

REIMAGINING

Humanising Financial Services

Through Values-Based Offerings

ABOUT THIS REPORT

Maybank Group's Sustainability and Environmental Report 2025 marks a new chapter in how we communicate our sustainability journey.

Developed in line with the National Sustainability Reporting Framework (NSRF), it brings sustainability and environmental disclosures together in a clear, modular structure that reflects how these considerations are managed across the Group, while allowing each report to be accessed independently – making it easier for readers to engage based on their needs.

A Modular Reporting Structure

Our Sustainability and Environmental Report is intentionally structured into two distinct but closely connected reports, each with a clear focus:



Sustainability Report (SR)

In accordance with IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information, the SR outlines how Maybank identifies, manages and responds to sustainability-related risks and opportunities across economic, social and environmental dimensions; covering sustainability governance, strategy, risks, opportunities and performance.

 Pages 4 to 159



Environmental Report (ER)

In accordance with IFRS S1 and S2 (to the extent of climate-related disclosures), the ER presents Maybank's environmental-related disclosures, focusing on how climate and nature-related risks and opportunities are governed, managed and integrated across the Group.

 Pages 160 to 229

Together, these two reports form Maybank's primary sustainability and climate disclosure suite for FY2025, as well as inform the disclosures within the Sustainability Statement of the Integrated Annual Report.

This report should be read alongside the Maybank Integrated Annual Report 2025 which provides the broader, financial, strategic and governance context.

REPORTING SCOPE, BOUNDARY AND PERIOD

The report presents our sustainability progress for the financial year from 1 January 2025 to 31 December 2025 (FY2025) unless otherwise stated. Significant restatements of data compared to previous years are noted in the respective sections.

This report covers the Group, including its principal subsidiaries and all regional offices. Outsourced activities and joint ventures are excluded unless otherwise stated. Qualitative and quantitative performance are included and we have sought to report all issues deemed material to Maybank.

In line with Bank Negara Malaysia (BNM)'s CRMSA requirements for IFRS-aligned disclosures, this report incorporates the Group's consolidated disclosure, including data mapping across the Group and its licensed entities. These entities, which are individually licensed under BNM and required to have IFRS-aligned disclosures, include:

- Maybank Islamic Berhad
- Maybank Investment Bank berhad
- Etiqa entities, comprising:
 - Etiqa Life Insurance Berhad
 - Etiqa General Insurance Berhad
 - Etiqa Family Takaful Berhad
 - Etiqa General Takaful Berhad

REPORTING APPROACH

This report represents a complete set of Maybank's sustainability-related financial disclosures for the year ended 31 December 2025, which have been prepared in accordance with IFRS Sustainability Disclosure Standards as adopted by the Bursa Main Market Listing Requirements (MMLR) (IFRS Content Index including Transition Relief on page 259).

The Group is reporting under the IFRS Disclosure Standards for the first time and has applied the following transition reliefs permitted under the Bursa MMLR:

- Permissible to focus on climate-related disclosures specifically on principal business segments
- Permissible to not disclose comparative information about climate-related risks and opportunities in the first annual reporting period
- Permissible to not disclose Scope 3 GHG emissions, except for categories already required by applicable entities' respective regulators

The Group is progressing towards full alignment with the IFRS Sustainability Disclosure Standards in line with the NSRF implementation timeline, with full adoption targeted by 2027.

Our reporting is further informed by recognised international and local standards to ensure consistency, comparability and relevance to stakeholders.

1. International Frameworks

- GRI Sustainability Reporting Standards: Prepared in accordance with the latest version of the GRI Sustainability Reporting Standards (GRI Content Index on page 234).
- Sustainability Accounting Standards Board (SASB): In reference to all seven industries within the financial sector (SASB Content Index on page 261).
- United Nations Sustainable Development Goals (UN SDGs).

2. Malaysia-Specific Frameworks and Regulations

- Bursa Malaysia Main Market Listing Requirements (MMLR).
- Bursa Malaysia Sustainability Reporting Guide.
- Securities Commission Malaysia Malaysian Code on Corporate Governance (MCCG).
- Bank Negara Malaysia Climate Risk Management and Scenario Analysis (CRMSA) Policy Document.

3. Climate and Environmental Standards

- Task Force on Climate-related Financial Disclosures (TCFD) Recommendations.
- 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).

EXTERNAL ASSURANCE

The contents of this report have been reviewed and assured independently to ensure credibility, reliability and transparency.



Verified key sustainability disclosures, assessing Maybank's sustainability reporting practices, performance and alignment with national and global frameworks.

Assurance Statement: page 267



Provided independent limited assurance over:

- Sustainable finance disclosures (retail and non-retail) for FY2025.
- FY2025 greenhouse gas (GHG) emissions, including Scope 1, Scope 2 and selected Scope 3 emissions.

Assurance Statement: page 271



Issued an independent Second Party Opinion on the approach and processes adopted by Maybank for Commitments Two (2) and Four (4), which focuses on improving the lives of two million households and achieving one million sustainability hours.

FORWARD-LOOKING STATEMENTS

This report includes forward-looking statements about our strategies, priorities and growth opportunities. These statements are based on current projections and expectations, which may evolve due to market conditions, the operating environment and other factors beyond our control. Consequently, these statements involve risks and uncertainties and have not been reviewed or verified by auditors.

BOARD'S RESPONSIBILITY STATEMENT

To ensure credible, transparent and balanced reporting, the Sustainability and Environmental Report has been reviewed by the EXCO Sustainability Committee (ESC) and the Board Sustainability Committee (BSC) prior to being recommended to the Board of Directors for approval.

ICONS USED INSIDE OUR REPORT

The Six Capitals that we use to Create Value

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

Our Five Strategic Thrusts (STs)

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

Stakeholders

	Customers
	Investors
	Employees
	Communities
	Regulators and Governments
	Suppliers

Our 14 Strategic Programmes (SPs)

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

Related UN SDGs



GIVE US YOUR FEEDBACK!

To improve our sustainability practices, we welcome comments, suggestions and remarks from all parties. Please submit your feedback to:

Group Sustainability

Malayan Banking Berhad
14th Floor, Menara Maybank
100, Jalan Tun Perak
50050, Kuala Lumpur, Malaysia
Tel : +603 2070 8833
Email : sustainability@maybank.com

65

YEARS OF IMPACT

For 65 years, Maybank has grown alongside the communities it serves — empowering individuals, businesses and nations to thrive. From our beginnings in 1960 to becoming ASEAN's leading financial institution, our journey has always been defined by one purpose: **To Humanise Financial Services.**



Scan Me

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

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

WHAT'S INSIDE

MAYBANK SUSTAINABILITY REPORT 2025

OVERVIEW

Our identity as a financial institution, the global footprint of our operations, and the milestones, achievements and leadership that have shaped our sustainability journey. Gain insights into our performance and reputation through awards and thought leadership initiatives.

- 5 Who We Are and What We Do
- 8 Our Presence and Reach
- 9 Journey of Progress: Milestones and Achievements
- 11 Awards and Performance Ratings
- 13 Sustainability Thought Leadership in Action

Relevant Stakeholders:



LETTERS FROM LEADERS

The strategic vision of our leadership regarding sustainability, and how Maybank is positioning itself to address sustainability challenges and opportunities.

- 16 Joint Leadership Statement from Chairman and President and Group Chief Executive Officer (PGCEO)
- 20 Q&A with the Group Chief Sustainability Officer

Relevant Stakeholders:



OUR SUSTAINABILITY APPROACH

How we engage with stakeholders and create long-term value through our sustainability efforts. Explore the material matters that shape our strategy, our contributions to the UN SDGs and the ambitions driving our sustainability framework. The chapter also outlines Maybank's Group-wide sustainability governance structure, detailing the roles and responsibilities of key committees and functions. It explains how strong governance and risk management frameworks guide operations, manage risks and ensure business resilience.

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- 36 Contributions to the UN SDGs
- 39 Sustainability Strategy and Framework
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- 43 Sustainability Governance
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Relevant Stakeholders:



POWERING PROGRESS & DEVELOPMENT

The sustainable products and services we offer, and our efforts to promote financial inclusion. Learn how we aim for customer excellence while contributing to progress and development through our services.

- 58 Sustainable Products and Services
- 77 Financial Inclusion
- 84 Customer Excellence

Relevant Stakeholders:



EMPOWERING OUR PEOPLE

How we foster a diverse, inclusive and thriving workplace. We focus on employee well-being, future-fit talent development and human rights; empowering our people to contribute to a sustainable future.

- 92 Future Fit Talent and Culture
- 108 Diversity, Equity, Inclusion and Belonging (DEIB)
- 114 Employee Well-being
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Relevant Stakeholders:



ENABLING OUR COMMUNITIES AND SOCIETY

Our impact on communities through empowerment programmes. Discover how we drive social impact and improve the well-being of underserved populations.

- 127 Community Empowerment

Relevant Stakeholders:



DEMONSTRATING CORPORATE RESILIENCE

Our approach to ensuring long-term resilience through ethical business practices, sustainable supply chain management and responsible data privacy and security. Learn how we uphold trust and integrity in everything we do.

- 141 Business Integrity and Ethics
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Relevant Stakeholders:



DRIVING ENVIRONMENTAL STEWARDSHIP

An overview of how Maybank integrates environmental sustainability into its operations and strategies. This chapter summarises our initiatives to minimise our environmental impact as part of our commitment to protecting the planet.

- 154 Environmental and Climate Action
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Relevant Stakeholders:



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Overview of the Board's oversight of environmental- and climate-related matters, and how governance structures and robust leadership and accountability support effective decision-making and risk management.

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Our approach to integrating environmental- and climate-related risks and opportunities into our business strategy, including climate transition priorities and emerging nature- and biodiversity-related considerations relevant to long-term value creation and resilience.

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How we identify, assess and manage environmental- and climate-related risks through our risk management framework, supporting portfolio resilience, regulatory compliance and sound risk decisions.

189	Overview of Climate Risk
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MAYBANK SUSTAINABILITY REPORT 2025

OUR APPROACH TO THE SUSTAINABILITY REPORT

Maybank operates across diverse markets in ASEAN and beyond, serving individuals, businesses and communities at different stages of development. This Sustainability Report explains how we manage our environmental, social and governance (ESG) responsibilities across that footprint, and how these responsibilities inform the way we plan, lend, invest and manage risk. Our approach is aligned with our M25+ strategy. It reflects ongoing engagement with customers, employees, regulators, investors and community partners, whose perspectives help shape our priorities. Their expectations sharpen our focus on the issues that most influence financial resilience, social progress and long-term economic stability in the markets we serve.

Our double materiality approach also keeps financial outcomes and societal impact in view at the same time. It enables us to be transparent about where we are making progress and where further work is required. Responsible banking is not static, and our reporting reflects the discipline of continuous improvement that this responsibility demands.

APPROACH TO IFRS S1

This Sustainability Report is prepared in accordance with IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information, aligned with Malaysia's National Sustainability Reporting Framework (NSRF). IFRS S1 requires disclosure of sustainability-related risks and opportunities that could reasonably be expected to affect enterprise value. In 2025, we applied the standard on a phased basis, focusing on strengthening the link between sustainability matters, governance oversight and financial performance.

As our processes mature, we are enhancing data quality, refining financial impact assessments and improving internal coordination across the Group. Our objective is full alignment with IFRS S1 within the NSRF transition timeline, reinforcing transparency and supporting informed decision-making by investors, regulators and the wider community.

 For more information on the IFRS Index outlining our current level of alignment, areas for further development and transition reliefs applied, please refer to pages 246 to 260 of this report.

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 **43,500** 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.

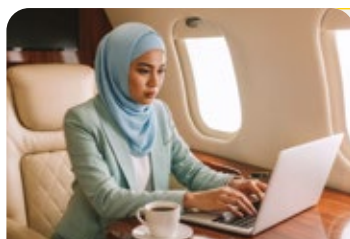


Group Insurance and Takaful

- 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

- 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

55.6%

Profit Before
Tax (PBT)

36.3%

- 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

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.

OUR PRESENCE AND REACH

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

JOURNEY OF PROGRESS: MILESTONES AND ACHIEVEMENTS

2017

Establishing the Foundation

- Introduced the ESG Risk Management Framework (ESGRMF).
- Blacklisted high-risk activities to align with global ESG standards.

Significance: Marked the beginning of systematic ESG risk management and stakeholder trust.

2018

Strengthening Policies

- Board-endorsed ESG Policy, integrating sustainability into governance.
- Introduced Palm Oil Risk Acceptance Criteria (RAC).

Significance: Strengthened governance and accountability in driving ESG across sectors.

2020

Advancing Nature Protection

- Approved a firm No Deforestation, No New Peat, No Exploitation (NDPE) stance, solidifying our commitment to environmental sustainability.

Significance: Cemented Maybank's role in protecting ecosystems and promoting responsible practices.

2021

Scaling Up Sectoral Sustainability

- Published a public commitment to No New Coal Financing.
- Developed Position Statements and Risk Acceptance Criterias (RACs) for six high-risk sectors.

Significance: Set transparent sectoral standards and advanced sustainable risk practices.

2024

Advancements in Ethical and inclusive Growth

- Implemented Human Rights Due Diligence and Policy.
- Published Net Zero White Paper with sectoral decarbonisation pathways.
- Introduced the Maybank Sustainability Practitioner Certification (MSPC) Programme.
- Launched myimpact initiative embedding value-based finance principles.

Significance: Strengthened internal capacity, inclusivity and transparency while accelerating regional transition finance.

2023

Pioneering Human Rights and Transition Finance

- Developed the Group Human Rights Policy.
- Introduced the Transition Finance Framework.
- Launched the Client Engagement Guidebook.

Significance: Reinforced Maybank's role in protecting human rights and enabling clients in hard-to-abate sectors to transition.

2022

Enhancing ESG Financing

- Launched an ESG Screening Questionnaire for clients.
- Developed the Sustainable Product Framework.
- Established a financed emissions baseline.

Significance: Expanded responsible financing, aligning with sustainability goals.

2025

Humanising Financial Services through Sustainable Transition and Climate Readiness

- Partnered with MGTC to support Malaysia's green transition through initiatives such as Green Academy, LCOS integration and SME Trade Talks.
- 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) for 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 the Group Sustainable Procurement Principles (SPP) to integrate ESG considerations into sourcing decisions.
- Completed BNM's Climate Risk Stress Test (CRST) to assess potential credit loss impacts from both transition and physical climate risks.
- Strengthened climate risk management through the implementation of a Group-wide Climate Risk Policy.

Significance: Drives inclusive and climate-resilient growth by accelerating SME decarbonisation and strengthening climate resilience across all markets.



JOURNEY OF PROGRESS: MILESTONES AND ACHIEVEMENTS

2025 SUSTAINABILITY PERFORMANCE



GOVERNANCE

Investment on local suppliers

across key home markets



2025:
RM3.14 bil.
2024: RM2.39 bil.

Zero identified leaks, thefts or losses of customer data



100% of operations assessed for corruption-related risk



46% Women representation on the Board



ENVIRONMENT

Reduced operational GHG emissions by 57.8%

compared to 2019 baseline



Reduced total waste generated



2025:
2.17 MT
2024: 2.40 MT

Investment in tiger conservation initiative



Cumulative:
>RM13.66 mil.
2025: RM1.55 mil.

Planted 1,500 native trees across two hectares of degraded land



EMPLOYEES

Increased average training hours per employee



2025:
41.04
2024: 36.20

Investment in employee learning & development



2025:
RM115.8 mil.
2024: RM139.5 mil.

Onboarded 163 Persons with Disabilities (PWDs)



under the Work Placement Programme since 2023

Recorded zero work-related fatalities and injuries



SOCIETY

Number of beneficiaries impacted

through Maybank Foundation programmes



Cumulative:
645,139
2025: 105,442

>107,090 employee volunteer hours

through Cahaya Kasih and Maybank Global Corporate Responsibility (CR) Day



Zakat contributions



2025:
RM53.3 mil.
2024: RM51.2 mil.

Empowered 2,307 women weavers

through the Maybank Women Eco-Weavers programme since 2016



PRODUCTS & SERVICES

Sustainable Finance mobilised



Cumulative:
RM176.12 bil.
2025: RM60.95 bil.

SME financial literacy beneficiaries



2025:
6,167
2024: 5,699

Net Promoter Score



2025:
+44
2024: +43

Mobilisation towards green buildings



2025:
RM4.73 bil.
2024: RM3.01 bil.

AWARDS AND PERFORMANCE RATINGS

In 2025, Maybank reached a historic milestone, ranking **2nd in TIME Magazine's Best Companies in Asia Pacific**. For a Malaysian company to be recognised on this stage is a powerful affirmation of our leadership and the role sustainability plays at the core of our business.

Beyond this recognition, we continued to earn awards across sustainability themes and maintained strong ESG ratings. These achievements reflect our commitment to transparency, responsible financing and lasting impact – qualities that place us among the most respected companies in the region.



OVERALL ESG RATINGS PERFORMANCE

Our performance across key sustainability indices and ratings reflects our consistent commitment to ESG practices.

	2019	2020	2021	2022	2023	2024	2025
FTSE4GOOD	Included	Included	Included	Included	Included	Included	Included
MSCI ESG Ratings	A	AA	AA	AA	AA	AA	AAA
CDP	D	D	D	C	B	B	B



In 2025, Maybank received a rating of AAA in the MSCI ESG Ratings assessment.



Improved from "Medium Risk" to "Low Risk" with a score of 18.3, signalling enhanced management of material ESG issues.



Included for the 13th consecutive year across multiple indices, including FTSE4Good Malaysia and ASEAN, retaining a 4-star rating, reflecting consistent alignment with global ESG best practices.



Retained B rating, surpassing the global and industry averages of C. This demonstrates our continued progress in climate governance and disclosures.



Achieved an 'AAA/Stable/P1' financial institution rating, reflecting strong creditworthiness and financial capacity across the Group and our principal banking subsidiaries.

Etika General Insurance Berhad

Fitch Ratings – Achieved 'A' rating, reflecting a strong financial position and sound risk management practices.

AM Best – Achieved 'A-' rating, reflecting resilience and ability to meet policyholder obligations.



