 and Maybank Group's guidelines. This covered the nature and value of the transactions to ensure the terms and conditions of the transactions were commercially-driven and at arm's length basis.
- Conflict of Interest (COI)**
26. Assisted the Board in reviewing COI situations within the Bank. Based on the ACB's review, no COI was reported in the financial year ended 31 December 2025 within the meaning and scope as set out in the MMLR.

AUDIT COMMITTEE REPORT

INTERNAL AUDIT FUNCTION

Organisational Independence

The IA function was established by the Board to strengthen Maybank Group's ability to create, protect and sustain value by providing the Board and Management with independent, risk-based and objective assurance, advice, insight and foresight. It operates under the direct authority and supervision of the ACB, thereby ensuring its independence. The IA function is independent of the activities it audits, with the GCAE reporting functionally to the ACB and administratively to the President and Group Chief Executive Officer, as outlined in the Board approved Internal Audit Charter. The IA function is structured on a Group basis and operates under the oversight of the GCAE. The GCAE also oversees the IA functions of the overseas subsidiaries, which remain directly accountable to their respective Audit Committees (or equivalent). All IA functions across the Group operate independently of the business units to preserve objectivity.

Effective 1 October 2025, the Group's IA function is led by Malique Sidique, who succeeds Mohamad Yasin Abdullah. Malique Sidique brings over 25 years of leadership experience in financial services spanning finance, governance and operations. He was entrusted with several key leadership roles, including the recent appointments as Acting Group Chief Financial Officer, Officer-in-Charge of Group Islamic Banking and Chief Executive Officer of Maybank Islamic.

He began his career in the United Kingdom where he spent 10 years before returning to Malaysia to join a local bank, and subsequently Maybank Investment Bank Berhad in 2012. Since then, he has held several pivotal leadership roles across the Group, including Chief Financial Officer of Maybank Investment Banking Group and Chief Financial Officer of Maybank Investment Bank Berhad. He was also appointed as Group Financial Controller, Chief Financial Officer for Group Islamic Banking and Head of Group Performance Reporting.

Malique Sidique holds a Bachelor of Science in Accounting and Finance from the London School of Economics. He is a Fellow Chartered Accountant with the Institute of Chartered Accountants in England and Wales (ICAEW), a member of the Malaysian Institute of Accountants (MIA), and a Chartered Banker with the Asian Institute of Chartered Bankers. He also completed the Chief Financial Officer Programme at Columbia Business School, where he was awarded a Certificate in Business Excellence.

Responsibility, Scope and Methodology

The IA function is responsible for assessing the adequacy and effectiveness of the Group's risk management and internal control systems, and ensuring key risks are properly evaluated and managed. It provides risk-based, objective assurance and advisory support to help enhance organisational value and assist Management in achieving the Group's objectives.

The AAP FY2025 was approved by the ACB in December 2024 with the revised AAP tabled to the ACB on a quarterly basis. The AAP is refreshed taking into consideration the audit cycle, remaining audits for the year, changes in the risk landscape and requests from the regulators, ACB and Management. The AAP FY2025 defined the IA scope of work for the year, covering the business and operations of the Group. In establishing the AAP FY2025, all auditable units were risk ranked using the Maybank Risk-Based Audit approach while the

COSO Internal Control – Integrated Framework Principles and COBIT (for IT) framework were used to assess the adequacy and effectiveness of internal controls. In formulating the plan, MGA also considered the Group's key business strategies, operational priorities as well as Management's areas of concern. MGA also continued to provide independent consultative reviews on the Group's new initiatives, including new business ventures, systems and products.

During the year, audit reports, including issues, root causes, recommendations, self-identified issues (SII) raised by Management and Management's action plans were tabled to the GIAC and ACB for deliberation. The GIAC also reviewed the status of rectification for audit findings and Self-Identified Issues (SII), including the adequacy and timeliness of Management's remediation efforts for escalation to the ACB for approval.

IA's processes are governed by relevant regulatory guidelines, the GIAS, which is part of the International Professional Practices Framework (IPPF) issued by The IIA and the Group's Code of Ethics and Conduct Policy. The Quality Assurance and Improvement Programme (QAIP) is used to assess the quality and effectiveness of IA processes against GIAS, with internal assessments performed annually and an external assessment conducted at least once every five years. The QAIP results were tabled to the ACB for information.

Resources

As at 31 December 2025, MGA had a total staff strength of 392 individuals across Malaysia and the overseas subsidiaries, and incurred approximately RM124.55 million to maintain the IA function for the year. The breakdown of staff strength and expenses is as follows:

Location	No. of Staff	RM million
Malaysia	171	66.04
Regional	221	58.51
Total Group	392	124.55

Audit Innovation serves as MGA's central training hub, ensuring consistent competency standards across the Group IA function. MGA's learning and development initiatives in FY2025 were guided by the Future Skills Framework (FSF), a recognised industry framework that outlines the digital, technical and professional skills required for a future-ready workforce, Maybank Group Competency Framework, the IIA's Internal Audit Competency Framework and other leading industry standards to ensure its audit capabilities remained relevant vis-a-vis global expectations. This was also in line with the GRASP25 vision of fostering a "Professional assurance provider and insight generator, powered by a bionic workforce to uphold good governance and deliver value-added services for the Maybank Group".