COMMITMENT 1

Mobilising RM80 billion in Sustainable Finance by 2025

Global Finance Sustainable Finance Awards 2025 and 2026

- Best Bank for Sustainable Financing in Emerging Markets – Global
- Best Bank for Sustainable Financing in Emerging Markets – Asia Pacific
- Best Bank for Transition/Sustainability Linked Loans & Bonds in Asia Pacific
- Best Bank for Sustainable Finance in Malaysia
- Best Bank for Sustainable Finance in Indonesia

Euromoney Awards for Excellence

- Best Bank Transition Strategy – Asia
- Best Bank for Sustainable Finance – Malaysia
- Best Bank for ESG – Indonesia

Euromoney Islamic Finance Awards 2025

- Asia's Best Islamic ESG Deal – Johor Plantation Group's RM1.3 Billion Sustainability-Linked Sukuk Wakalah & Sukuk
- Malaysia's Best Islamic ESG Deal – Imtiaz Sukuk II RM500 Million SRI Sukuk

Brand Finance Awards 2026

- Top 500 Global Brands by Brand Finance: Best Bank for Sustainable Financing in Emerging Markets – Global

Asian Banking & Finance Retail Banking Awards 2025

- Sustainability Initiatives of the Year (Indonesia)

Singapore Apex Corporate Sustainability Awards 2025 (UN Global Compact Network Singapore)

- Winner – Sustainable Solutions (Non-SME Category)

FinanceAsia Awards 2025

- Best Sustainable Bank – Malaysia

The Asset Triple A Islamic Finance Awards 2025

- Best Sustainability-Linked Sukuk – Johor Plantation Group's RM1.3 Billion Sustainability-Linked Wakalah Sukuk & Sukuk
- Best ASEAN Sustainability SRI Sukuk – Cooperative – Bank Kerjasama Rakyat Malaysia's RM500 Million Dual-Tranche Sukuk

Retail Banker International (RBI) Asia Trailblazer Awards 2025

- Best ESG Strategy

The Edge ESG Awards 2025

- Best ESG Performance and Returns Award for Maybank Sustainable Tech Fund-i

AWARDS AND PERFORMANCE RATINGS



COMMITMENT 2

Improving the Lives of Two Million Households Across ASEAN by 2025

Asia Sustainability Reporting Awards (ASRA) 2025

- Asia's Best Community Impact Reporting – Maybank Social Impact Report 2024

UNGCMYB Forward Faster Sustainability Awards 2025

- ESG Select List 2025 – Purposeful Partnership for the R.I.S.E. Programme
- Enterprise-level Award for Community Engagement

Financial Planning Association of Malaysia (FPAM) Leadership Awards 2025

- Platinum Award – Financial Empowerment & Literacy

Anugerah Perdana NGO Malaysia 2025

- Anugerah Korporat Terbilang

Community Chest Fu Dai 2025

- Crystal Partner Acknowledgement

Bangko Sentral Ng Pilipinas 2025 Financial Education Stakeholders' Congress

- Promising Financial Education Partner Award

Community Chest Awards 2025

- Volunteer Partner Award
- Charity Platinum Award

Retail Banker International (RBI) Asia Trailblazer Awards 2025

- Best CSR Initiative – Financial Inclusion

Asian Banking & Finance Retail Banking Awards 2025

- Financial Inclusion Initiative of the Year

Trust Regulator of Cambodia

- Outstanding Trustee Operator for Active in Social and Environmental Activities

Singapore APEX Corporate Sustainability Awards 2025

- Winner of Sustainable Solutions Category – myimpact SME



COMMITMENT 3

Achieving a Carbon Neutral Position of Our Own Emissions by 2030 and Net Zero Carbon Equivalent Position by 2050

UNGCMYB Forward Faster Sustainability Awards 2025

- ESG Select List 2025 – ESG Breakthrough Innovation for Net Zero Carbon Calculator
- ESG Select List 2025 – ESG Trailblazer for being the first commercial bank outside Europe to set a decarbonisation target for retail automotive financing
- ESG Select List 2025 – North Star ESG Target Setting for Net Zero White Paper

ESGBusiness Awards 2025

- Net Zero Industry Award – Banking
- Wildlife Protection Award

Retail Banker International (RBI) Asia Trailblazer 2025

- Best CSR Initiative – Environmental Impact



COMMITMENT 4

Achieving One Million Hours Per Annum on Sustainability and Delivering One Thousand Significant UN SDG-related Outcomes by 2025

TIME's Best Companies in Asia Pacific 2025

- 2nd overall
- 8th for Sustainability Transparency
- 20th for Employee Satisfaction

Global Finance Sustainable Finance Awards 2026

- Best Bank for Sustainability Transparency – Global
- Best Bank for Sustainability Transparency – Asia Pacific

Asia's Sustainability Reporting Awards (ASRA) 2025

- Platinum – Asia's Best Sustainability Report (Large Company)

UNGCMYB Forward Faster Sustainability Awards 2025

- Enterprise-Level Award for Sustainability Governance & Strategy
- Enterprise-Level Award for Decent Work & Living Wage
- ESG Select List 2025 – Future-Fit & Responsible Workforce for the Maybank Sustainability Practitioner Certification (MSPC) Programme

HR Asia Awards 2025

- The Platinum Award – Best Company to Work for in Asia 2025
- The HR Asia Sustainable Workplace Awards 2025

Employee Experience Awards 2025

- Best ESG Programme (Gold)

Tripartite Alliance Awards 2025

- Pinnacle Award
- Corporate Recognition
- Work-Life Excellence
- Age Inclusive Practices



Maybank President and Group Chief Executive Officer (PGCEO), Dato' Sri Khairussaleh Ramli was awarded the **2025 Forward Faster CEO Award by the UN Global Compact Network Malaysia & Brunei** (UNGCMYB).



SUSTAINABILITY THOUGHT LEADERSHIP IN ACTION

As a bank whose mission is to humanise financial services, our role is to shape inclusive economies, empower communities and build trust through responsible finance. We strive to bring the voices and priorities of our region to global sustainability platforms, while also creating spaces in ASEAN where dialogue translates into meaningful action for both people and planet.

MEMBERSHIPS & ALLIANCES: SHAPING THE LANDSCAPE TOGETHER

Through memberships across global, regional and national platforms, Maybank helps set sustainability standards while ensuring that the priorities of our markets — financial inclusion, just transition and community empowerment — are represented.

Global and Regional Platforms



United Nations Global Compact (UNGC)

As a member of the UNGC, Maybank advances global principles on human rights, labour, environment and anti-corruption. Maybank Singapore is also a member of the UN Global Compact Network Singapore (GCNS), the Singapore chapter of the United Nations Global Compact.



International Capital Market Association (ICMA) – Principles Membership

Maybank Investment Bank became the first and only Malaysian bank to be admitted as a member of the ICMA Principles, bringing an ASEAN voice into the influential global body shaping sustainable bond standards. In 2025, we contributed insights on regional market development and transition finance.



Partnership for Carbon Accounting Financials (PCAF)

We align to PCAF standards to enhance comparability and transparency of financed emissions disclosures. Our continued participation reinforces data-driven, accountable climate action across portfolios.



United Nations Principles for Sustainable Insurance (PSI)

Through Etiqa, we strengthen ESG integration in insurance by embedding sustainability into product development, underwriting and risk practices, contributing to improved customer and community protection.

* **Note on the Net Zero Banking Alliance (NZBA):** NZBA ceased operations in 2025 following the withdrawal of several major global banks and increasing uncertainty around its long-term governance. Despite its dissolution, we remain fully committed to our net zero ambition, guided by our own transition strategy.

National and Industry Associations



JOINT COMMITTEE ON CLIMATE CHANGE (JC3)

Maybank is actively represented across all five JC3 sub-committees, demonstrating our commitment to strengthening climate resilience in Malaysia's financial sector. In 2025, through our continued role as Deputy Chair and Lead Secretariat of Sub-Committee 4: Engagements & Capacity Building, we advance net zero competencies of the Malaysian financial industry through the JUST Series Transition Planning Clinics.



MALAYSIA SUSTAINABLE PALM OIL (MSPO) IMPACT ALLIANCE

As a founding member of the MSPO Impact Alliance, we continue to participate in technical studies on the local palm oil industry, contributing to methodologies tailored for Asian heavy industries and helping ensure ASEAN realities are embedded in global transition frameworks.



MALAYSIAN CODE FOR INSTITUTIONAL INVESTORS (MCII)

Maybank Asset Management (MAMG) and Maybank Islamic Asset Management (MIAM) have been signatories since 2023, advocating for responsible investment and stewardship in Malaysia.



SINGAPORE SUSTAINABLE FINANCE ASSOCIATION (SSFA)

Maybank Singapore has been a General Member of SSFA since 2024, actively contributing to three sub-groups - Real Estate, Power and Transition Planning, supporting collaboration across industries to drive sustainable finance initiatives.



SUSTAINABLE ENERGY ASSOCIATION OF SINGAPORE (SEAS)

As an affiliate member of SEAS since 2024, Maybank Singapore supports clean energy transition by engaging industry players, renewable energy providers and policy stakeholders. This presents Maybank Singapore with opportunities to access and provide sustainable financing to companies in the sustainable energy sector.



MALAYSIA CARBON MARKET ASSOCIATION (MCMA)

Maybank is a member of MCMA, a non-profit body advancing the national carbon market ecosystem. Through this membership, we support the development of transparent, credible carbon markets while contributing financial and investment insights to strengthen market readiness.

SUSTAINABILITY THOUGHT LEADERSHIP IN ACTION

Industry Engagement: Amplifying ASEAN's Voice

Through high-profile forums and policy dialogues, we advance both climate transition and community well-being by bringing an ASEAN perspective into global sustainability conversations. Our participation in these platforms enables us to shape emerging markets, influence financing pathways for the energy transition and champion inclusive development.

Key selected events for 2025 include:

➤ Malaysia



JC3 Transition Planning Clinics	As Deputy Chair and Lead Secretariat of JC3 Sub-Committee 4 (SC4), Maybank continued its leadership role by co-hosting the JUST Series Transition Planning (TP) Clinics which strengthened industry-wide capabilities in climate transition planning. The clinics brought together banks, insurers and regulators to develop practical, sector-aligned pathways that accelerate Malaysia's net zero readiness. Notably, the final edition of the TP Clinic also saw the launch of the Sustainable and Transition Finance Guidance (STFG), which was co-developed by Maybank, CIMB and HSBC Amanah and supported by BNM and SC, setting out key principles that banks can follow and use to assess borrowers at both asset and entity levels when providing finance to the real economy.
Association of Banks in Malaysia (ABM) ESG Committee	Maybank remained an active contributor to the ABM ESG Committee, supporting the rollout of sector-wide ESG principles and strengthening alignment on sustainable finance practices. In 2025, we continued shaping industry guidance through technical inputs, peer engagement and implementation support across Malaysian banks.
ASEAN Circular Economy Forum (ACEF)	At the ASEAN Circular Economy Forum 2025, Maybank contributed insights on financing mechanisms that enable circular business models, sustainable resource use and regional waste-to-value ecosystems. Our participation helped elevate ASEAN perspectives on climate resilience and green industrial transformation, highlighting sustainable, replicable and scalable circular economic practices such as Maybank Women Eco-Weavers (MWEW).
MyFintech Week (MyFW) 2025	Maybank was prominently represented at MyFintech Week 2025, sharing our approach to digital trust, green fintech and ESG-embedded financial innovation. Through expert panels and demonstrations, the bank showcased how AI, digital identity and sustainable finance solutions can strengthen Malaysia's fintech ecosystem.
Invest ASEAN – Malaysia Conference 2025	Maybank jointly hosted the Invest ASEAN–Malaysia Conference with Bursa Malaysia and Bloomberg, convening regional investors to explore opportunities in sustainable investment, transition finance and Malaysia's macroeconomic outlook. The event reinforced Maybank's role in shaping capital market dialogue and accelerating sustainable capital flows across ASEAN.
IIF–Maybank Sustainable Finance Forum	Maybank in collaboration with IIF hosted its third annual IIF–Maybank Sustainable Finance Forum 2025 in Kuala Lumpur, which brought together over 130 attendees consisting of financial leaders, regional and local corporates, senior policymakers, investors and sustainability experts from across the globe. The one-day event served as a global platform for strategic dialogue and collaboration to advance credible transition pathways, climate and nature ambitions as well as sustainable economic growth.
Sabah Renewable Energy Conference (SAREC) 2025	At SAREC 2025, Maybank shared insights on Sabah's renewable energy ambitions, highlighting challenges around grid infrastructure, regulatory clarity and project bankability. Discussions focused on how financial institutions can unlock investment through advisory and green financing solutions to support Sabah's 2035 renewable energy targets.
PAAB Safety & Sustainability Day 2025	Maybank contributed to enhancing ESG practices within Malaysia's water sector by participating in a panel session examining the financing of water infrastructure through Blue Bonds in addressing challenges such as ageing assets and the reduction of non-revenue water.
Islamic Social Finance Summit 2025 (iSFIS'25)	The iSFIS'25 brought together industry leaders, policymakers and scholars to discuss the future of Islamic social finance, including asset class innovation, fintech integration and impact-driven frameworks. As a prominent feature of the summit, Maybank Islamic held the plenary session, discussing the role of Islamic social finance in strengthening Islamic banks, and the importance of benchmarking and rating Islamic social finance projects, reinforcing Maybank's position of becoming a global leader in Islamic banking.
Malaysian Gas Symposium (MyGAS 2025)– Fuelling a Sustainable Gas Industry's Transition	Maybank shared key insights at the National Panel Session organised by the Malaysian Gas Association (MGA). Having set targets for the power sector within our Net Zero White Paper as a leading financial institution, Maybank discussed the imperative role the local banking system has in the country's National Energy Transition Roadmap (NETR) on financing the energy transition and the natural gas sector.
UNDP High-Level Dialogue & Peer-to-Peer Learning on Philanthropy for Climate Action in Malaysia	Hosted by Bank Pembangunan Malaysia Berhad with Maybank as a key panellist, this invite-only, closed-door dialogue organised by the United Nations Development Programme (UNDP) discussed the potential role of philanthropic finance in funding climate-related projects and the prospects of using blended finance structures in climate adaptation projects.

SUSTAINABILITY THOUGHT LEADERSHIP IN ACTION

> Singapore



Singapore Business Federation (SBF) Dialogue	Against the backdrop of priorities post-COP29, Maybank Singapore emphasised the need for accessible green financing and SME readiness to accelerate Singapore's low-carbon transition.
GITEX Asia GreenTech Forum	Maybank Singapore discussed green innovation at this leading tech and innovation event, outlining how banks can accelerate climate-tech adoption and commercial scalability across ASEAN.
SIIA 12th Singapore Dialogue on Sustainable World Resources	Discussing key insights on sustainable production in ASEAN, Maybank Singapore shared views on how financial institutions can accelerate responsible commodity supply chains and support regional transformation sustainably.
Singapore FinTech Festival (SFF)	The session highlighted how the integrated myimpact SME ecosystem and myimpact SME Sustainability-Linked Loans (SLL) programme supports business in scaling responsibly while aligning commercial success with measurable environmental and social impact.
NTUC LearningHub Green Academy Launch	Maybank Singapore's participation highlighted the benefits of sustainable practices towards small businesses, underscoring the bank's commitment to supporting SMEs in their low-carbon transition through the myimpact SME ecosystem, including access to supporting partners and tools.
Maybank Community Leaders Roundtable	Over 100 community leaders from 35 NGOs attended Maybank Singapore's inaugural roundtable, sharing key perspectives on social impact, zakat programmes and community-centred sustainability solutions.
SG Cares Volunteer Centres Capability-Building Session	Maybank Singapore hosted a capability-building workshop for 70 participants from 30+ non-profits, strengthening sector capacity through knowledge-sharing on community engagement and sustainable programme design, reinforcing the Group's leadership in cultivating purposeful partnerships for social empowerment.

> Indonesia



Bali Net Zero Emissions Coalition	Maybank Indonesia joined the Bali Net Zero Emissions Coalition with the signing of a Memorandum of Understanding (MoU) at the launch of the Jejak Hijau Programme in Sanding Village, Bali, committing to contributing to collective climate action initiatives in support of Bali's net zero emissions ambitions.
Investment Committee of the Energy Efficiency and ESCO Project Investment Incubator Secretariat	Maybank Indonesia formally submitted its confirmation to join the secretariat which is overseen by the Ministry of Energy and Mineral Resources (ESDM) and operated by the NIRAS-Lestari Advisors consortium, with support from UK PACT (Partnering for Accelerated Climate Transitions). This participation reflects Maybank Indonesia's commitment in supporting energy efficiency initiatives and facilitating the development of bankable projects that contribute to Indonesia's low-carbon transition.

> Cambodia



Greening the Value Chain: Practical Approaches to Decarbonising SMEs	At the request of BNM, Maybank shared our successful experiences under BNM's "Greening the Value Chain" (GVC) programme and the practical lessons learned for its potential application in Cambodia. The flagship event was jointly organised by the National Bank of Cambodia (NBC), the Asian Development Bank (ADB) and the United Nations Development Programme (UNDP).
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> Philippines



Financial Education Stakeholders' Congress (Bangko Sentral ng Pilipinas)	Maybank Philippines strengthened its engagement with national regulators through continued collaboration with the Bangko Sentral ng Pilipinas (BSP). In recognition of these efforts, Maybank Foundation was conferred the Promising Financial Education Partner award at the BSP 2025 Financial Education Stakeholders' Congress, acknowledging its role in advancing financial inclusion and consumer empowerment through collaborative financial education initiatives.
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JOINT LEADERSHIP STATEMENT FROM CHAIRMAN AND PRESIDENT AND GROUP CHIEF EXECUTIVE OFFICER (PGCEO)

“Finance matters most when it makes a meaningful difference in people’s lives.”

Dear Stakeholders,

The closing of M25+ this year offers a timely moment to pause and reflect. We ask ourselves, “Have we stayed true to our purpose?” This question feels especially relevant as the world beyond our organisation remains unsettled. Climate events are becoming more frequent and severe, while wider socio-economic uncertainty continues to affect daily security and opportunity. In times like these, the role of institutions matters more.

At Maybank, our purpose has always been clear. Guided by *Humanising Financial Services*, we believe finance only has meaning when it improves people’s lives. This belief has built trust and contributed to our enduring success across generations. It has also shaped our approach to sustainability under M25+, strengthening our foundations so we can better serve our customers and society at large.

The chapter we now close was never about finishing a journey, but about preparing for what comes next. As we move into ROAR30, we do so with stronger foundations, sharper discipline and a deeper commitment to impact – carrying forward the values that define who we are and what we stand for.