MGA remains committed to the continual upskilling of its auditors through a series of structured in-house training programmes for auditors from Malaysia and overseas subsidiaries, facilitated by internal and external subject matter experts. These programmes are designed to build future-ready capabilities and in areas including credit, actuarial and insurance, compliance, sustainability and environmental, social and governance, AI, anti-money laundering and sanctions, data analytics, and transaction banking, thereby strengthening the delivery of high-impact audits across the Group.



AUDIT COMMITTEE REPORT

In parallel, MGA continues to reinforce auditor competency and uphold professional standards through the pursuit of relevant professional certifications, including the Specialist Certificate in Bank Audit (SCBKA), Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA) and Certified Anti-Money Laundering Specialist (CAMS).

Additionally, in collaboration with Group Human Capital, selected leadership development programmes were extended to auditors to enhance personal effectiveness and strengthen leadership competencies. These initiatives contributed to the development of identified audit talents and reinforced leadership capabilities within MGA across the region.

SUMMARY OF INTERNAL AUDIT ACTIVITIES IN FY2025

In addition to the ACB's activities in relation to Internal Audit as outlined in paragraphs 1 to 14 above, IA also undertook the following initiatives in FY2025 to support the ACB in discharging its functions and duties:

1. Accelerated the adoption of digital technologies in auditing to gain deeper insights into emerging risks through advanced data analytics. Key initiatives included leveraging AI and machine learning for predictive loan performance analysis, expanding regional application of data analytics and implementing an audit management system. These strengthened MGA's capabilities, enhancing its assurance and advisory roles for Management and stakeholders.
2. Organised an MGA Mini Conference comprising the MGA Top Team Effectiveness Programme and the Group AAP FY2025 Challenge Session, bringing together over 65 leaders from Malaysia and overseas subsidiaries.
3. Performed periodic internal control testing and independent assessment on business units, operations and processes across the Group as identified in the AAP. Among the key risk areas assessed were cyber and technology security, anti-money laundering, anti-bribery and corruption, implementation of Shariah requirements across business operations, outsourcing governance and operations as well as sales activities, cash management and physical security at branches.
4. Adopted a regional approach in conducting reviews on critical areas such as anti-money laundering, anti-bribery and corruption, actuarial valuation, cyber security, compliance with the general IT controls to ensure consistency across the Group.
5. Conducted compliance reviews in accordance with the requirements of the respective countries' regulatory authorities on areas such as Kuala Lumpur Interbank Offered Rate, Institutional Unit Trust Adviser, Management of Customer Information and Permitted Disclosure (MCIPD), Climate Risk Management Scenario Analysis (CRMSA), Climate Change and Principal-based Taxonomy (CCPT), Outsourcing as well as Unit Trust Management Company by Federation Investment Managers Malaysia.
6. Conducted thematic reviews across key business areas, including cyber security, anti-money laundering and counter-financing of terrorism, anti-bribery and corruption, trade surveillance for all regions as well as post-loan approval credit risk management in commercial banking.
7. Prepared and presented the Analysis of Audit Rating Statistics FY2024 to provide Management with key insights on control effectiveness and emerging risks to support continuous improvement and enhance accountability across the organisation.
8. Presented GIAC's key discussion points to Group EXCO, including major concerns arising from unsatisfactory audit reports and investigation reports.
9. Monitored and reported the status of Management's action plans to address audit findings highlighted by IA and SII raised by the Management. Requests for timeline extensions were escalated to GIAC for endorsement and to the ACB for approval.
10. Continued to maintain and leverage the Cyber Security Audit Centre of Excellence (CoE) to enhance IA's capability in providing independent assurance over cyber security controls. During FY2025, the CoE supported IT audits through specialised reviews and insights on emerging cyber threats, enabling more risk-focused audit coverage.
11. Presented the revised Internal Audit Charter for the Board's approval to ensure continued alignment with the GIAS issued by The IIA.
12. Monitored the implementation of GRASP25, MGA's three-year transformation roadmap, to position IA as an insight generator by 2025. As the programme entered its final phase, the 34 initiatives across Talent, Process, Innovation and Governance continued to be tracked to ensure completion and delivery of the intended outcomes.
13. Coordinated the Guest Auditor Programme (GAP), which allows MGA to leverage subject matter expertise from various business units to enhance the quality and robustness of audit engagements. This initiative strengthens IA function's assurance coverage and supports the delivery of more informed and value-adding audit insights.
14. Provided advice on control processes and shared observations on governance for system development projects and M25+ transformation initiatives.
15. Performed independent assessments of the business continuity plan to evaluate the readiness of critical functions to resume operations in the event of a disaster, and provided recommendations to strengthen areas requiring improvement.
16. Conducted special reviews of key risk areas as well as emerging risks identified for ongoing reviews such as validation of the selection process of Maybank Group's scholarship programme, rectification processes for cooperatives and affected accounts and Maybank's measures combating bribery and corruption.
17. Conducted 95 investigations arising from lapses noted during audits or cases reported to MGA (including whistleblowing cases) and requests from Management and ACB.
18. Conducted the internal quality assurance review of the IA team in Malaysia for FY2024 and 1H FY2025, and performed desktop limited peer reviews of the overseas IA teams, tabling the results at the respective ACBs.
19. Attended periodic meetings of various Management-level committees such as the Group Executive Committee (EXCO), EXCO Technology Committee, Group Executive Risk and Compliance Committee, Group Non-Financial Risk Committee and Group Procurement and Property Committee in a consultative and advisory capacity to provide independent feedback on governance, risk management and internal control.

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. The three Shariah committees that reside within Maybank Group are:

Maybank Islamic Berhad Shariah Committee (MIBSC)

Shariah Committee of Etiqa Family Takaful Berhad and Etiqa General Takaful Berhad (SC EFTB and EGTB)

Maybank Indonesia Shariah Supervisory Board (SSB)

For MIBSC, and SC EFTB and EGTB members' profiles, refer to pages 129 to 133. For SSB members' profiles and reports, refer to Maybank Indonesia's Annual Report 2025

SHARIAH GOVERNANCE, DUTIES, RESPONSIBILITIES AND 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 289 to 291 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 held 28 meetings including four special meetings for urgent proposals, while the SC EFTB and EGTB convened 20 meetings inclusive of six special meetings for urgent proposals, during the year. All SC members satisfied the minimum 75% attendance requirement under the operation procedures for the Shariah committee of BNM's Shariah Governance Policy Document.

SC prioritises effective implementation of Shariah governance and corporate governance best practices. To further enhance communication on Shariah matters, two joint sessions were held between the MIBSC and Maybank Islamic Berhad's Board of Directors along with a joint session under the single SC arrangement with the Board of Directors of Maybank Investment Bank Berhad. The Shariah Committees of EFTB and EGTB also held a joint session with the Board of Directors of Etiqa Takaful in FY2025.

SC CONTINUING PROFESSIONAL DEVELOPMENT PROGRAMME

As part of the initiatives towards strengthening the capabilities of the SC, a series of tailored professional development programmes was conducted and participated by the SC during FY2025 including the following:

MIBSC

- Annual Board Risk Workshop 2025
- SC offsite meeting on Enhancing Shariah Oversight Across Maybank's Islamic Business Footprints
- Shariah Leadership Excellence Programme
- Shariah technical masterclass on Islamic investments: investment funds, venture capital and private equity and equity investment
- Panellist at the Institute of Shariah Governance and Islamic Finance Talk; Tazkirah Ramadan Series; ID@INCEIF; Muzakarah on Failure Resolution of Islamic Banks; 19th Muzakarah Cendekiawan Syariah Nusantara 2025; 3rd Nadwah of Shariah Advisers: Islamic Capital Market 2025; Islamic Finance 360 Monthly Shariah Webinar Series 2025: 5th Series; Maybank Islamic Shariah Scholars Muzakarah; AIBIM's Coffee Talk with Shariah Expert; Shariah Forum 2025; and Muzakarah Penasihat Syariah Kewangan Islam 2025
- Participation in fatwa courses by Darul Ifta'
- Transformative Leadership in Shariah and Beyond

SC EFTB and EGTB

- Annual engagement of Etiqa Takaful Shariah Committee, Etiqa Takaful Board and senior management team
- Etiqa Directors' training programme; Responsibilities & Liabilities of Directors and Officers and Corporate Governance; The Insurance Horizon - Trend Shaping South East Asia's Future; Takaful Governance for Boards: Shariah & Strategy; The Nexus of Regulation and Board Governance: Achieving Cyber Resilience; and E-Invoicing for Directors MyInvois & MyTax Portal Walkthrough with EY Malaysia
- Panellist at the Etiqa Takaful Agency: Kapsul Ramadhan - Takaful dan Maqasid Syariah: Halatuju and Aplikasi Semasa; Maybank Islamic Berhad Shariah Scholars Muzakarah - joint session with Etiqa Shariah Committee; and Muzakarah Financial Shariah Advisory & Consultancy Pergas and SC EFTB/SC EGTB on New Takaful Investment Link Plan offered by Etiqa Insurance Pte. Limited Singapore
- FY2025 Annual MAHB Board Risk Landscape Workshop
- Group Risk: Cyber Risk and Security Awareness
- Mufti Menk - Miracles in Disguise: The Redirection Behind Hardship
- Onboarding session for new Shariah Committee members