DATO’ SRI KHAIRUSSALEH RAMLI
President and Group CEO

**TAN SRI DATO’ SRI IR.
ZAMZAMZAIRANI MOHD ISA**
Chairman

JOINT LEADERSHIP STATEMENT FROM CHAIRMAN AND PRESIDENT AND GROUP CHIEF EXECUTIVE OFFICER (PGCEO)

Cumulatively mobilised
RM176 billion
in sustainable finance, well
beyond our original RM80
billion target.

WHEN THE WORLD QUESTIONED ESG, THE REALITIES FACING OUR REGION LEFT NO ROOM FOR DOUBT

This past year, confidence in the global sustainability agenda was tested. A change in policy direction in the United States, including a renewed move to withdraw from the Paris Agreement, sent ripples through boardrooms and alliances. In the financial sector, the decision to dissolve the Net Zero Banking Alliance (NZBA) followed a series of exits and growing scrutiny around collective climate commitments. These developments could easily be interpreted as a weakening of ESG. In reality, it was not the risks that changed, but the politics surrounding it.

In ASEAN, there was never the luxury of treating sustainability as a theoretical debate. Climate events once again disrupted lives across the region, with floods and storms causing widespread damage and recovery costs running into the billions. These impacts were felt most acutely by households, small businesses and communities with the least capacity to absorb shocks. It is this lived reality that has kept regional momentum moving forward, not fading.

Under Malaysia's ASEAN Chairmanship, the ASEAN Inclusivity and Sustainability Summit brought regional leaders together around shared priorities: narrowing development gaps, reducing inequalities and strengthening resilience to climate impacts. In parallel, regulatory signals across the region have continued to strengthen, particularly around sustainability and climate-related reporting, reflecting a collective push toward greater transparency and accountability. Taken together, these developments send a clear message: ASEAN is not waiting for global certainty to act.

For Maybank, that regional clarity mattered more than headline volatility. Given our scale and role in the region, we focused on shaping the conditions that allow capital to move responsibly, working alongside regulators, investors and businesses to strengthen the ecosystem. In 2025, we co-hosted the third annual IIF-Maybank Sustainable Finance Forum, bringing together policymakers, investors and corporates to advance practical transition pathways across ASEAN, spanning energy transition, climate adaptation, nature-positive finance and resilient infrastructure. Similarly, we co-hosted Invest ASEAN Malaysia 2025 with Bursa Malaysia which brought together leaders and investors to build clearer, more investable pathways for a more connected regional economy.

At the domestic level, our focus was on translating global principles into practical market guidance. As Chair of the industry-led working group under JC3 Sub-Committee 3 on Product and Innovation, we supported the development of Malaysia's Sustainable and Transition Finance Guidance, working alongside regulators and peer institutions. The Guidance equips banks with practical tools to assess transition progress and channel financing credibly to the real economy, reinforcing confidence at a time when credibility was under scrutiny.

Taken together, this emphasis on practical leadership, consistency and discipline has strengthened confidence in how sustainability is governed and executed across the Group. This progress was recognised externally with an upgrade in Maybank's MSCI ESG rating to AAA in 2025. In 2026, Maybank was also named the World's Best Bank for Sustainability Transparency at the Global Finance Sustainable Finance Awards, reinforcing our focus on clear disclosure and accountability.

These choices reflect where we place our attention. In a year when credibility was questioned elsewhere, we anchored ourselves where the need is unmistakable and stayed focused on delivering for the people we serve.

A JUST TRANSITION WILL REQUIRE CAPITAL AT SCALE TO DELIVER REAL CHANGE

Commitments, frameworks and targets matter, but without capital moving at scale, progress remains uneven and fragile. This was evident at COP29 in Baku, where climate finance emerged as the central issue. The commitment by developed economies to mobilise at least USD300 billion annually by 2035 for developing countries, alongside a broader call to scale global climate finance to USD1.3 trillion per year, reflected a shared recognition that the transition is a financing challenge as much as a climate one.

For ASEAN, this challenge is immediate and deeply human. Climate risks are already affecting lives and livelihoods, even as many economies continue to grow and industrialise. The region cannot afford a transition that is abrupt, underfunded or disconnected from development priorities. Financing is therefore about more than decarbonisation. It shapes whether growth is inclusive, infrastructure is resilient and whether communities are supported through change.

Against this backdrop, Maybank's commitment to mobilise RM80 billion in sustainable finance by 2025, offers an important signal. By FY2025, we had mobilised RM176 billion in sustainable finance, well beyond our original RM80 billion target. This achievement was not driven by a single market or product, but by demand across sectors and countries, reflecting how transition needs are growing increasingly pertinent and showing up across the real economy.

Climate-related financing formed a core part of this mobilisation, particularly in sectors where decarbonisation is both urgent and technically complex. In Singapore, we supported SGD500 million of transition financing for YTL PowerSeraya's 600MW hydrogen-ready combined-cycle gas turbine – Maybank's landmark transition finance deal aligned with the Singapore-Asia Taxonomy for Sustainable Finance. The project lays the groundwork for a decarbonised and resilient energy system in the future, while maintaining grid reliability today, reflecting the reality of transition in ASEAN where energy systems must decarbonise without compromising stability or affordability. Beyond the energy sector, transition increasingly shows up in growth-critical industries that underpin economic activity and social services. In Malaysia, we structured a landmark dual-currency green financing of RM7.5 billion, supporting LEED Gold-certified data centres within the Johor-Singapore SEZ. As digital demand accelerates, this demonstrates how economic infrastructure can be scaled with higher efficiency standards that reduce long-term pressure on energy systems.

Achieved
**MSCI ESG rating
of AAA**

JOINT LEADERSHIP STATEMENT FROM CHAIRMAN AND PRESIDENT AND GROUP CHIEF EXECUTIVE OFFICER (PGCEO)

At a system level, economic transition also depends on connectivity and access. Through the RM10.2 billion SDG Sukuk for Malaysia Rail Link, Maybank supported the East Coast Rail Link, improving regional connectivity, enabling labour mobility and supporting more balanced long-term development.

This shows what capital at scale makes possible. When financing is mobilised across climate transition, essential infrastructure and social needs, sustainability becomes operational rather than merely aspirational.

IF OUR GROWTH LEAVES PEOPLE BEHIND, IT IS NOT PROGRESS

Across ASEAN, economic growth does not lift everyone at the same pace. For many households, stability remains fragile. Limited access to finance means that a single disruption, an illness, an accident, a loss of income, can undo years of effort. In these circumstances, financial inclusion determines whether people can work, rebuild or plan for the future.

As a regional bank, our responsibility is to ensure that inclusion is not treated as a separate agenda, but embedded into how we operate and who we serve. This begins at scale. Through the RM500 million ASEAN Social SRI Sukuk arranged for Cagamas, we channelled capital into affordable home financing, supporting families' access to stable housing amid rising living costs.

Inclusion is also built through everyday banking, in small, practical ways that make a real difference to daily life. In 2025, targeted financial inclusion initiatives supported 413,010 households across the region. Solutions such as



Our responsibility is to ensure that inclusion is not treated as a separate agenda, but embedded into **how we operate and who we serve.**

QRPay Biz enabled micro and small traders in Malaysia, Indonesia and Cambodia to participate in the digital economy. Mobility financing also helped people reach jobs, customers and essential services. These are not marginal interventions. They shape whether households can earn consistently and plan with confidence.

Protection matters just as much as access. Through Etiqa's microinsurance offerings, affordable safety nets were extended to 315,645 households across ASEAN. Coverage for death, permanent disability and accident-related hardship provides families with breathing space when the unexpected happens, helping them withstand financial shocks that could otherwise derail their future.

Alongside access and protection, redistribution continues to play a supporting role where needs are most acute. Through zakat disbursement focused on entrepreneurship, education and community empowerment, 56,510 households were supported, from students continuing their studies to families receiving food aid while pathways towards self-reliance were put in place.

These efforts reflect our belief that inclusive growth is built through the choices we make every day as a bank: how we design solutions, how we serve customers and how we stand alongside communities through change. That is when growth truly becomes progress.

ENVIRONMENTAL LEADERSHIP MUST EXTEND BEYOND EMISSIONS ALONE

As conversations on climate have increasingly centred on mitigation and financing the transition, an uncomfortable reality has become harder to ignore: climate change is no longer a future risk to be avoided, but a present condition that must be managed. Even as capital is mobilised to support decarbonisation, the physical impacts of climate change are already being felt across ASEAN.

The costs are already material. The World Bank estimates that climate-related disasters now cause more than USD50 billion in losses each year across East Asia and the Pacific, driven by flooding, storms and heat stress. These impacts are not evenly absorbed. They fall most heavily on infrastructure, food systems and small businesses and on households with limited buffers to recover. For banks, this shows up directly in customer vulnerability, asset quality and long-term economic resilience.

This reality does not diminish the importance of mitigation. Decarbonisation remains essential to limiting long-term damage and Maybank remains committed to our net zero ambition by 2050. We continue to advance this through our Net Zero Pathway, which now covers six priority sectors, all currently on track toward their 2030 interim targets. But mitigation alone is not enough. Climate mitigation slows the storm, while climate adaptation fixes the roof, ensuring resilience as climate impacts unfold. As we close M25+, this has sharpened how we think about environmental responsibility, grounding it more firmly in the lived realities of the region we serve.

Furthermore, resilience is not built through climate action alone. Biodiversity loss and ecosystem degradation have often been treated as secondary concerns, despite their growing economic significance. The World Economic Forum estimates that more than half of global GDP is moderately or highly dependent on nature, a dependency that is particularly pronounced in ASEAN, where many livelihoods and businesses are closely tied to natural systems. As ecosystems degrade, risks compound: flooding intensifies, food security weakens, insurance gaps widen and recovery becomes more costly and uneven.

With this in mind, we continue to expand our environmental focus into nature-based solutions. While still at an early stage, 2025 marked an important milestone through our partnership with the Forest Research Institute Malaysia (FRIM) to rehabilitate a five-hectare degraded ex-mining site in Bidor, Perak. Phase one, completed in 2025, restored two hectares through the planting of 1,500 native trees, rebuilding biodiversity, soil health and water retention capacity. Phase two, scheduled for 2027, will expand restoration across the remaining three hectares with a further 2,250 native trees, deepening ecosystem recovery.

Beyond ecological restoration, the project is designed to generate long term, independently verified carbon removal, contributing to our broader decarbonisation journey, while engaging local communities in stewardship and livelihood participation. It reflects an emerging conviction that biodiversity recovery, climate resilience and community well-being cannot be addressed in isolation.

JOINT LEADERSHIP STATEMENT FROM CHAIRMAN AND PRESIDENT AND GROUP CHIEF EXECUTIVE OFFICER (PGCEO)

SUSTAINABILITY STARTS WITH THE PEOPLE WHO CARRY IT

Before we can support customers, communities and economies through transition, we must first ensure that our own people are able to thrive. For Maybank, sustainability starts at home, with caring for the people who carry this responsibility every day.

Our approach to employee well-being is anchored by GO Ahead. Flourish, grounded in a simple belief: performance and care reinforce each other. In 2025, we strengthened mental health support across the Group, with over 4,000 employees participating in well-being initiatives and 10,295 responses to our Mental Health Pulse Survey. This level of engagement signals trust. It shows that Maybankers feel safe enough to speak up and ask for support, translating into stronger connection and commitment.

Care must also show up in the fundamentals. Protecting Maybankers means safeguarding dignity, well-being and practical support when it matters most. Through the Maybank Staff Welfare Fund, financial assistance is extended to employees and their families during difficult times, including accidents, illnesses or losses caused by natural disasters such as floods and fires. These forms of support provide reassurance that the organisation stands behind its people when they need it most.

Inclusion is the other pillar of care. As the workplace is where many people spend a large part of their lives, it must be a place where they feel respected and able to belong. Our Diversity, Equity, Inclusion and Belonging (DEIB) approach is embedded across the employee lifecycle, from recruitment and development to progression and rewards. Initiatives such as the Women Mentor Women (WMW) Council build capability and connection through mentoring and targeted development, contributing to outcomes where women now make up nearly 49% of management roles, with strong representation across other key leadership roles.



Our focus is not simply on
managing risk, but on
shaping outcomes

Our commitment to inclusion is especially visible in how we support persons with disabilities (PWDs), a group that faces deep-seated assumptions about workplace capability. Through our Disability Services Team and Work Placement Programme, we focus on making PWD inclusion practical, from workplace adjustments and role design to manager support and peer awareness. Since 2023, 163 PWD trainees have been onboarded through the programme. Beyond the numbers, we see the impact of inclusion in our daily worklife: colleagues learning sign language, teams adjusting how they collaborate and PWDs participating fully in meetings, events and professional discussions.

Our commitment to our people has also been recognised beyond our organisation. In 2025, Maybank was ranked second in TIME Magazine's Best Companies in Asia Pacific, an achievement that is particularly meaningful for a Malaysian institution operating in a diverse and developing region. The rankings reflected not only employee satisfaction, but also strong sustainability transparency. We see this achievement as confirmation that when sustainability is embedded into how we lead and care for our people, it strengthens trust at every level.

UNCERTAINTY WILL DEFINE THE YEARS AHEAD, AND STEADINESS WILL DEFINE OUR RESPONSE

The next few years are likely to be shaped by disruptions that are already familiar but growing more intense. The World Economic Forum's Global Risks Report 2025 highlights how pressures we see today such as extreme weather events, geopolitical tensions and cyber security are no longer isolated risks. They are interacting and compounding one another, creating a more volatile environment for economies, institutions and communities alike.

Left unaddressed, these near-term disruptions harden into systemic challenges over the next decade. Environmental risks are expected to dominate, from more severe climate impacts and biodiversity loss to stresses on food, water and energy systems. These environmental pressures will amplify social strain, widen inequality, erode trust and place greater pressure on livelihoods, governance and financial stability. The risks of the next decade will be deeply interconnected, and their impacts will be felt most acutely by people and communities.

For ASEAN, these risks are already visible in the experiences of our customers and societies. It shows up in small businesses rebuilding after floods, households managing rising costs and companies navigating tighter regulations, cyber threats and fragile supply chains, often all at once. Resilience, inclusion and trust have become essential conditions for sustainable growth.

As we enter ROAR30, we do so with clarity about what this environment demands. Building on the foundations laid under M25+, our focus is not simply on managing risk, but on shaping outcomes. We will continue to mobilise capital to support transition and adaptation, while strengthening financial inclusion so that growth remains anchored in real lives and real communities. "Impacting Society Positively" is not an adjunct to ROAR30, but it has become a core strategic pillar. This reflects our belief that resilient businesses depend on resilient people, and long-term value is created when progress is shared.

PROGRESS IS ONLY POSSIBLE BECAUSE WE MOVED FORWARD TOGETHER

The work ahead will not be simple, but we face it with confidence, strengthened by the dedication of our Maybankers and the continued trust of our customers, partners and stakeholders across the region. Your support remains the foundation of Maybank's strength. As we move into this next chapter, we remain committed to honouring that trust through disciplined execution and responsible leadership, standing alongside you as we build resilience and long-term value across ASEAN.

Q&A WITH THE GROUP CHIEF SUSTAINABILITY OFFICER



With most of Maybank's Sustainability Commitments achieved, we sat down with Datuk Shahril Azuar Jimin, Group Chief Sustainability Officer to take stock. The conversation focuses on what has worked, what proved harder than expected and how those lessons are now being translated into sharper execution priorities under ROAR30.

DATUK SHAHRIL AZUAR JIMIN
Group Chief Sustainability Officer

Q&A WITH THE GROUP CHIEF SUSTAINABILITY OFFICER

Q1

2025 MARKS THE CLOSE OF M25+ AND THE CONCLUSION OF MOST OF MAYBANK'S SUSTAINABILITY COMMITMENTS. FROM YOUR PERSPECTIVE, WHAT DOES THIS CHAPTER SAY ABOUT HOW SUSTAINABILITY HAS BEEN EMBEDDED ACROSS THE GROUP AND HOW HAS MAYBANK CHANGED AS AN ORGANISATION AS A RESULT?

GCSO: If we look back five years, it helps to remember the broader landscape at the time. Across the industry, sustainability was still something many organisations were trying to make sense of. It required explanation, alignment and in some cases, a fair amount of pushing. That was the environment we were operating in when M25+ was launched.

What M25+ did for Maybank was accelerate the shift from aspiration to execution. We positioned sustainability deliberately as a strategic business driver rather than a supporting narrative, with clear priorities that could be measured and delivered across the Group. A critical foundation for this shift was the introduction of the Maybank Group Sustainability Framework in 2021. The Framework functions as our guiding reference point, shaping how we think about sustainability, how we make decisions and how we are expected to behave.

Execution was driven through the clearly defined Sustainability Commitments, that translated strategy into concrete priorities across the organisation. This created the operational clarity needed for teams to apply sustainability consistently in business decisions. Over time, this structure embedded sustainability into Board and management deliberations, business strategies and operational processes, rather than leaving it as a reporting exercise.

That clarity, set from the Board was critical in enabling effective implementation across the organisation. With clearer guardrails and expectations, country and business-level governance structures were able to apply sustainability priorities in ways that made sense for their markets, while remaining aligned with Group frameworks and risk appetite.

As a result, sustainability-related decision-making began to shift. As ESG governance matured and capability strengthened, sustainability became increasingly embedded into the business, supported by accountability structures rather than oversight alone. Conversations shifted from asking why sustainability mattered to focusing on how it should be applied ownership properly within everyday business and risk decisions.

That, for me, is the real marker of progress. M25+ was not just about delivering a set of outcomes. It was about building organisational readiness. By the time we closed this chapter, sustainability had become something the organisation could carry forward with confidence, consistency and discipline, rather than something that needed to be constantly pushed or explained.

Q2

MAYBANK HAS SIGNIFICANTLY SURPASSED ITS SUSTAINABLE FINANCE MOBILISATION TARGET UNDER COMMITMENT 1. BEYOND THE HEADLINE FIGURE, WHAT DOES THIS MILESTONE SAY TO YOU ABOUT THE ROLE SUSTAINABLE FINANCE NOW PLAYS FOR THE GROUP?

GCSO: The headline number matters, of course. Mobilising RM176 billion by FY2025, well beyond the original RM80 billion target, tells you this is no longer a side initiative. But the bigger signal for me is what it says about how the Group now operates.