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

- 3rd Nadwah of Shariah Advisers: Islamic Capital Market 2025
- 19th Muzakarah Cendekiawan Syariah Nusantara 2025
- 20th International Shariah Scholars Forum 2025
- AAOIFI Public Hearing - Principle of Assessment of Necessity for Obtaining Conventional Reinsurance by Takaful Institutions
- Anti-Money Laundering and Anti-Bribery Seminar
- ASAS CPD Training: Management of Medical Takaful Business
- Ernst & Young Forum
- INCEIF Fireside Chat and Launch of the Centre of Excellence for Research and Innovation in Islamic Economics (i-RISE) - Reshaping the Future: Islamic Economics for a Humane and Sustainable World
- Industry Briefing for Registered Shariah Advisers with Securities Commission Malaysia
- Liqat' ASAS Forum 2025: The Growth of Talent Throughout the Development of Islamic Finance
- Malaysia Takaful Association Hijrah 27 Roadshow: EFTB & EGTB: Engagement Session for the Board of Directors, CEOs and senior management team
- Management of Medical Takaful Business
- Masterclass: Methodologies of Deriving Fatwa Al-Mu'amalat; Methodology of Ijtihad in Islamic Finance; and Principles and Contracts of Islamic Financial Transactions
- Muzakarah Cendekiawan Syariah Nusantara 2025
- The Cooler Earth Sustainability Series - Shariah Leadership in Sustainability Conference
- The Intensive Course in Fiqh Muamalat from the Perspective of Mazhab Shafi'i
- Pengukuhan Hibah Dari Segi Undang-Undang
- Shariah Governance and Culture for Islamic Financial Institutions Seminar
- Global Islamic Finance Forum 2025
- Global Shari'ah Majlis 2025 - Bridging Tradition and Tomorrow: Faith, Finance & the Future
- Shariah Ledger: Insights from AIBIM's Shariah Deliberation Vault
- 20th Kuala Lumpur Islamic Finance Forum 2025
- Muzakarah Penasihat Syariah Kewangan Islam 2025

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 which encompasses considerations on the effectiveness of the SC in discharging its duties.



ANALYSIS OF SHAREHOLDINGS

AS AT 28 FEBRUARY 2026

Issued Share Capital	: 12,081,105,315
Class of Shares	: Ordinary Shares
Number of Shareholders	: 209,827
Voting Right	: 1 vote per Ordinary Share

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Issued Shares
Less than 100	21,822	10.40	481,202	0.01
100 to 1,000 shares	81,793	38.98	41,110,547	0.34
1,001 to 10,000 shares	80,652	38.44	288,692,499	2.39
10,001 to 100,000 shares	22,290	10.62	606,905,452	5.02
100,001 to less than 5% of issued shares	3,267	1.56	5,711,892,438	47.28
5% and above of issued shares	3	0.00	5,432,023,177	44.96
TOTAL	209,827	100.00	12,081,105,315	100.00

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS AS PER THE REGISTER OF SUBSTANTIAL SHAREHOLDERS

No.	Name of Shareholders	Direct		Indirect	
		No. of Shares Held	% of Issued Shares	No. of Shares Held	% of Issued Shares
1.	AMANAHRAYA TRUSTEES BERHAD B/O: AMANAH SAHAM BUMIPUTERA	3,351,277,600	27.74	–	–
2.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD B/O: EMPLOYEES PROVIDENT FUND BOARD	1,488,141,397	12.32	–	–
3.	PERMODALAN NASIONAL BERHAD	751,500,000	6.22	–	–
4.	YAYASAN PELABURAN BUMIPUTRA	–	–	751,500,000	6.22
5.	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	583,585,287	4.83	47,114,062	0.39

DIRECTORS' SHAREHOLDINGS AS PER THE REGISTER OF DIRECTORS' SHAREHOLDINGS

No.	Name of Directors	Direct		Indirect	
		No. of Shares Held	% of Issued Shares	No. of Shares Held	% of Issued Shares
1.	Dato' Sri Khairussaleh Ramli	276,000	0.00	–	0.00
2.	Fauziah Hisham	21,435	0.00	2,000	0.00
3.	Shirley Goh	–	0.00	11,190	0.00
4.	Datuk Yee Yang Chien	–	0.00	47,414	0.00
5.	Rohaya Mohammad Yusof	100,493	0.00	–	0.00

ANALYSIS OF SHAREHOLDINGS

AS AT 28 FEBRUARY 2026

SENIOR MANAGEMENT'S SHAREHOLDINGS

No.	Name of Senior Management	No. of Ordinary Shares Held as at 01.01.2025				Changes from 01.01.2025 to 31.12.2025			No. of Ordinary Shares Held as at 31.12.2025			
		Direct		Indirect		Open Market	Vesting of Shares under Employees' Share Grant Plan	No. of Ordinary Shares Disposed	Direct		Indirect	
		No. of Shares Held	% of Issued Shares	No. of Shares Held	% of Issued Shares				No. of Shares Held	% of Issued Shares	No. of Shares Held	% of Issued Shares
1.	Dato' Sri Khairussaleh Ramli	-	-	-	-	276,000	-	-	276,000	0.00	-	-
2.	Shafiq Abdul Jabbar	-	-	-	-	-	-	-	-	-	-	-
3.	Dato' John Chong Eng Chuan	812,556	0.01	-	-	134,300	-	-	946,856	0.01	-	-
4.	Syed Ahmad Taufik Albar	1,000	0.00	-	-	-	-	-	1,000	0.00	-	-
5.	Kamaludin Ahmad	272,408	0.00	-	-	72,000	10,000	-	334,408	0.00	-	-
6.	Alvin Lee Han Eng	-	-	-	-	-	-	-	-	-	-	-
7.	Steffano Ridwan	-	-	-	-	-	-	-	-	-	-	-
8.	Dr. Siew Chan Cheong	-	-	5,000	0.00	-	85,400	-	85,400	0.00	5,000	0.00
9.	Mazhatulshima Mohd Zahid	28,000	0.00	-	-	-	19,700	-	47,700	0.00	-	-
10.	Mohamed Rezwan Abdullah Ismail	-	-	-	-	-	-	-	-	-	-	-
11.	Lau Chee Kheong Alan	148,786	0.00	-	-	-	-	-	148,786	0.00	-	-
12.	Giorgio Migliarina	-	-	-	-	-	362,829	-	362,829	0.00	-	-
13.	Mohamad Yasin Abdullah	149,639	0.00	-	-	-	107,500	-	257,139	0.00	-	-
14.	Yiow Inn Sann	34,200	0.00	-	-	-	29,000	-	63,200	0.00	-	-
15.	Datuk Ahmad Shahril Azuar Jimin	80,662	0.00	-	-	-	96,900	91,500	86,062	0.00	-	-
16.	Wan Marzimin Wan Muhammad	154,455	0.00	-	-	-	77,500	-	231,955	0.00	-	-
17.	Maliqie Firdauz Ahmad Sidique	-	-	-	-	-	-	-	-	-	-	-

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	3,351,277,600	27.74
2.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	1,329,245,577	11.00
3.	PERMODALAN NASIONAL BERHAD	751,500,000	6.22
4.	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	583,536,887	4.83
5.	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM MALAYSIA	257,202,600	2.13
6.	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM MALAYSIA 2 - WAWASAN	220,980,100	1.83
7.	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM MALAYSIA 3	135,961,400	1.13
8.	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM BUMIPUTERA 2	123,500,700	1.02
9.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD.	123,488,733	1.02



ANALYSIS OF SHAREHOLDINGS

AS AT 28 FEBRUARY 2026

No.	Name of Shareholders	No. of Shares Held	% of Issued Shares
10.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	110,429,968	0.91
11.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	103,941,572	0.86
12.	CITIGROUP NOMINEES (ASING) SDN BHD CB SPORE GW FOR GOVERNMENT OF SINGAPORE (GIC C)	70,781,794	0.59
13.	CITIGROUP NOMINEES (ASING) SDN BHD CBNY FOR ISHARES CORE MSCI EMERGING MARKETS ETF	65,729,600	0.54
14.	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 19)	64,806,000	0.54
15.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 1)	64,210,430	0.53
16.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR BLACKROCK INSTITUTIONAL TRUST COMPANY, N.A. INVESTMENT FUNDS FOR EMPLOYEE BENEFIT TRUSTS	59,239,820	0.49
17.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II	55,548,500	0.46
18.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PRUDENTIAL ASSURANCE MALAYSIA BERHAD FOR PRULINK STRATEGIC FUND	54,223,706	0.45
19.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (NOMURA)	53,377,499	0.44
20.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PAMB FOR PRULINK EQUITY FUND	50,655,135	0.42
21.	DB (MALAYSIA) NOMINEE (ASING) SDN BHD EXEMPT AN FOR STATE STREET BANK & TRUST COMPANY (WEST CLT OD67)	48,898,963	0.41
22.	HSBC NOMINEES (ASING) SDN BHD HSBC-FS G FOR PEOPLE'S BANK OF CHINA (SICL ASIA EM)	47,449,571	0.39
23.	UOB KAY HIAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	34,085,984	0.28
24.	CITIGROUP NOMINEES (ASING) SDN BHD UBS AG	32,745,270	0.27
25.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 3)	32,320,232	0.27
26.	HSBC NOMINEES (ASING) SDN BHD EXEMPT AN FOR CACEIS BANK (CBLB-UCITSCLT)	29,877,569	0.25
27.	HSBC NOMINEES (ASING) SDN BHD MORGAN STANLEY & CO. INTERNATIONAL PLC (FIRM A/C)	28,747,953	0.24
28.	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK TRUSTEES BERHAD FOR PUBLIC REGULAR SAVINGS FUND (NI4011940100)	28,500,000	0.24
29.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LSF)	27,948,211	0.23
30.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (F TEMPLETON)	26,963,000	0.22
TOTAL		7,967,174,374	65.95

CLASSIFICATION OF SHAREHOLDERS

AS AT 28 FEBRUARY 2026

Category	No. of Shareholders		No. of Shares Held		% of Issued Shares	
	Malaysian	Foreign	Malaysian	Foreign	Malaysian	Foreign
INDIVIDUALS						
a. Bumiputera	3,703		42,762,409		0.35	
b. Chinese	113,481		841,298,159		6.96	
c. Indian	3,253		29,863,642		0.25	
d. Others	485	2,626	6,768,337	60,717,577	0.06	0.50
BODY CORPORATE						
a. Banks/Finance	65	4	5,566,732,362	369,400	46.08	0.00
b. Investment/Trust	30	1	2,186,972	10,000	0.02	0.00
c. Societies	18	0	559,680	0	0.00	0.00
d. Industrial	1,116	31	121,984,549	4,436,158	1.01	0.04
e. Co-operatives	12	0	144,192	0	0.00	0.00
GOVERNMENT AGENCIES/INSTITUTION	6	0	4,703,682	0	0.04	0.00
NOMINEES	81,229	3,675	2,695,261,099	2,623,979,667	22.31	21.72
OTHERS	80	12	59,070,358	20,257,072	0.49	0.17
TOTAL	203,478	6,349	9,371,335,441	2,709,769,874	77.57	22.43