To scale sustainable finance across ASEAN, we had to build organisational capability rather than rely on individual transactions. A key step was the introduction of the Maybank Group Sustainable Product Framework (SPF) in 2022, which provides a common foundation for what qualifies as sustainable finance across conventional and Islamic banking, extending that clarity into insurance and asset management. This helped move sustainable finance beyond product-specific solutions and embed it more firmly across our financial services ecosystem, so teams could structure transactions with greater consistency.

The SPF was then reinforced by additional guardrails, including the Sustainability-Linked Product (SLP) Guidelines and the Transition Finance Framework (TFF), introduced in 2023. Together, these frameworks strengthened discipline around how key performance indicators (KPIs), sustainability performance targets and transition activities are defined and assessed, allowing us to scale sustainable finance while maintaining integrity and practical rigour.

Beyond internal capability, another important signal is where sustainable finance is now showing up. It is no longer concentrated in large corporates alone. We see it increasingly in smaller businesses, where the transition challenge is often very practical. SMEs do not just need financing, they need readiness. That is why we have focused on pairing capital with enablement, including through the myimpact SME ecosystem and tools such as ESG readiness assessments and carbon calculators. In FY2025, 47,648 SMEs benefited through this approach, with RM630.08 million in financing disbursed. For me, that is a clear indication that sustainable finance is becoming embedded in the real economy, not just among well-resourced borrowers.

Achieving Commitment 1 also sharpened our understanding of the limits of mobilisation. Scale alone does not equal transition. As activity increased, the focus shifted from how much capital we deploy to how credible the transition is, how resilient the assets are and what this means for long-term portfolio risk. That discipline will define our approach under ROAR30, where quality and outcomes matter just as much as volume.

Q&A WITH THE GROUP CHIEF SUSTAINABILITY OFFICER

Q3

COMMITMENT 2 PLACED SOCIAL IMPACT ALONGSIDE FINANCE AS A CORE SUSTAINABILITY PRIORITY. WITH THE TWO MILLION HOUSEHOLD TARGET SURPASSED, WHAT OPERATIONAL INSIGHTS HAVE STAYED WITH YOU ABOUT DELIVERING SOCIAL IMPACT AT SCALE?

GCSO:

Commitment 2 was ultimately about what it means for Maybank to show up as a social leader, not just a financial one. From the outset, our approach to social impact was grounded in outcome-based design. We applied a clear theory of change and a structured programme toolbox, benchmarked against global methodologies, to ensure our initiatives were focused on building capability, dignity and long-term resilience. Surpassing the two-million-households ambition matters because it reflects the collective effort across Maybank Foundation and the wider Group, with business units and partners working together to deliver programmes that go beyond short-term relief. By the end of 2025, we had empowered nearly 3 million households cumulatively, with 85.8% from B40 communities. That scale brings responsibility as much as it brings pride.

In recognition of our commitment to delivering meaningful social impact alongside financial leadership, Maybank was honoured on 29 January 2026 with four awards at the United Nations Global Compact Malaysia & Brunei (UNGCMYB) Forward Faster Sustainability Awards 2026, including the Forward Faster CEO Award, and Enterprise-Level awards for Decent Work & Living Wage, Sustainability Governance & Strategy and Community Engagement. I was especially proud to see our President and Group CEO recognised with this award, as it reflects how sustainability has been steadily embedded into the way we run the Group – not as a separate agenda, but as part of our core business strategy. For us, the award is meaningful because it affirms the discipline and intent behind the work and the culture we have built to ensure we deliver impact responsibly and at scale.

What has been reinforced over the five years is how critical depth and continuity are to delivering impact at scale. The most effective initiatives were those that addressed structural barriers, whether through education, skills development or pathways to stable livelihoods and stayed with participants long enough for change to take root. Social impact does not happen in a single intervention. It happens when people are supported through transition.

An example that brings this approach to life is the Maybank Reach Independence & Sustainable Entrepreneurship (R.I.S.E.) programme. R.I.S.E. focuses on persons with disabilities and other marginalised groups, supporting them through entrepreneurship training, mentoring and continued guidance. Over more than a decade, the programme has economically empowered 51,138 individuals across six ASEAN countries, with the top 40% of those trained having achieved an average monthly income increase of 330.93%, including through periods of disruption like COVID-19. Those numbers are important, but they are not what stay with me most.

What stays with me most are the moments spent listening to participants and their families. Hearing how small businesses were rebuilt, how confidence returned and how households shifted from uncertainty to stability reinforced something fundamental: impact cannot be measured only by outputs. When individuals regain agency, families regain footing and communities become more resilient. That is the transformation we are working towards.

As we move into ROAR30, the lesson from Commitment 2 is not to do more, but to do better. That means sharpening priorities, minimising fragmentation and strengthening outcome measurement. That is how social impact remains meaningful as we scale and how we honour the trust placed in us by the communities we serve.

Q4

COMMITMENT 3 IS THE ONLY SUSTAINABILITY COMMITMENT THAT CONTINUES BEYOND 2025, REFLECTING THE REALITY THAT CLIMATE ACTION IS BOTH TECHNICALLY COMPLEX AND LONG-TERM. AS MAYBANK MAKES PROGRESS ON REDUCING OPERATIONAL EMISSIONS BY 2030 WHILE ADDRESSING THE LARGER CHALLENGE OF A NET ZERO PORTFOLIO BY 2050, HOW DO YOU ASSESS WHERE THE GROUP STANDS TODAY?

GCSO:

Our biggest climate responsibility and challenge sits in our portfolio. That is where most of our emissions are and where the transition will ultimately succeed or fail. Decarbonising financed emissions is also not something we can do in isolation. It depends on the availability of data, the credibility of sector pathways and whether clients can transition without undermining jobs, competitiveness or energy security. That reality has shaped how we have approached Commitment 3.

Over the past few years, one of the most important shifts has been moving from broad ambition to much clearer structure. By 2025, we had expanded our Net Zero Pathway to cover six priority sectors, with interim 2030 targets that remain on track. What this has done is give our teams and our clients a shared reference point. It allows conversations to move beyond abstract commitments to more grounded discussions about what transition looks like for a specific sector, in a specific market, over a realistic timeframe. The intent is not to force a uniform pathway, but to support progress that reflects the economic and social realities across ASEAN.

Supporting customers through that transition has been just as critical. That is why our climate transition strategy focused on building capability, not just setting targets. We have worked to equip frontline teams with clearer guidance on assessing ESG readiness, understanding transition needs and structuring appropriate financing solutions. At the same time, we have embedded net zero considerations more deeply into credit assessment, portfolio monitoring and data governance. This ensures that climate considerations are treated as part of how risk and opportunity are evaluated across the business.

Alongside transition, we have also strengthened how we manage climate risk. In 2025, we tightened the foundations needed to assess transition and physical risks more consistently across markets. This included stress testing to understand potential credit impacts under different climate scenarios, as well as tools that screen environmental and physical risks for land-based assets. The purpose here is to continue financing growth while remaining disciplined about exposures and to identify where resilience needs to be strengthened before risks materialise.

In our own operations, progress has been more within our direct control. Since 2019, we have reduced operational emissions by more than 50% through sustained efforts in energy efficiency, better building management and renewable energy adoption. What gives me confidence is that this has been achieved through sustained measures rather than one-off actions. That makes our 2030 operational targets credible and achievable.

One lesson learned from Commitment 3 is that climate transition is not linear. Data improves, methodologies evolve and assumptions change. Interim solutions are often needed to keep momentum without overstating progress. That is why external assurance and validation have become increasingly important for us. They are not just about reporting integrity, but about building confidence that progress is being measured and managed honestly.

Taken together, where I see Maybank today is this: while there is still a long way to go, we are operating from a far more informed and practical position. The systems and governance needed to support realistic, sector-appropriate transition allows us to move forward with our customers rather than ahead of them. For me, that is the real progress – the capability we have built to support credible transition while safeguarding livelihoods and long-term value.

Q&A WITH THE GROUP CHIEF SUSTAINABILITY OFFICER

Q5

THE FINAL SUSTAINABILITY COMMITMENT FOCUSED ON PEOPLE, WITH MAYBANK CONSISTENTLY ACHIEVING ONE MILLION SUSTAINABILITY HOURS PER YEAR. WHAT DOES THAT LEVEL OF PARTICIPATION TELL YOU ABOUT HOW SUSTAINABILITY HAS BEEN EMBRACED ACROSS THE GROUP?

GCSO:

It tells me sustainability is no longer sitting in a specialist corner of the organisation. When you can mobilise that level of participation year after year, it signals that people see sustainability as part of their day job, not an add on. In 2025 alone, we translated that momentum into structured learning and engagement at scale, with 354 sessions delivered across 190 unique programmes, reaching 118,129 participants and 38,747 unique learners.

A particularly important milestone has been the continued scaling of the Maybank Sustainability Practitioner Certification (MSPC), developed with the UN Global Compact Network Malaysia and Brunei. In 2025, the programme expanded into Singapore, Indonesia, the Philippines and Cambodia, with local delivery to ensure relevance across markets. Since its launch last year, 1,207 Maybankers have trained across different certification levels, with 720 practitioners certified to date. This growing pipeline reflects a deliberate shift from sustainability awareness towards applied capability and professional judgement in daily decision-making.

Beyond sustainability teams, relationship managers, credit officers and approving authorities have been trained on the Net Zero Operationalisation Process and related pre-deal considerations, with 1,207 professionals across over 10 countries engaged in 2025. This helps ensure sustainability considerations are applied in client conversations, risk assessments and financing decisions, rather than sitting outside them.

Closing out the commitment also clarified an important lesson for us. While hours are a strong indicator of engagement, the real measure should be competence and confidence. As we move into ROAR30, we will continue to build on this foundation by deepening a “sustainability-first” culture, equipping Maybankers with the skills and judgement to apply sustainability consistently.

Q6

AS MAYBANK TRANSITIONS INTO ROAR30, HOW IS THE GROUP TRANSLATING THE LESSONS FROM ITS SUSTAINABILITY COMMITMENTS INTO SHARPER EXECUTION PRIORITIES FOR THE YEARS AHEAD?

GCSO:

We are entering ROAR30 from a position of strength. M25+ was the period where we proved we could execute at scale and, just as importantly, where we built the guardrails that make execution repeatable. The next phase is not about doing more for the sake of it. It is about being clearer on what works, tightening what needs to be tightened and directing effort where it creates the most meaningful outcomes for people, businesses and the region.

One of the biggest shifts is moving from output-based delivery to impact driven outcomes. Over the past five years, the commitments helped us build momentum and discipline, but they also sharpened an important question: are we measuring activity, or are we measuring whether lives, resilience and decision quality are actually improving? Under ROAR30, we will further sharpen the outcomes we are trying to influence and evolve our metrics accordingly, so success is not just about volume, but about depth and durability.

Another learning is that scale only holds when ownership sits with the business, supported by clear standards. Under M25+, we spent a lot of time building common frameworks so teams could act with consistency and confidence, whether in sustainable finance, transition classification, net zero sector pathways, or capability building through programmes like MSPC. Under ROAR30, the centre's role becomes sharper: set the standards, strengthen measurement and provide constructive challenge. The business role becomes sharper too: apply those standards in real decisions, with clear accountability.

Where I see the most distinctive opportunity for Maybank is in our Social pillar. As sustainability priorities evolve globally, our focus remains grounded in the needs of the communities. We remain committed to decarbonisation, while recognising that social outcomes are where banking has its more tangible impact. Under ROAR30, “Impact Society Positively” builds on the foundations in place and reflects our conviction that, in times of uncertainty, sustainability is simply the right thing to do. It is a practical direction of travel, ensuring environmental action and good governance ultimately serves people.

Finally, sustainability under ROAR30 will be guided by a principled and pragmatic approach. We do not see safeguarding the organisation and enabling growth as competing objectives. When standards are clear and capability is strong, they reinforce each other. This is the mindset we are carrying forward: protect what must be protected, enable what should be enabled and stay close to our customers and communities as they navigate transition in the real economy.

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 SP10

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, Etika+, Etika 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 Etika+ 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 of the Integrated Annual Report.

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 of the Integrated Annual Report 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 of the Integrated Annual Report.

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



Workforce in Next-Gen Roles **30.2%**
(FY2024: 25.1%)



Employee Learning Programmes

Learners

42,257
(FY2024: 42,753)

Learning Activities

702,068
(FY2024: 543,165)

Average Programmes per Employee

16.6
(FY2024: 12.7)



Group Internal Vacancy Realisation Rate

83.4%
for senior management roles
(FY2024: 84.0%)

49.5%
for women
(FY2024: 37.0%)

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 of the Integrated Annual Report.

* 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 of the Integrated Annual Report.

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

Related Capitals: **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

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 regulator, 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 consistent ethical and effective risk management to clearly identify risks, 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 as a responsible financial partner.
- 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 of the Integrated Annual Report.
Related Capitals: FC MC HC SRC NC	Related Material Matters:	Related UN SDGs:

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.

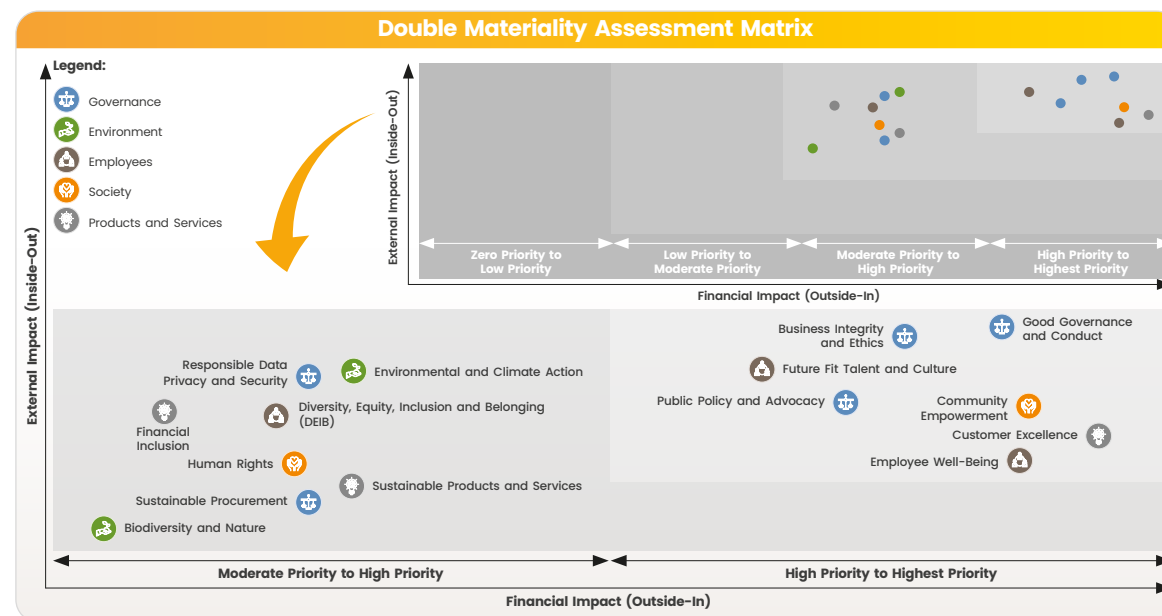
4 Discussion, Validation and Approval

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	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.							
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 the Integrated Annual Report; and Sustainability Thought Leadership in Action on pages 13 to 15 in this report.									
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	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.							
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 the Integrated Annual Report; and Responsible Data Privacy and Security on pages 146 to 149 in this report.									
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	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.							
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 the Integrated Annual Report; and Sustainability Governance on pages 43 to 52 in this report.									

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 the Integrated Annual Report; and Business Integrity and Ethics on pages 141 to 145 in this report.

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 the Integrated Annual Report; and Sustainable Procurement on pages 150 to 152 in this report.

Impact

- + 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.

FC SRC

Risk and opportunity

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.

FC SRC

Impact

- + 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.

NC SRC

Risk and opportunity

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.

FC IC

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 the Integrated Annual Report; and Environmental and Climate Action on pages 154 to 157 in this report.

Impact

- + 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.

NC SRC

Risk and opportunity

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.

FC IC

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**

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).

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 this report.

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

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.

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 the Integrated Annual Report; and Diversity, Equity, Inclusion and Belonging (DEIB) on pages 108 to 113 in this report.

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

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.

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 the Integrated Annual Report; and Employee Well-Being on pages 114 to 121 in this report.

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 the Integrated Annual Report; and Future Fit Talent and Culture on pages 92 to 107 in this report.

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.

HC IC

Risk and opportunity

FC IC HC

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:

CR FCR TCR RR ESGR RCR

Related STs and SPs:

ST3 to ST5 SP9 SP10 SP12

+ 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 this report.

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.

HC SRC

Risk and opportunity

FC SRC

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 this report.

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.

HC SRC

Risk and opportunity

FC SRC

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 the Integrated Annual Report; and Sustainable Products and Services on pages 58 to 76 in this report.

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 the Integrated Annual Report; and Financial Inclusion on pages 77 to 83 in this report.

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 this report.

CONTRIBUTIONS TO THE UN SDGs

As a financial institution with deep regional presence, our responsibility goes beyond banking. With operations and partnerships spanning ASEAN and beyond, we are uniquely positioned to advance the United Nations Sustainable Development Goals (UN SDGs) across both our internal operations and our business activities.

We focus on both **operational impact** and **business impact**, ensuring that our day-to-day practices and core banking activities support the SDGs in ways most relevant to this region.

OPERATIONAL IMPACT

Our operational impact reflects how we manage our internal footprint, ensuring that our day-to-day practices contribute positively to society and the environment. These efforts strengthen the foundations of our business while supporting healthier, more resilient communities.