CHANGES IN ISSUED SHARES

AS AT 28 FEBRUARY 2026

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 (<i>now known as Mayban Discount Berhad</i>)	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

CHANGES IN ISSUED SHARES

AS AT 28 FEBRUARY 2026

Date of Allotment	No. of Ordinary Shares Allotted	Consideration	Resultant Total Issued Shares (No. of Shares)
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
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



CHANGES IN ISSUED SHARES

AS AT 28 FEBRUARY 2026

Date of Allotment	No. of Ordinary Shares Allotted	Consideration	Resultant Total Issued Shares (No. of Shares)
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
26-09-2023	6,109,500	Employees' Share Grant Plan	12,060,236,592
27-02-2024	6,715,600	Employees' Share Grant Plan	12,066,952,192
20-03-2025	13,626,861	Employees' Share Grant Plan	12,080,579,053
17-04-2025	114,136	Employees' Share Grant Plan	12,080,693,189
15-05-2025	39,400	Employees' Share Grant Plan	12,080,732,589
26-06-2025	370,804	Employees' Share Grant Plan	12,081,103,393
06-11-2025	1,922	Employees' Share Grant Plan	12,081,105,315

PROPERTIES OWNED BY MAYBANK GROUP

Area	No. of Properties		Land Area (sq. m.)	Book Value as at 31 Dec 2025 RM'000
	Freehold	Leasehold		
Maybank				
Kuala Lumpur	14	15	46,547.09	141,166
Johor Darul Takzim	30	10	17,705.32	51,827
Kedah Darul Aman	10	4	4,999.26	5,718
Kelantan Darul Naim	1	6	1,993.00	3,343
Melaka	–	4	2,763.00	2,239
Negeri Sembilan Darul Khusus	8	7	21,350.92	5,607
Pahang Darul Makmur	10	13	12,103.00	7,515
Perak Darul Ridzuan	12	12	10,392.65	11,012
Perlis Indera Kayangan	1	3	1,475.00	725
Pulau Pinang	22	2	12,911.52	15,611
Sabah	–	18	15,058.18	20,094
Sarawak	9	31	9,182.04	25,393
Selangor Darul Ehsan	23	17	103,309.64	92,969
Terengganu Darul Iman	3	5	4,329.00	3,003
Hong Kong	–	2	193.00	HKD460
London	–	6	1,017.00	£3,487
Singapore	9	12	20,218.70	SGD66,749
Aurea Lakra Holdings Sdn Bhd (Formerly known as Mayban P.B. Holdings Sdn Bhd)				
Johor Darul Takzim	2	1	1,330.00	1,219
Pahang Darul Makmur	1	2	595.41	568
Perak Darul Ridzuan	1	1	857.74	1,764
Sabah	–	1	257.62	847
Sarawak	–	1	314.00	569
Selangor Darul Ehsan	1	1	713.00	970
Maybank International Labuan				
W.P. Labuan	–	3	901.37	USD132
ETIQA				
Kuala Lumpur	2	4	24,258.47	1,359,200
Johor Darul Takzim	1	–	286.00	3,900
Kedah Darul Aman	2	1	1,127.97	2,570
Melaka	–	1	452.00	4,880
Negeri Sembilan Darul Khusus	3	1	1,659.64	2,868
Pahang Darul Makmur	2	1	18,334.57	2,779
Sabah	–	1	222.22	4,000
Selangor Darul Ehsan	1	–	510.49	6,400
Maybank Property Pte Ltd				
Singapore	–	2	1,609.50	SGD88,433
USA	1	–	299.33	USD3,995
PT Bank Maybank Indonesia Tbk				
Indonesia	191	–	109,992	IDR2,525,702,771



LIST OF TOP 10 PROPERTIES OWNED BY MAYBANK GROUP

AS AT 31 DECEMBER 2025

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 and Rented out	Leasehold 99 years	81 years (expiring 27.11.2106)	7 years	4,636.00	1997	404,000
Etiqa Twins No. 11 Jalan Pinang Kuala Lumpur	28-storey Twin Office Buildings	Office and Rented out	Freehold	-	30 years	6,612.00	1994	366,000
Dataran Maybank No. 1 Jalan Maarof, Bangsar Kuala Lumpur	2 blocks of 20-storey and a block of 22-storey Office Buildings	Office and Rented out	Leasehold 99 years	60 years (expiring 3.12.2085)	24 years	9,918.00	2000	352,607
50 North Canal Road Singapore	Office Building	Office	Leasehold	81 years (expiring 2106)	14 years	1,283.30	2007	SGD71,865
Lot 153 Section 44 Jalan Ampang Kuala Lumpur	Commercial Land	Open carpark	Freehold	-	-	3,829.00	2008	181,000
Maybank Tower 2 Battery Road Singapore	32-storey Office Building	Office	Leasehold 999 years	800 years (expiring 2825)	23 years	1,135.70	1962	SGD45,479
Akademi Etiqa 23, Jalan Melaka Kuala Lumpur	25-storey Office Building	Office and Rented out	Leasehold 99 years	40 years (expiring 2065)	29 years	1,960.47	1994	80,000
Menara Maybank 100, Jalan Tun Perak Kuala Lumpur	58-storey Office Building	Head office and Rented out	Freehold	-	37 years	31,748.00	1978	65,866
48 North Canal Road Singapore	Office Building	Office	Leasehold	86 years (expiring 2111)	13 years	326.20	2012	SGD16,567
Jl. Pemuda No. 150 Semarang	3-storey Office Building	Branch and Regional Jawa Tengah	Freehold	-	35 years	2,675.00	1990	IDR141,330,472