SDGs	TARGETS	INITIATIVES
	3.3 Combat water-borne diseases 3.4 Promote mental health and well-being 3.8 Achieve universal health coverage, including financial risk protection	- Enhancing community access to clean water through Etiqa Clean Water Projects - Providing mental health support and maintaining a safe working environment for Maybank employees - Offering affordable, accessible and user-friendly insurance products such as IL Ultimate Health and MEDIC eEDGE Takaful For more information, please see pages 73, 117 and 138 of this report
	5.1 End all forms of discrimination against women and girls 5.5 Women's full and effective participation in political, economic and public life 5.a Undertake reforms to give women equal rights to economic resources and financial services	- Strengthening our current practices through the Maybank Group Human Rights Policy (GHRP) - Enhancing the presence of women in top governance and leadership roles within Maybank - Implementing a community programme dedicated to empowering women through Maybank Women Eco-Weavers For more information, please see pages 108, 109 and 132 of this report
	12.6 Companies to adopt sustainable practices and integrate sustainability information into reporting 12.7 Promote procurement practices that are sustainable 12.8 Ensure that people have the relevant information and awareness for sustainable development	- Committing to annual sustainability reporting and disclosures - Procuring from local suppliers and supporting our suppliers in their ESG journey - Involving Maybankers in sustainability and community initiatives - Contributing to active engagements and collaboration with external stakeholders and regulators For more information, please see pages 4, 13 to 15, 139 to 140 and 150 to 152 of this report
	15.5 Protect and prevent the extinction of threatened species 15.7 End poaching and trafficking of protected species	Maintaining proactive involvement in tiger and marine conservation and reforestation For more information, please see pages 137 to 138 of this report
	16.4 Significantly reduce illicit financial flows 16.5 Substantially reduce corruption and bribery in all their forms 16.6 Develop effective, accountable and transparent institutions at all levels 16.7 Inclusive decision-making at all levels	- Upholding good governance with clear accountability and decision-making processes - Adhering to regulatory standards within our operational markets - Maintaining high integrity standards and ethical business practices - Ensuring diverse and inclusive representation at all levels of our operations For more information, please see pages 43 to 52 and 141 to 145 of this report

CONTRIBUTIONS TO THE UN SDGs

BUSINESS IMPACT

Our business impact captures the influence of our core banking activities, financing and investments in advancing the SDGs. By mobilising capital and enabling access, we create opportunities for inclusive growth, social progress and sustainable development across the region.

SDGs	TARGETS	INITIATIVES
	1.4 Equal rights to economic resources 1.a Mobilisation of resources to implement programmes to end poverty	- Enhancing financial literacy and inclusion for underserved communities - Providing financial support and toolkits to SMEs and micro businesses - Bridging the financial divide through accessible banking products and services For more information, please see pages 77 to 83 of this report
	2.4 Ensure sustainable food production systems	- Applying the Group's Risk Acceptance Criteria (RAC) in high ESG-risk industries, including palm oil sector - Installing a microfarm aquaponics system for integrated fish-crop cultivation For more information, please see pages 55 to 56 and 101 of this report
	3.3 Combat water-borne diseases 3.4 Promote mental health and well-being 3.8 Achieve universal health coverage, including financial risk protection	- Enhancing community access to clean water through various programmes - Providing mental health support and maintaining a safe working environment for Maybank employees - Offering affordable, accessible and user-friendly insurance products such as IL Ultimate Health and MEDIC eEDGE Takaful For more information, please see pages 73, 117 and 138 of this report
	4.4 Skills for employment, decent jobs and entrepreneurship 4.5 Equal access to education for the vulnerable 4.6 Ensure all youth achieve literacy and numeracy 4.7 Ensure all learners acquire the knowledge needed to promote sustainable development 4.b Scholarships for higher education	- Reducing unemployment of disadvantaged groups throughout ASEAN - Offering scholarships and financial support for education with a focus on online learning - Offering programmes that provide access to education such as Cashville Kidz and Negeri di Awan For more information, please see pages 129 to 130 and 132 to 133 of this report
	6.1 Provide access to safe and affordable drinking water 6.6 Protect and restore water-related ecosystems 6.b Support and strengthen the participation of local communities in improving water and sanitation management	- Supporting community health by ensuring access to sustainable clean water and promoting effective hygiene practices through Etiqa Clean Water Projects - Organising mangrove clean-up, replanting and restoration activities to recover degraded coastlines For more information, please see page 138 of this report
	7.1 Universal access to modern energy services 7.2 Increase the share of renewable energy 7.a Investment in energy infrastructure and clean energy technology 7.b Expand infrastructure and upgrade technology for supplying modern and sustainable energy services	- Providing financing options for the installation of residential solar panels and the purchase of hybrid and electric vehicles - Mobilising sustainable finance for initiatives promoting renewable energy For more information, please see pages 62 to 64 and 66 to 67 of this report

CONTRIBUTIONS TO THE UN SDGS

SDGs	TARGETS	INITIATIVES
	8.3 Growth of micro-, small- and medium-sized enterprises 8.5 Full and productive employment for all 8.6 Reduce the proportion of youth not in employment, education or training 8.7 Take immediate and effective measures to eradicate forced labour and end modern slavery 8.8 Promote safe and secure working environments 8.10 Access to banking, insurance and financial services for all	• Extending microfinancing support to micro businesses and eligible recipients • Increasing the availability of cost-effective financial products and services for the communities we serve • Fostering youth and graduate employment initiatives within Maybank • Advocating for employee well-being and human rights  For more information, please see pages 77 to 83, 93 and 114 to 125 of this report
	9.3 Access to financial services for small enterprises 9.4 Adoption of clean technologies	• Providing financial support for SMEs through a suite of financial and advisory solutions, including myimpact SME • Funding green energy projects and adopting emissions reduction initiatives • Offering tailored sustainable and digital financial solutions for ASEAN  For more information, please see pages 69 to 70, 87 to 89, 175 to 177 and 219 to 223 of this report
	10.2 Social, economic and political inclusion of all 10.3 Ensure equal opportunity and reduce inequalities of outcome	• Supporting our communities through our retail offerings as well as zakat and social initiatives • Strengthening our current practices through the Maybank Group Human Rights Policy (GHRP)  For more information, please see pages 66 to 67, 132 to 136 and 139 of this report
	11.1 Increase access to affordable housing 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage 11.5 Substantially decrease the direct economic losses caused by disaster	• Providing cost-effective housing solutions to enhance accessibility to home ownership • Celebrating the diverse ASEAN heritage through the Balai Seni Art Series (BSAS) • Contributing towards disaster relief efforts  For more information, please see pages 79, 134 and 136 of this report
	13.1 Strengthen resilience and adaptive capacity to climate related hazards 13.2 Integrate climate change measures into national policies, strategies and planning 13.3 Improve human and institutional capacity on climate change	• Incorporating climate considerations into our operational activities • Member of the Malaysia Carbon Market Association (MCMA) and the Joint Committee on Climate Change (JC3) • Enhancing employees' sustainability knowledge, encompassing climate change awareness • Sustainable financing for renewable energy, eco-friendly buildings and green homes  For more information, please see pages 13, 104, 171 to 172, 175, 177 and 220 to 223 of this report
	17.16 Multi-stakeholder partnerships to support the achievement of the SDGs 17.17 Encourage and promote effective public, public-private and civil society partnership	• Proactive collaboration with regulatory authorities, industry partners and partners in community initiatives  For more information, please see pages 13 to 15 and 181 to 182 of this report

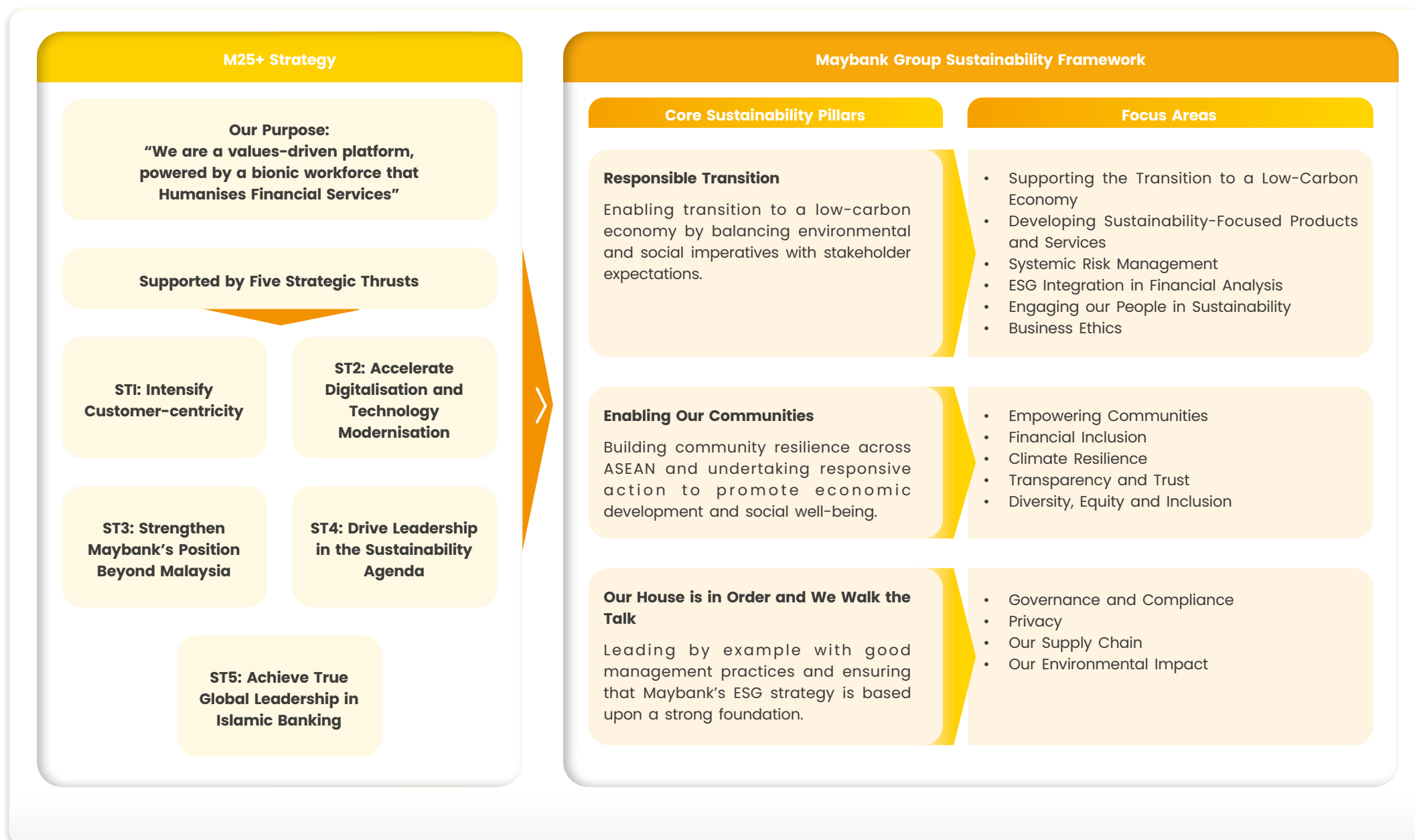
SUSTAINABILITY STRATEGY AND FRAMEWORK

M25+: INSTITUTIONALISING SUSTAINABILITY ACROSS THE GROUP

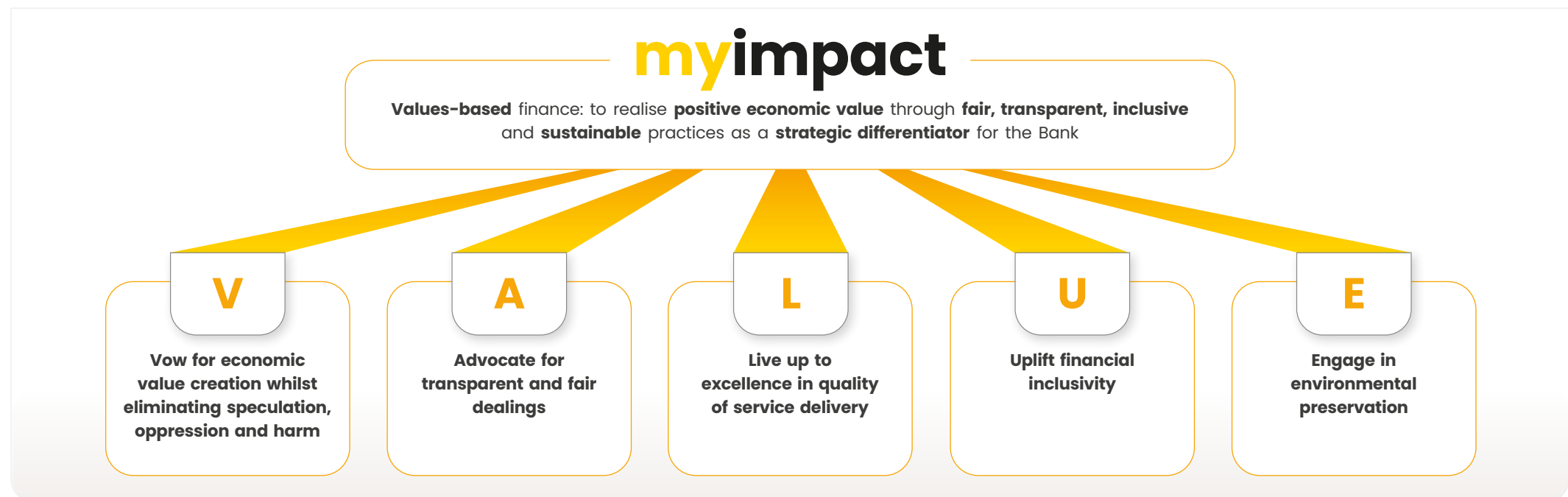
Under the M25+ Strategy, we have made sustainability a core part of business, linking growth with responsibility to customers, communities and markets. As we enter its final year in 2025, the strategy continues to be delivered through five strategic thrusts, including a dedicated focus on driving leadership in sustainability.

Our approach has been guided by the Maybank Group Sustainability Framework, introduced in 2021 with three pillars: Responsible Transition, Enabling Our Communities and Our House is in Order and We Walk the Talk. These priorities have shaped more than 180 detailed implementation plans (DIPs) that translate ambition into measurable outcomes across the Group.

The framework is reinforced by the myimpact values, built on principles of Value-Based Intermediation and Islamic finance.



SUSTAINABILITY STRATEGY AND FRAMEWORK



ROAR30 THE NEXT PHASE OF SUSTAINABILITY LEADERSHIP

With the conclusion of M25+, we launched the ROAR30 strategy to define the Group's next phase of growth and sustainability leadership. Building on the foundations and lessons of the past five years, ROAR30 translates experience into opportunity and advances from a position of strength.

This commitment is reflected in our long-term ambitions under ROAR30. Through this strategy, we will reinforce our purpose of Humanising Financial Services through values-based offerings, building businesses at scale and strengthening our foundation to future proof Maybank. The Group has set a target to mobilise RM300 billion in sustainable finance by 2030, advance carbon neutrality by 2030 and achieve net zero by 2050. Maybank also aims to positively impact 3 million lives and double our social financing for individuals and SMEs from a baseline of RM12 billion in FY2024, ensuring greater accessibility for the underserved and unserved segments.

To sustain this journey, we are future-proofing the Group through technology modernisation and workforce transformation. We have committed RM10 billion in investments over the next five years to modernise our digital backbone and scale cloud, data and AI capabilities, enhancing operational resilience and enabling future ways of working to service customers better. In parallel, we are deepening our Regional 'Talent Factory' through strengthening cross-functional, cross-border and enterprise-wide capabilities and embedding a culture of growth and continuous development.

IMPACT SOCIETY POSITIVELY

Economically empower 3 million lives through Social Impact Initiatives by 2030



ENVIRONMENTAL

A **Champion for Good** that helps businesses & communities transition to a resilient, low-carbon, & inclusive economy



SOCIAL

Distinguished through **Social Impact** by **enabling well-being for all**



GOVERNANCE

A **"sustainability-first"** corporate culture and transparent stakeholder communication

SUSTAINABILITY COMMITMENTS

2025 marks the final year of Maybank's five-year Sustainability Commitments, launched alongside the M25+ Strategy to embed sustainability as a core driver of long-term value creation. As this chapter draws to a close, we have achieved or surpassed all four commitments, reflecting disciplined execution and leadership in advancing sustainable development across ASEAN.

Beyond delivery, these commitments have generated valuable insights into what drives real impact. The lessons learned on scale, effectiveness and outcomes, now inform the priorities of the ROAR30 Strategy, shifting the focus from outputs to deeper, more impact-driven outcomes that enable inclusive growth and create lasting value for businesses and communities alike.



COMMITMENT 1

MOBILISING RM80 BILLION IN SUSTAINABLE FINANCE BY 2025

Why It's Important

Financing is one of the most powerful levers in driving a low-carbon and inclusive economy. By providing financial solutions that promote sustainable practices, Maybank enables clients across ASEAN to transition towards greener, more resilient operations while supporting long-term socio-economic growth.

➤ **Status:**
Achieved

➤ **Cumulative:**
RM176.12 billion

➤ **FY2025:**
RM60.95 billion

Annual Target: RM29.50 billion
Baseline Year: FY2021

Key Highlights

- **Mobilising Capital for Green and Social Projects:** Acted as Sole Sustainability Structuring Adviser and Lead Arranger for landmark transactions across ASEAN, including Malaysia Rail Link's RM10.2 billion SDG Sukuk and Cagamas Berhad's RM500 million ASEAN Social SRI Sukuk, financing low-carbon transport and inclusive housing.
- **Expanding Regional Reach in Sustainable Infrastructure:** Supported regional clients in Singapore, Indonesia, Cambodia and Thailand through green and sustainability-linked financing, including Singapore's Golden Ray Green Building Loan, the Saguling Floating Solar Plant in Indonesia and Cambodia's 230kV hydropower transmission line.
- **Sustainability-Linked Loan (SLL) Programme for SMEs and Mid-cap Clients:** Developed SLL programmes in Singapore and Malaysia to incentivise and accelerate the adoption of environmentally and socially responsible practices amongst SMEs and mid-cap clients by providing them with simplified and ready-to-use KPIs and Sustainability Performance Targets (SPTs) which are aligned to national or regional commitments.
- **Executed the Group's Maiden Transition Finance Transaction:** Served as Joint Sustainability Structuring Adviser for YTL PowerSeraya Pte Ltd's 600MW hydrogen-ready Combined Cycle Gas Turbine. The transaction is Singapore's inaugural transition finance deal that is aligned with the Singapore-Asia Taxonomy for Sustainable Finance under the Amber category and Maybank's maiden transition finance deal.
- **Update of Maybank Group Sustainability-Linked Product ("SLP") Guidelines:** Updated the SLP Guidelines to align to the latest LMA/APLMA/LSTA Sustainability Linked Loan Principles (2025) and the ICMA Sustainability-linked Bond Principles.

For more information on our sustainable financing progress, please refer to page 58.



COMMITMENT 2

IMPROVING THE LIVES OF TWO MILLION HOUSEHOLDS ACROSS ASEAN BY 2025

Why It's Important

We believe that empowering households with financial skills and knowledge enhances socio-economic well-being. With our strong regional presence, we have the ability and reach to contribute to inclusive growth and resilience in the communities we serve.

➤ **Status:**
Achieved

➤ **Cumulative:**
2,947,421 households

➤ **FY2025:**
829,207 households

Annual Target: 650,000 households
Baseline Year: 2021

Key Highlights

- **Empowering Households:** 829,207 households benefited under Commitment 2, with B40 communities forming 85.8% (711,237 households) of total households. Other key segments included marginalised communities (40,758) and youth (31,726), reflecting strong outreach to lower-income and emerging economic groups.
- **Building Livelihoods and Skills:** Maybank Foundation's community programmes collectively 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, women, PWDs and youth.
- **Zakat and Social Redistribution:** Continued zakat disbursement under three focus pillars – education, humanitarian aid and Islamic social finance, positively impacting 56,510 households. Key programmes included The Glory of Knowledge which provided education support for asnaf students and Etiqa's Education Programme which provided financial assistance to underprivileged students in higher learning institutions.
- **Advancing Financial Inclusion:** 413,010 households benefited through targeted initiatives such as Maybank QRPay Biz, 2-Wheeler Financing and Affordable Car Financing. Maybank provided accessible financial solutions for lower-income customers to enhance mobility, economic participation and financial stability across communities.
- **Strengthening Social Protection:** Etiqa's microinsurance products provided affordable safety nets to 315,645 households across Malaysia, Singapore, Indonesia, the Philippines and Cambodia. Notable schemes include Khairat and Mutiara Takaful coverage offered through Cooperatives, Asuransi Mikro Proteksi PAS and RiderCare PA which provide coverage for death, permanent disability and compassionate cash due to accidents, expanding financial resilience among vulnerable groups.

SUSTAINABILITY COMMITMENTS



COMMITMENT 3

ACHIEVING A CARBON NEUTRAL POSITION OF OUR OWN EMISSIONS BY 2030 AND NET ZERO CARBON EQUIVALENT POSITION BY 2050

Why It's Important

Achieving carbon neutrality reflects our commitment to mitigating climate change and reducing our environmental footprint. This commitment demonstrates our leadership in sustainability and aligns with the expectations of our stakeholders for responsible environmental stewardship.

➤ **Status:**
On Track

➤ **FY2025:**
57.8% reduction
in scope 1 and 2 emissions
against 2019 baseline

Key Highlights

- **Strengthened Sectoral Net Zero Pathways:** Expanded the Net Zero White Paper to incorporate Automotive and Commercial Real Estate (CRE), deepening the Group's decarbonisation strategy across high-impact sectors.
- **Clear Progress Across All Six Priority Sectors:** All six hard-to-abate sectors – Power, Palm Oil, Steel, Aluminium, CRE and Automotive are on track towards the committed target as set in the Net Zero White Paper.
- **Financed Emissions:** Financed emissions in 2025 stands at 32.8 million tCO₂e (including LULUCF), with emission intensity of 40.0 tCO₂e/RM million. Data coverage, boundary breakdown and estimation methodologies have been refined to the latest standards and guidelines.
- **Operational Emissions Trending Downwards:** Achieved 57.8% initiative-based reduction for Scope 1 and 2 emissions against the 2019 baseline, driven by energy efficiency projects, renewable energy uptake and optimised building operations.
- **Carbon Offsetting:** Purchase 6,760 tonnes of carbon credits issued through the Bursa Carbon Exchange (BCX).



COMMITMENT 4

ACHIEVING ONE MILLION HOURS PER ANNUM ON SUSTAINABILITY AND DELIVERING ONE THOUSAND SIGNIFICANT UN SDG-RELATED OUTCOMES BY 2025

Why It's Important

Maybankers play a key role in driving our long-term impact. By investing in sustainability capacity building and fostering a sustainability culture among our employees, we ensure that our workforce is equipped to contribute to our sustainability goals.

➤ **Status:**
Achieved

➤ **Cumulative:**
2,007,400 sustainability hours
Performance: 201% against the
1 million hours target

➤ **FY2025:**
1,489 significant SDG-Related Outcomes

Performance: 149% against target
Annual Target: 1 Million Hours
and 1,000 SDG-Related Outcomes
Baseline Year: 2021 (1,636,652 hours)

Key Highlights

- **Sustainability Capacity Building:** Delivered 354 sustainability-related training sessions to 38,747 unique learners across the Group, fostering a culture of sustainability and building a future-ready workforce.
- **Maybank Sustainability Practitioner Certification (MSPC) Programme:** Held the inaugural MSPC Grand Conferment & Open Day, celebrating achievements across all certification levels and reinforcing sustainability as a professional discipline. The event featured industry practitioner sharing, strong Board and EXCO engagement and a formal conferment ceremony attended by UNGCMYB and UNDP, underscoring external recognition and credibility.
- **Recognition by UN Global Compact Network Malaysia & Brunei (UNGCMYB) – ASEAN Impact Case Study for Commitment 4:** Maybank was recognised by UNGCMYB to develop an impact case study on its Group Sustainability Commitment 4. The case study showcases Maybank's approach, outcomes and learnings in advancing inclusive and sustainable impact. The case study has been selected for showcasing at the UNGC ASEAN Impact Hub, positioning Maybank as a regional reference point for sustainability leadership and reinforcing the Group's role in shaping best practices across ASEAN.
- **Work Placement Programme (WPP) for Persons with Disabilities:** Advanced inclusive employment across markets, onboarding 163 trainees in Malaysia since 2023, and 9 trainees in Singapore (3) and Cambodia (6) since 2024, reinforcing Maybank's commitment to equitable opportunities and an inclusive workforce.
- **Women Mentor Women (WMW) Council:** Provided targeted support and opportunities for women across Malaysia, Singapore and Indonesia through mentoring programmes and panel sessions.

SUSTAINABILITY GOVERNANCE

At Maybank, strong governance forms the foundation of sustainable value creation, ensuring that our ESG ambitions are anchored in integrity, transparency and accountability. Building on our robust corporate governance structure, ESG governance reinforces how we balance growth with responsible business conduct across all markets.

Our governance structure establishes clear lines of accountability across all business areas, guided by Maybank's core values and reinforced through well-defined management standards, operational policies and oversight committees. The Board and its committees provide strategic direction and oversight, supported by the President and Group CEO and the Group Executive Committee (EXCO), which ensure effective implementation across the organisation.

Material matters covered in this section:

Good Governance and Conduct
(page 43)

For more information on our corporate governance, please see page 134 of Maybank's Integrated Annual Report 2025.

SUSTAINABILITY GOVERNANCE STRUCTURE

Our sustainability governance framework provides end-to-end oversight of ESG and climate-related risks through a top-down approach, ensuring that sustainability priorities are embedded across business strategies and risk management processes.

- **At the Board level**, the Board Sustainability Committee (BSC) and the Risk Management Committee (RMC) oversee ESG and climate risk integration within strategic and operational decisions.
- **At the Management level**, the EXCO Sustainability Committee (ESC) and related sub-committees drive the Group's sustainability agenda, monitor performance and deliberate on ESG-related deals and initiatives.
- **At the Working level**, Group Sustainability and Group Risk ensure alignment, data integrity and continuous monitoring of ESG performance and disclosures.

BOARD-LEVEL GOVERNANCE

Board of Directors

Directs and oversees the Group's 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.

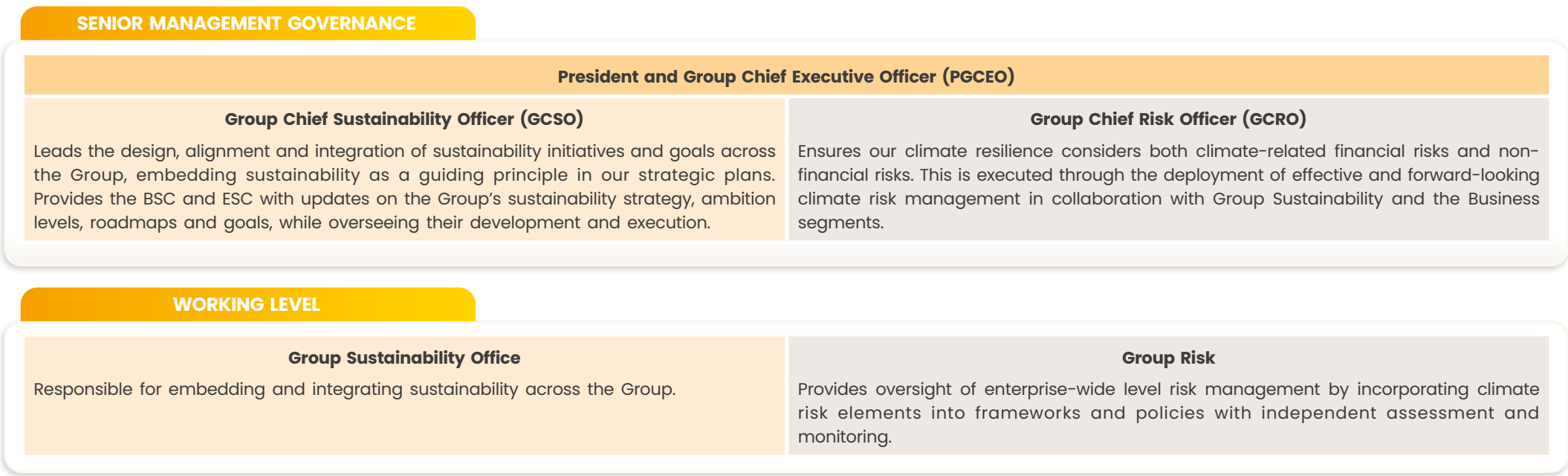
Board Sustainability Committee (BSC)	Risk Management Committee (RMC)	Credit Review Committee (CRC)	Audit Committee of the Board (ACB)
Oversees sustainability strategy and execution, reviews governance structure, priorities and targets and ensures environmental and climate-related risks and opportunities are considered across the Group.	Ensures ESG-related risk exposures and outcomes are systematically embedded and appropriately considered within our enterprise-wide risk management framework, by reviewing relevant risk strategies, frameworks and policies, and by 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.

MANAGEMENT-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 risk.	Oversees the approval of loans/proposals within delegated authority limit and ensures that credit decisions align with the Bank's risk appetite, ESG compliance and regulatory requirements.	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, framework, policies, risk tolerance and risk appetite limits.

SUSTAINABILITY GOVERNANCE



Legend: 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 section on page 134 of the Integrated Annual Report 2025.

SUSTAINABILITY GOVERNANCE

MARKET AND BUSINESS-LEVEL GOVERNANCE

While sustainability oversight is centralised at Group level, each country and business unit maintains its own committees, councils and management structures to implement sustainability priorities and ensure alignment with Group frameworks. These governance bodies provide regular reporting into Group channels, enabling coordinated oversight while allowing each market to respond to its operating context.

Maybank Singapore

- The Singapore Sustainability Council (SGSC), chaired by the Country CEO, meets quarterly to review and endorse sustainability initiatives and monitor progress against our four sustainability commitments.
- The Maybank Singapore Limited (MSL) Board oversees environmental risk with support from the RMCC and ERCC, while the Singapore Branch ERCC provides additional branch-level oversight.

Maybank Cambodia

- The Senior Management Sustainability Council tracks progress against sustainability targets, validate initiatives, address issues and assess sustainable finance opportunities.
- The Risk Management Committee reviews, approves and ensures the adequacy of ESG risk strategies, frameworks and policies under the Board's oversight.
- Executive committees, including the Senior Management Committee, Credit Committee and Executive Risk and Compliance Committee, review and recommend ESG risk matters and independently assess ESG risks in lending and financing activities.

Maybank Philippines

- The Risk Management Committee has oversight of risk management including but not limited to approving risk management strategies, frameworks and policies for the material risks faced by the bank including ESG-related policies, framework and regulatory requirements.
- The committee ensures the infrastructure, resources and systems are in place for the implementation of risk management systems.
- The committee also reviews the management's periodic reports on risk exposure, risk portfolio composition and risk management activities.

Group Insurance and Takaful

etiqa

- The Value-Based Intermediation & Sustainability Steering Committee (VBIS SC), co-chaired by the Malaysian entity CEOs, meets monthly to set the sustainability agenda, define boundaries and approve sustainability proposals.
- Boards of all Etiqa entities receive quarterly briefings on sustainability progress, climate-related risks and strategic matters, jointly presented by the Group CSO and CRO.
- Climate risk is formally embedded within Etiqa's risk processes through the MAHB ESG Risk Management Framework (ESGRMF).

Maybank Asset Management Group (MAMG)

- MAMG's Investment Committee is responsible for reviewing ethical and ESG-related funds, mandates and transaction reports prepared by operations.
- The Committee certifies and endorses reports to confirm that ethical and ESG funds are managed according to approved ethical and ESG principles, including the required screening processes for the reporting period.
- The Committee deliberates and endorses sustainability matters relating to portfolios and investments, including investment guidelines, assessment criteria and ESG scoring methodologies.

Maybank Indonesia

- Sustainability governance is led by the Board of Commissioners as the highest oversight body.
- The Board of Directors are responsible for overseeing the sustainability strategy and monitoring the targets and integration across the bank.
- The Sustainability Council develops and implements the sustainability strategies, frameworks, policies and procedures.
- The Sustainability Unit reports regularly to both the Board of Commissioners and the Board of Directors on ESG performance, progress against targets and updates on sustainable finance portfolios including Sustainable Business Activity Category (SBAC) disclosures.

Maybank Investment Bank Group (MIBG)

- The MIBG Board oversees ESG matters with support from the RM Committee and the Creating and Underwriting Review Committee (CURC).
- The Management Risk Committee (MRC) evaluates ESG risk considerations in credit and capital market transactions and oversees the effectiveness of ESG risk management processes.
- The Credit Underwriting Committee (CuC) reviews credit decisions involving ESG risk factors and conducts independent assessments of ESG-related risks.

SUSTAINABILITY GOVERNANCE

KEY GOVERNANCE ACTIONS IN 2025

In 2025, Maybank's governance bodies strengthened oversight and accountability on ESG priorities through structured reviews, regular deliberations and cross-functional coordination.

	Governance Body	Key Actions
Board	 Members of the Board  Non-Independent Non-Executive Director  Monthly	- Reviewed ESG investment processes and risk monitoring, ESG investment solutions and stewardship and portfolio-level environmental and climate metrics. - Reviewed and approved climate transition strategies, including the Net Zero White Paper Pathway Targets for the Automotive and Commercial Real Estate sectors. - Reviewed the Group Environmental, Social and Governance Risk Management Framework, focusing on governance, risk identification and monitoring mechanisms. - Reviewed the ASEAN Corporate Governance Scorecard 2025 and the Sustainability Scorecard 2025, including benchmarking outcomes and improvement areas. - Received updates on Group Sustainability and SP9 progress. - Reviewed and approved enhancements to the Terms of Reference of the BSC to strengthen oversight and accountability. - Approved the SPF2026 after recommendation and endorsement by ESC and BSC.
	 Selected members of the board, including PGCEO  Independent Non-Executive Director  At least four (4) times per year	- Endorsed the Net Zero White Paper for the Automotive and Commercial Real Estate sectors. - Reviewed the Group's No Deforestation stance. - Strengthened ESG risk management including climate risk management and supported ESG initiatives across the Group. - Endorsed the Sustainability and Environmental Reports. - Oversaw net zero initiatives, financed emission performance, climate risk stress testing and carbon offset projects. - 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.
	 Members of the Board  Independent Non-Executive Director  At least eight (8) times per year	- Exercised focused oversight over the integration of ESG considerations within the Group's Enterprise Risk Management Framework, with emphasis on the progressive integration of ESG and climate-related financial risks into key appetite statements, key risk indicators and decision-making processes. - Reviewed the development and application of climate-risk assessment tools and in parallel, deliberated on the Group's approach to sustainable financing, reaffirming a transition-based strategy that supports clients' transition pathways in a commercially viable and risk-sensitive manner while ensuring emerging ESG risks are systematically identified, monitored and managed within existing credit risk frameworks. - Considered evolving regulatory expectations on climate-risk capital treatment and stress testing, supporting continued engagement with regulators and industry bodies to facilitate practical, evidence-based implementation timelines aligned with data maturity and methodological readiness.
	 Selected Group EXCO members and Senior Management  PGCEO  Bi-monthly	- Reviewed progress updates on the Group's social impact efforts and its key highlights. - Endorsed the pre-deal calculator, designed to enable impact assessment of clients on the Group's overall portfolio. - Approved KRIs for all six hard-to-abate sectors as in the Maybank Group Net Zero White Paper. - Reviewed the Group's No Deforestation, No New Peat, No Exploitation (NDPE) policy in phases, commencing with the peat component.

Legend:  Members  Chaired by  Meeting frequency

SUSTAINABILITY GOVERNANCE

MANAGING ESG-RELATED DEALS

Governance in action is demonstrated through Maybank's structured review process for ESG-related deals. We have established an ESC Sub-Committee that functions as a review and approval body for deals that require higher scrutiny, particularly those with significant ESG implications or that fall outside standard risk parameters.

> Our Approach

a) Submission

Business teams submit their proposed deals to **Group Sustainability**, which acts as the secretariat for the process.

b) Initial Assessment

Group Sustainability assesses whether the deal requires escalation to the **ESC Sub-Committee** based on the nature of the deal, its accompanying ESG risks and overall alignment to the Group's ESG policies and frameworks.

c) Escalation (if required)

If escalation is needed:

- The **Deal Team** prepares and submits a memo putting forth their request and supplementing it with ESG rationale.
- **Group Sustainability** then prepares an **Independent Sustainability Review Paper**, outlining its ESG findings and a recommendation (support, reject or defer).