CORPORATE INFORMATION

COMPANY SECRETARIES

WAN MARZIMIN WAN MUHAMMAD

(LS0009924)
(SSM PC No.: 201908001697)

FARIZ ABDUL AZIZ

(LS0007997)
(SSM PC No.: 201908001696)

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 and Resolution
Management)

Fax : (6)03-2031 0071
(Group Corporate Secretarial)

SWIFT : MBBEMYKL

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

Email : corporateaffairs@maybank.com.my
cfrm@maybank.com
mgcc@maybank.com
cosec@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
Email : mbbsrs@maybank.com

Boardroom Share Registrars Sdn Bhd

(For General Meetings and Dividend Reinvestment 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



NOTICE OF THE 66TH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the 66th Annual General Meeting (AGM) of Malayan Banking Berhad (Maybank/the Company) will be held at Ballroom, Level 3, Malaysia International Trade and Exhibition Centre (MITEC), Kompleks MITEC, No. 8, Jalan Dutamas 2, 50480 Kuala Lumpur, Malaysia (Meeting Venue) and will be broadcasted live from the Meeting Venue on Thursday, 30 April 2026 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 2025 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) Dato' Zulkiflee Abbas Abdul Hamid **(Ordinary Resolution 1)**
 - (ii) Dato' Sri Khairussaleh Ramli **(Ordinary Resolution 2)**
 - (iii) Datuk Yee Yang Chien **(Ordinary Resolution 3)**
3. To re-elect the following Director who retires in accordance with Article 108 of the Company's Constitution and being eligible, offers herself for re-election:
 - (i) Puan Rohaya Mohammad Yusof **(Ordinary Resolution 4)**
4. To approve the payment of the following fees to Non-Executive Directors for the period from the 66th AGM to the 67th AGM of the Company:
 - (i) Chairman's fee of RM700,000 per annum;
 - (ii) Vice-Chairman's fee of RM500,000 per annum;
 - (iii) Director's fee of RM335,000 per annum for each Non-Executive Director;
 - (iv) Board Committee Chairman's fee of RM85,000 per annum for the Chairman of each Board Committee; and
 - (v) Board Committee Member's fee of RM50,000 per annum for each member of a Board Committee. **(Ordinary Resolution 5)**
5. To approve the payment of benefits to eligible Non-Executive Directors of an amount up to RM3,770,000 for the period from the 66th AGM to the 67th AGM of the Company. **(Ordinary Resolution 6)**
6. To re-appoint Messrs Ernst & Young PLT as Auditors of the Company for the financial year ending 31 December 2026 and to authorise the Directors to fix their remuneration. **(Ordinary Resolution 7)**

NOTICE OF THE 66TH ANNUAL GENERAL MEETING

AS SPECIAL BUSINESS:

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

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
1 April 2026



NOTICE OF THE 66TH ANNUAL GENERAL MEETING

Notes:

1. The 66th AGM of the Company will be held in hybrid mode and member(s), proxy(ies), corporate representative(s) or attorney(s) are given an option, either:
 - (i) to attend physically at the Meeting Venue (Physical Attendance); or
 - (ii) to attend virtually using the Remote Participation and Electronic Voting (RPEV) facilities to be provided by the appointed share registrar for this AGM, Boardroom Share Registrars Sdn Bhd (Boardroom) (Virtual Attendance).

Physical Attendance

All Member(s), proxy(ies), corporate representative(s) or attorney(s) who wish to attend and participate at the 66th AGM physically are required to register for the meeting at the Meeting Venue.

Virtual Attendance

For Member(s), proxy(ies), corporate representative(s) or attorney(s) who wish to attend and participate at the 66th AGM remotely, the virtual meeting will be conducted through live streaming and online remote voting via the RPEV facilities to be provided by Boardroom on the Boardroom Smart Investor Portal (BSIP) platform at <https://investor.boardroomlimited.com>. Please follow the procedures provided in the Administrative Notes to register, participate and vote remotely via the RPEV facilities.

2. 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.
3. (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.
4. 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.
5. 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.
6. For an instrument appointing a proxy executed outside Malaysia, the signature must be attested by a solicitor, Notary Public, Consul or Magistrate.
7. 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 BSIP 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 Wednesday, 29 April 2026 at 10.00 a.m.

8. 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 22 April 2026. Only a member whose name appears on the Record of Depositors as at 22 April 2026 shall be eligible to participate at the AGM or appoint proxy(ies) to participate and vote on his/her behalf.
9. 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 66th AGM of the Company shall be put to vote by way of a poll.

10. Explanatory notes on Ordinary Businesses:

(i) Audited Financial Statements for the financial year ended 31 December 2025

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 to 4 - 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 (for Independent Directors) 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 2025, the performance of each of the retiring Directors was found to be satisfactory.

Pursuant to the annual Fit and Proper (FAP) assessment conducted in 2026, 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:

- (a) Probity, personal integrity and reputation;
- (b) Competency and capability; and
- (c) Financial integrity.

All retiring Directors have complied with Maybank Group's Policy on Directors Conflict of Interest.

The retiring Independent Directors 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 66th AGM are provided in the Board of Directors section on pages 118 to 123 of Maybank's Integrated Annual Report 2025.

The retiring Directors who are also shareholders of the Company will abstain from voting on the resolution in respect of his/her re-election at this AGM.

NOTICE OF THE 66TH ANNUAL GENERAL MEETING

(iii) Ordinary Resolution 5 – Payment of Non-Executive Directors' (NEDs) Fees

The proposed fees to be paid to NEDs from this AGM to the next AGM of the Company has not changed since it was first approved by the shareholders at the AGM held on 25 April 2024.

The NEDs who are also shareholders of the Company will abstain from voting on this resolution at this AGM.

(iv) Ordinary Resolution 6 – Benefits Payable to Non-Executive Directors

The benefits payable to NEDs comprise allowances, benefits-in-kind and other emoluments, details of which are as follows:

- (a) Meeting Allowance - RM4,500 per meeting
- (b) Duty Allowance
 - Chairman of the Board - RM40,000 per month
- (c) Company Car, Driver and Fuel Allowance
 - Chairman of the Board
 - Vice-Chairman of the Board
 (based on maximum taxable rate)
- (d) Other Benefits
 - Include benefits such as club membership fees, per diem allowance, farewell gift and other facilities made available by the Company to eligible NEDs.

The proposed amount of up to RM3,770,000 to be paid as benefits to eligible NEDs from this AGM to the next AGM of the Company is the same as the amount approved by the shareholders at previous AGMs held on 25 April 2024 and 24 April 2025 (Approved Amount).

The total amount to be incurred as benefits payable to NEDs from the date of the 65th AGM to the date of this AGM is expected to be approximately 92% of the Approved Amount.

The NEDs who are also shareholders of the Company will abstain from voting on this resolution at this AGM.

(v) Ordinary Resolution 7 – Re-appointment of Auditors and Audit Fees

The Audit Committee of the Board (ACB) had, at its meeting held on 20 November 2025, 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 2026 (FY2026).

The Board had, at its meeting held on 29 January 2026, endorsed the ACB's recommendation for shareholders' approval to be sought at the 66th AGM on the appointment of Messrs Ernst & Young PLT as external auditors of the Company for FY2026.

The Board is also seeking shareholders' approval to authorise the Directors to fix the remuneration of the external auditors for FY2026.

II. Explanatory note on Special Business:

(i) 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 66TH 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 66th AGM

The details of the Directors who are standing for re-election at the 66th AGM are provided in the Board of Directors section on pages 118 to 123 of Maybank's Integrated Annual Report 2025.

No individual is standing for election as a Director at the 66th AGM.

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FORM OF PROXY

66th 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 _____ (full name in block letters) NRIC/Passport/Co. No.: _____

of _____ (full address)

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

Full Name (in Block Letters)	NRIC/Passport No.	Full Address	E-mail Address	Telephone/Mobile Phone No.	Proportion of Shareholdings to be represented	
					No. of shares	%

and

Full Name (in Block Letters)	NRIC/Passport No.	Full Address	E-mail Address	Telephone/Mobile Phone No.	Proportion of Shareholdings to be represented	
					No. of shares	%

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 66th Annual General Meeting (AGM) of Malayan Banking Berhad to be held at Ballroom, Level 3, Malaysia International Trade and Exhibition Centre (MITEC), Kompleks MITEC, No. 8, Jalan Dutamas 2, 50480 Kuala Lumpur, Malaysia (Meeting Venue) and to be broadcasted live from the Meeting Venue on Thursday, 30 April 2026 at 10.00 a.m. and any adjournment thereof, on the following resolutions as set out in the Notice of the 66th AGM:

No.	Resolution		For	Against
Ordinary Resolutions:				
1.	To re-elect Dato' Zulkiflee Abbas Abdul Hamid as Director of the Company	Ordinary Resolution 1		
2.	To re-elect Dato' Sri Khairussaleh Ramli as Director of the Company	Ordinary Resolution 2		
3.	To re-elect Datuk Yee Yang Chien as Director of the Company	Ordinary Resolution 3		
4.	To re-elect Puan Rohaya Mohammad Yusof as Director of the Company	Ordinary Resolution 4		
5.	To approve the payment of Non-Executive Directors' fees from the 66 th AGM to the 67 th AGM of the Company	Ordinary Resolution 5		
6.	To approve the payment of benefits to the Non-Executive Directors from the 66 th AGM to the 67 th AGM of the Company	Ordinary Resolution 6		
7.	To re-appoint Messrs Ernst & Young PLT as Auditors of the Company for the financial year ending 31 December 2026 and to authorise the Directors to fix their remuneration	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 _____ 2026

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

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 Wednesday, 29 April 2026 at 10.00 am**.
7. Only members whose names appear on the Record of Depositors as at 22 April 2026 shall be eligible to participate at the AGM or appoint proxy(ies) to participate and vote on his/her behalf.

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AFFIX STAMP

Share Registrar for Maybank's 66th 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

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www.maybank.com

Humanising
Financial Services