In preparing the Independent Sustainability Review Paper, Group Sustainability:

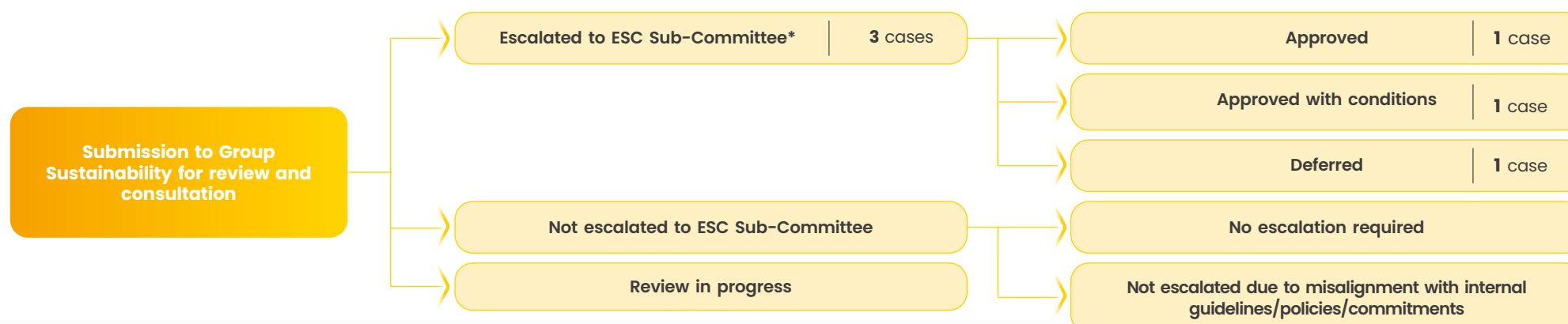
- Conducts research on the asset, client, sector and deal (including EIA, SIA and EMP reports).
- Analyses the merits of the deal, its ESG risks and potential impacts as well as alignment to internal policies and frameworks.
- Reviews external data and publications, including ESG rating reports.
- Evaluates controversies or allegations on the asset, deal and client and if necessary, engages clients to understand their remediation progress.

d) Deliberation

The **ESC Sub-Committee** convenes together with the Deal Team and Group Sustainability. Both parties present their requests, findings and recommendations. The ESC Sub-Committee then deliberates on the deal, considering all ESG factors and impacts. Upon deliberation, the Committee then presents its decision - i.e. approve, approve with conditions, deferred or rejected.

For insurance and takaful entities, ESG-intensive proposals and investment matters follow a similar escalation, with oversight by the Management Risk Committee (MRC) and Investment Committee and Board-level visibility via the RMC.

This process ensures balanced decision-making that aligns with Maybank's sustainability commitments while upholding prudent risk management. Each deal is reviewed through an independent sustainability assessment that evaluates ESG risks, client background and sectoral alignment with Group policies.



* Excludes transaction(s) that were tabled for purposes of transition finance recognition per the Maybank Group Transition Finance Framework

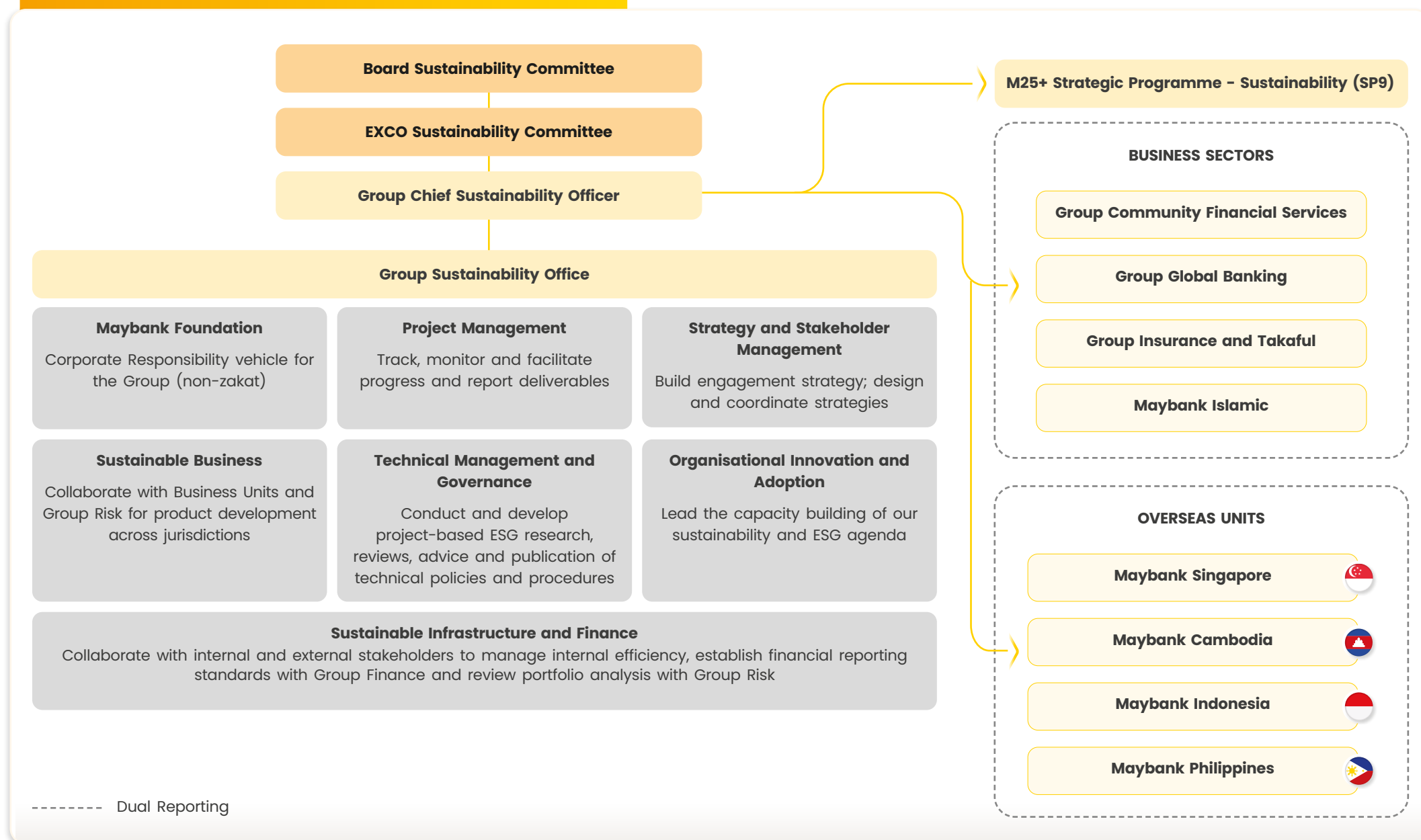
SUSTAINABILITY GOVERNANCE

GROUP SUSTAINABILITY OFFICE

The Group Sustainability Office (GSO) serves as the operational hub driving Maybank's sustainability strategy across the Group. While the broader governance structure (Board and Committees) provides oversight and direction, the GSO is responsible for execution, coordination and integration of sustainability priorities across business sectors and markets.

Operating under the leadership of the Group Chief Sustainability Officer (GCSO), the GSO ensures that Maybank's sustainability commitments are translated into measurable actions and embedded within core business functions. The Office comprises seven functional units, each focused on advancing specific aspects of the Group's sustainability agenda, from technical governance and policy development to client engagement, project management and innovation.

Group Sustainability Structure



SUSTAINABILITY GOVERNANCE

STRENGTHENING INTEGRATION ACROSS THE GROUP

The GSO works in close partnership with Maybank's business sectors, overseas units and cross-functional working groups to ensure consistent implementation of sustainability goals. This is reinforced through two key engagement platforms:

- **Group Sustainability Engagement and Governance (EAG):** Established in 2024, the EAG connects sustainability leaders across countries and sectors, fostering alignment, transparency and shared accountability for sustainability delivery.
- **Sustainability Circle:** A cross-functional network that drives collaboration, shares best practices and identifies emerging sustainability opportunities across markets.

M25 + Strategic Programme	Description and Roles
SP9	Drives Maybank's environmental strategy by enhancing net zero measurement, setting and tracking decarbonisation pathway, integrating sustainability into credit processes, organising expertise and offering tailored transition finance solutions to support decarbonisation and sustainable growth.
Business Sectors	
Group Community Financial Services	The Community Financial Services Sustainable Solutions team is responsible for the planning and execution of all sustainability-related projects and initiatives. All initiatives are reviewed, tracked and reported into the Community Financial Services Committee (CFSC) Meeting on a monthly basis to ensure continuous growth and positive traction.
Group Global Banking Maybank Asset Management Group (MAMG)	Sustainability updates comprising progress of MAMG's sustainability commitments, including key achievements are discussed and reported at its executive-level committee and Board on a quarterly basis.
Group Global Banking Maybank Investment Banking Group (MIBG)	MIBG's ESG progress, including achievements, are deliberated and discussed at the executive-level committee and Board of Directors meetings.
Group Insurance and Takaful	The Value-Based Intermediation and Sustainability Steering Committee (VBIS SC), led by CEOs, manages sustainability efforts, reviews the agenda, sets boundaries and approves sustainability proposals for operations in Malaysia and Singapore.
Maybank Islamic	Maybank Islamic ensures robust sustainability governance through regular reporting to its Management Committee, Board of Directors and Shariah Committee, while its sustainability efforts are managed by the Group's myimpact Centre of Excellence under the CEO's Office.
Overseas Units	
Singapore	The Singapore Sustainability Council, chaired by the Country CEO, meets quarterly to review and approve sustainability-related initiatives and oversee progress against sustainability commitments.
Indonesia	The Sustainability Unit in Maybank Indonesia, similar to the Group's structure, manages sustainability efforts and reports monthly progress to the Board.
Cambodia	The Senior Management Sustainability Council, chaired by the CEO and Country Head, meets bi-monthly to track sustainability progress, discuss initiatives, address issues, identify sustainable finance opportunities and share Group updates on sustainability.
Philippines	The Senior Management Sustainability committee, chaired by the Country President and CEO meets bi-monthly to review progress, strategies, compliance updates and share Group updates on sustainability. This meeting is also attended by representatives from Group Sustainability Office.

GROUP SUSTAINABILITY ENGAGEMENT AND GOVERNANCE

The Group Sustainability Engagement and Governance (EAG) platform was established in April 2024 as a checkpoint for the GCSO and sustainability leaders from selected countries and business sectors to engage directly on a bimonthly basis.

> Key Objectives

- Reinforce alignment and drive team cohesion among countries, business sectors and the Group Sustainability Office.
- Instill ownership and ensure smooth execution of sustainability initiatives.
- Nurture a culture of trust, transparency and reliability among sustainability leaders.
- Strengthen collaboration within the Group Sustainability ecosystem.

SUSTAINABILITY CIRCLE

Established in 2022 and chaired by the GCSO, the Sustainability Circle serves as a collaborative platform for sustainability representatives across the Group's regional entities, including Maybank Singapore, Indonesia, Philippines, Cambodia and Laos. The Circle promotes cross-learning and alignment by enabling members to exchange insights, monitor sustainability progress and identify emerging opportunities across markets.

> Key Objectives

- Advocate sustainability best practices across business and country operations.
- Drive delivery of sustainability plans and targets.
- Foster transparent communication and knowledge sharing.
- Explore cross-sector sustainability opportunities.

> Outcomes in 2025

- Conducted quarterly meetings to exchange updates on Group-wide sustainability developments and emerging priorities.
- 37 members from across the region and all sectors.

SUSTAINABILITY GOVERNANCE

ESG RISK GOVERNANCE

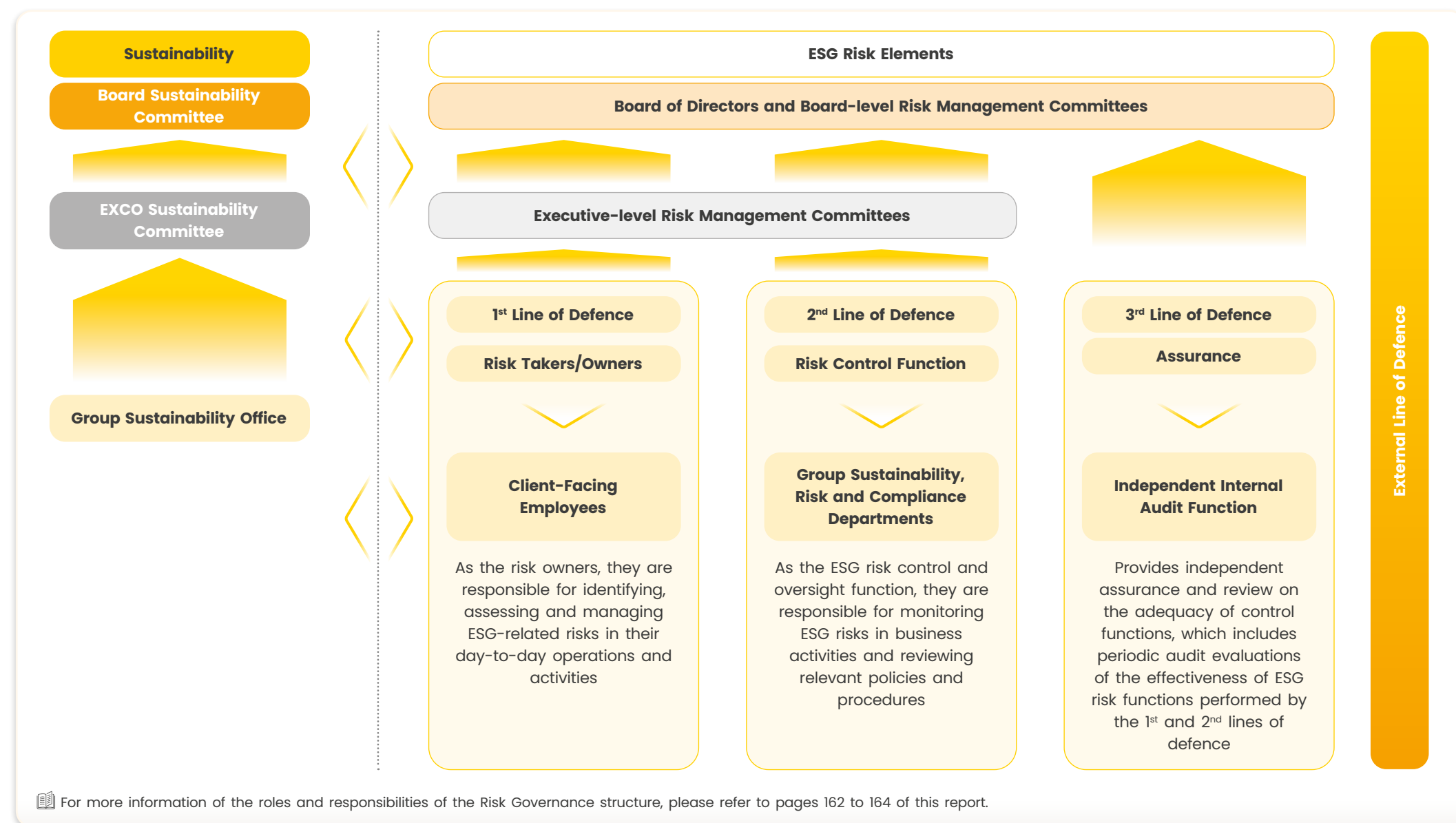
The ESG Risk Management Framework establishes clear accountability across the Group, providing a unified approach to identifying, monitoring and mitigating environmental and social risks. Supported by robust governance and regular reporting, this framework ensures that ESG risks are systematically integrated into enterprise-wide risk management and decision-making processes.

ESG and climate-related risks are reported regularly to the Board and senior management to guide strategic decision-making and ensure proactive risk management.

Key reporting mechanisms include:

- **Monthly:** Enterprise Risk Dashboard presented to the Risk Management Committee (RMC).
- **Quarterly:** Climate Risk Dashboard presented to both the GERCC and RMC for information and monitoring.

In 2025, Maybank's Climate Risk Stress Test results have also been presented to the RMC for approval prior to submission to BNM.



SUSTAINABILITY GOVERNANCE

LEADERSHIP TRAINING AND CAPACITY BUILDING

Strong ESG governance begins with a well-informed and capable leadership team. As sustainability-related issues become increasingly complex, our Board members continuously strengthen their understanding of emerging ESG issues and regulatory expectations to guide the Group's long-term strategy.

The Board also receives regular briefings from internal experts, including Group Sustainability and Group Risk, on key developments in ESG regulations, risk management and the implementation of the Group's sustainability commitments. The table below presents selected sustainability-related trainings attended by the Board and Senior Management in 2025.

SUMMARY OF LEADERSHIP TRAININGS IN 2025

	Training	Description	Attendees
BOARD LEVEL	Corporate Governance Excellence: Navigating Governance in Groups	This programme provided a curated and safe space for the Main Board and subsidiary Boards to surface insights, explore governance tensions and co-create mechanisms that balance Group oversight with subsidiary agility.	All Group Board members
	Mandatory Accreditation Programme Part II – Leading for Impact	Strengthened Board oversight of ESG governance, covering materiality, risk management, disclosure requirements under Bursa, and Board responsibilities.	2 pax
	EU Sustainable Finance Data Architecture: Pillar 3 Data Hub	Introduced EBA/ESAP-aligned disclosure architecture to enhance data transparency, comparability and accessibility for ESG reporting.	1 pax
	Sustainable Finance	Overview of ESG investing fundamentals, product screening, greenwashing risks and regulatory expectations for sustainable instruments.	1 pax
EXCO & SENIOR LEADERS	ESG Champion Kick-Off – Maybank Indonesia	Strengthened Maybank Indonesia BOD members' ESG leadership capabilities by positioning them as "Shark Tank" judges on environmental impact assessment fundamentals, social responsibility themes and governance ethics in sustainable finance. This approach sharpened leadership-level judgement in assessing both ESG opportunities and risks, while enabling them to evaluate and challenge the ESG Champion on sustainable finance deals.	3 pax
	Lite Agile Showcase & Awards Day 2025	Learning programme highlighting the operational impact of Lite Agile initiatives, fostering a culture of agility, innovation and continuous improvement aligned with long-term sustainability outcomes.	85 pax
	Leaders Bootcamp 2025	A leadership development programme focusing on resilience, cross-functional alignment, ethical leadership and strategic thinking, reinforcing Maybank Indonesia's workforce sustainability and integrity-led governance.	93 pax
	Maqasid Al-Shariah & Sustainability: A Game-Changer for Islamic Finance by SIDC	Linkage between Shariah objectives and sustainability in Islamic finance.	1 pax
	Leadership Anchored in Legacy: Prophetic Principles for a Sustainable Future by Maybank Islamic Shariah CoE	Values-anchored leadership for long-term stewardship.	1 pax
	"Climate First... or Last?" by Asia School of Business	Strategic implications of climate risk and transition pathways.	2 pax
	5th Sustainability Leadership Programme for Financial Institutions by IBFIM/Cambridge Institute for Sustainable Leadership (CISL)	Sustainability and value-based intermediation and their strategic implications on the management of a financial institution.	4 pax

For the full list of sustainability-related trainings, please refer to pages 135 to 142 of the Corporate Governance Report.

SUSTAINABILITY GOVERNANCE

BOARD EFFECTIVENESS EVALUATION (BEE)

To strengthen Board oversight of sustainability, the 2025 BEE incorporated a dedicated self-assessment of directors' ESG knowledge and a review of the adequacy of Board attention to key sustainability matters. As part of the evaluation, directors assessed whether sufficient time was spent on:

Climate change, carbon emissions and natural resource use

Sustainability-focused product and services

Sustainable procurement and supply chain practices

Employee well-being and people empowerment

Diversity, equity and inclusion

Ethics, values and organisational conduct

Anti-bribery, corruption and whistleblowing

The evaluation found performance to be satisfactory across all directors, indicating adequate sustainability-related knowledge and oversight capability. The BEE also served as the mechanism for directors to self-evaluate their ESG competency, confirming that the Board has sufficient expertise to govern and guide Maybank's sustainability agenda.

SUSTAINABILITY-LINKED REMUNERATION

Leadership accountability drives meaningful impact. Therefore, we integrated sustainability-related Key Performance Indicators (KPIs) into the senior management remuneration. This approach ensures that sustainability and climate goals are not peripheral commitments but are directly tied to performance evaluation, reward outcomes and strategic decision-making.

The senior management remuneration is structured to align their performance with the Group's sustainability ambitions and strategic priorities. Specifically, it aims to:



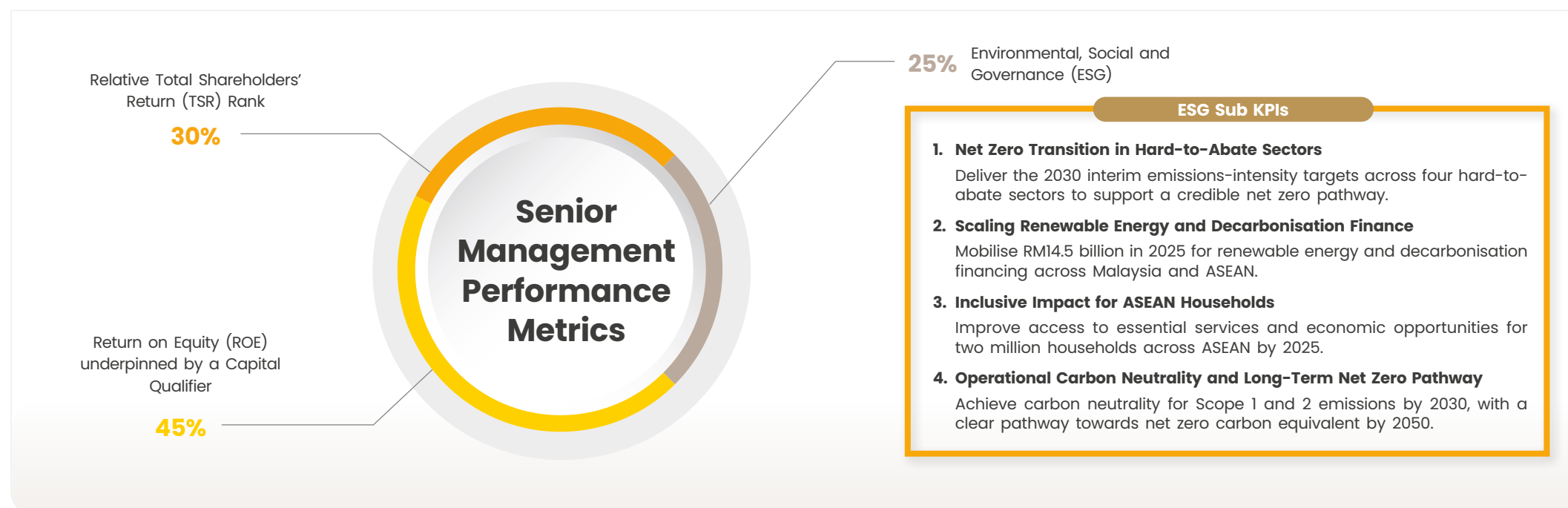
Embed Accountability: Ensure senior management remains accountable for delivering on key sustainability and climate-related objectives alongside financial and operational performance.



Encourage Long-Term Planning: Incentivise leaders to focus on transformative initiatives that yield enduring ESG outcomes.



Foster Alignment with Stakeholders: Reinforce our commitment to stakeholders, including investors, clients and communities by integrating sustainability into strategic priorities.



SUSTAINABILITY RISK MANAGEMENT

As global sustainability expectations intensify, ESG considerations particularly climate-related risks are increasingly influencing credit quality, market performance and operational continuity. Recognising this, we have embedded ESG risk management as a core part of our enterprise-wide risk approach, ensuring potential impacts are identified early, measured accurately and managed systematically across the Group.

Material matters covered in this section:

Good Governance and Conduct
(page 53)

KEY DEVELOPMENTS IN 2025

Climate Stress Testing:

Completed BNM's Climate Risk Stress Test, analysing multiple long-term climate scenarios and a short-term flood event scenario to assess portfolio resilience.

Nature-Related Risk Mapping:

Implemented geocode-based physical risk assessments covering floods, earthquakes and other nature-related hazards.

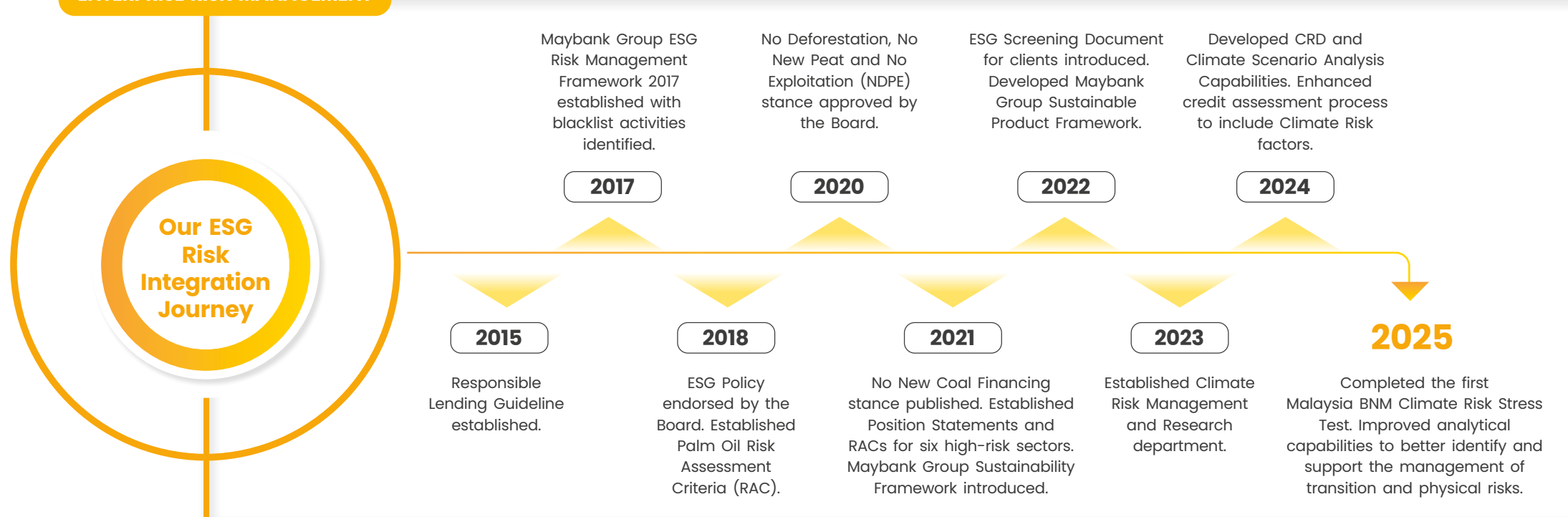
Deep-Dive Analytics:

Expanded the Climate Risk Dashboard (CRD) to include more granular transition and physical risk analysis for improved portfolio oversight.

Integrated Oversight:

Embedded ESG indicators within Enterprise Risk Dashboard (ERD), strengthening risk visibility, decision-making and organisational resilience.

ENTERPRISE RISK MANAGEMENT



The Group's risk management ecosystem is guided by the Enterprise Risk Management Framework (ERMF), which integrates financial and non-financial risks to provide a holistic view of enterprise-wide exposures. Within this framework, ESG risks are recognised as a principal risk category and managed through clear policies, risk appetite thresholds. Ongoing oversight is provided by the Risk Management Committee (RMC), Board Sustainability Committee (BSC), Group Executive Risk and Compliance Committee (GERCC) and the EXCO Sustainability Committee (ESC).

Complementing this, the ESG Risk Management Framework (ESGRMF) sets out a structured approach for identifying, assessing and responding to ESG-specific risks such as climate change, human rights and governance integrity. Given its urgency, we also have a dedicated Climate Risk Policy to guide climate-related risk management across the Group.

SUSTAINABILITY RISK MANAGEMENT

KEY RISK MANAGEMENT FRAMEWORKS

Group Enterprise Risk Management Framework (ERMF)

Provides the overarching governance and processes for managing all principal risks, including ESG-related risks.

Refer to Maybank Integrated Annual Report, pages 107 to 108

Group ESG Risk Management Framework (ESGRMF)

Outlines the Group's approach to identifying, assessing, managing and reporting ESG risks.

Refer to this report, page 54

Climate Risk Policy

Focuses on climate-related risks, guiding transition pathways and resilience measures.

Refer to this report, page 154

ESG RISK MANAGEMENT FRAMEWORK

The ESGRMF sets out Maybank's approach to managing environmental, social and governance (ESG) risks, with a particular focus on climate change, human rights and governance practices. These priorities reflect Maybank's ambition to align its business activities and operations with global sustainability goals, including the UN SDGs.

The framework embeds ESG considerations into Maybank's broader risk management processes, ensuring comprehensive visibility, consistent oversight and proactive mitigation. Through structured procedures, detailed risk assessments and ongoing monitoring, the ESGRMF reinforces informed decision-making and strengthens resilience against emerging ESG risks.

The framework applies to all Maybank entities to ensure a consistent approach in managing ESG risks across internal operations and business activities. This includes, but not limited to, activities such as loans/financing, insurance/takaful, investment and financial advisory services.

In developing the framework, Maybank aligned with key international standards and regulatory guidelines to ensure robustness and credibility, including:

- International Finance Corporate (IFC)'s Performance Standards
- World Bank Environmental & Social Standards (ESS)
- BNM's Climate Risk Management and Scenario Analysis (CRMSA)

These references ensure that Maybank's framework not only meets regulatory expectations but also reflects leading global practices in sustainable risk governance.

ESG RISK MANAGEMENT PROCESS

The ESGRMF follows four key stages, consistent with the ERMF, enabling a structured approach to identifying, managing and monitoring ESG risks across the Group:

Identification: Recognising potential ESG risks early in client onboarding, project evaluation or business operations.

Assessment and Measurement: Evaluating likelihood, severity and exposure using both quantitative and qualitative methods; ESG Key Risk Indicators (KRIs) are incorporated into the Group Risk Appetite Statement.

Response and Control: Applying avoidance, mitigation or transfer measures, supported by enhanced due diligence, sectoral risk policies and client engagement.

Monitoring and Reporting: Tracking ESG performance and exposures through the Enterprise Risk Dashboard (ERD) and the Climate Risk Dashboard (CRD), which provide periodic updates to the RMC and GERCC.

As part of the monitoring process, we also identify potential ESG-related opportunities, particularly in sectors or client segments that demonstrate lower transition exposure or strong readiness for sustainable practices. These insights are not governed by a separate committee, but are shared regularly with the ESC from 2025 onwards to support strategic decision-making.

SUSTAINABILITY RISK MANAGEMENT

MANAGING ESG RISKS

Aligned with the ESGRMF, ESG risks form a critical part of Maybank's risk ecosystem. These dimensions mirror Maybank's material sustainability topics, ensuring that ESG dimensions are embedded across client evaluations, business operations and strategic decisions. While climate-related risks are covered extensively in the Environmental Report, this section provides a consolidated overview of the ESG risks assessed under the ESGRMF.

ENVIRONMENTAL RISKS

Environmental risks may affect client operations, supply-chain continuity, regulatory compliance and long-term financial stability. Maybank applies a structured approach, aligned with the ERMF and ESGRMF, to assess how clients manage environmental performance and transition readiness.

Climate Change

Covers physical risks (floods, storms, heat and haze) and transition risks arising from policy, technology and market shifts.



Land Degradation & Deforestation

Relates to exposure to deforestation-prone regions, peatland ecosystems or conversion of ecologically sensitive areas identified.



Pollution & Waste

Refers to environmental harm from pollution, poor waste management or hazardous by-products, including exposure to pollution-heavy industries identified through risk mapping and screening.



Biodiversity Loss

Relates to operations in areas of high biodiversity value and the need for biodiversity protection, including avoidance of protected ecosystems and mitigation of ecological impacts.



Water Scarcity

Covers risks arising from limited water availability in water-scarce areas or catchments where clients operate.



SOCIAL RISKS

Social factors are integral to responsible business and long-term value creation. Within the ESG risk management process, Maybank evaluates how clients and partners manage their social performance; not only to identify potential risks, but also to ensure fair and inclusive practices.

Employee Health, Safety and Well-Being

Relates to whether clients maintain documented safety policies, hazard controls, regular training and incident reporting mechanisms.



Migrant and Contract Worker Rights

Covers clients' adherence to human rights standards, ethical recruitment practices and protections against forced labour or exploitation.



Diversity, Equity and Inclusion

Relates to whether clients maintain inclusive hiring, equitable workforce practices and Diversity & Inclusion policies covering gender, ethnicity, religion and nationality.



Community Engagement and Social Impact

Refers to the extent to which clients meaningfully engage local communities, support development initiatives and include indigenous or marginalised groups.



GOVERNANCE RISKS

Good governance underpins the integrity and effectiveness of ESG risk management. We integrate governance considerations into our ESG assessments to ensure transparency, accountability and ethical conduct across all client and business relationships.

Stakeholder Engagement and ESG Strategy

Ensures that the Board and senior management actively engage with key stakeholders to support their ESG and sustainability strategy.



Board and Management Oversight

Relates to the clarity of governance structures, leadership accountability and oversight of ESG objectives.



Accountability for Sustainability Management

Relates to whether companies designate senior roles or committees responsible for driving ESG efforts across the business.



Public Disclosure and Transparency

Ensures the adequacy of ESG reporting, including adherence to recognised disclosure frameworks.



ESG-related Controversy

Involves incidents identified through media or ESG rating providers that may affect a company's reputation or operational integrity.



Whistleblower and Anti-Corruption

Covers the presence and effectiveness of whistleblower and anti-corruption policies in mitigating legal and reputational risks arising from misconduct.



Supply Chain ESG

Relates to exposure to environmental events, health crises or social issues within clients' supply chains and how these could affect operational continuity and compliance.



SUSTAINABILITY RISK MANAGEMENT

RISK ASSESSMENT TOOLS

To operationalise the ESGRMF, we apply a range of assessment tools that allow for the systematic identification, measurement and monitoring of ESG risks across industries, clients and transactions.

While these tools primarily support environmental and climate risk evaluation, many also capture broader ESG dimensions, such as labour practices, community impacts and governance performance. Together, they enable a consistent, data-driven approach to managing ESG risk exposure across the Group.

Stage	Assessment Tools
Identification	ESG Screening Document: Integrates ESG factors into client onboarding, due diligence and transaction reviews to identify material ESG risks at the outset.
Assessment & Measurement	Land Assessment Geospatial Tool (GDS App): Uses geospatial analytics to detect environmental and social sensitivities, such as deforestation, biodiversity loss or community displacement.
Response & Control	Sector Exposure Reporting: Tracks exposure to high-risk and transitioning sectors, providing quantitative insights into ESG-related concentration risks.
Monitoring & Reporting	Stress Testing & Scenario Analysis: Quantifies potential financial impacts from physical and transition climate risks. Results also inform the Group’s assessment of social and governance resilience.
	Risk Acceptance Criteria (RAC): Defines sector-specific acceptance thresholds for clients in high ESG-risk industries (e.g., palm oil, energy, mining, real estate). Integrates NDPE (No Deforestation, No New Peat, No Exploitation) principles and global standards.
	Enterprise Risk Dashboard (ERD): Monitoring and reporting of Risk Appetite and Key Risk Indicators of the bank covering Sustainability and Climate Risk metrics for monthly submission to Management committees.
	Climate Risk Dashboard (CRD): Provides in-depth analysis of physical and transition risk exposures, stress-test results and adherence to the Group’s risk appetite. Reviewed quarterly by GERCC and RMC.

For more information on our risk assessment tools, please see pages 192 to 193 of this report

MANAGING SECTOR-SPECIFIC RISKS

Given the diverse sustainability challenges across industries, Maybank applies sector-specific Risk Acceptance Criteria (RAC) to ensure that ESG factors are consistently integrated into financing decisions, client evaluations and ongoing monitoring processes. These RACs provide structured guidance to identify sectoral risks, establish sustainability thresholds and promote responsible business conduct across all high-impact sectors. Periodic reviews are conducted to strengthen risk governance and ensure the criteria remain relevant to evolving market and regulatory conditions.

Objectives of RACs

- Identify and assess ESG risks unique to each sector.
- Establish risk mitigation measures aligned with international standards.
- Strengthen clients’ capacity for sustainable practices.
- Explore opportunities to advance responsible and inclusive growth.

 **HIGH ESG-RISK SECTORS**

RACs have been streamlined for high-risk sectors to ensure consistent application and reinforce accountability in decision-making. These sectors include:

 Palm Oil	 Oil & Gas	 Forestry and Logging
 Mining and Quarrying	 Power	 Real Estate
 Telecommunications	 Hotel	 Semiconductor

Continuous research, stakeholder engagement and sectoral analysis guide the periodic review of these RACs, ensuring they remain responsive to emerging risks and regulatory expectations.

 **ADDRESSING KEY ESG CONCERNS**

All identified high-risk sectors are expected to demonstrate tangible progress on their ESG commitments by addressing the following priority areas:

 Water Management	 Waste Management
 Site Decommissioning and Remediation	 Emissions Reduction
 Habitat and Biodiversity Protection	 Worker Health and Safety



At Maybank, progress begins with people. Guided by our mission to Humanise Financial Services, we use finance as a catalyst for growth that uplifts lives, not just balance sheets. Our success is tied to the prosperity of the people, businesses and communities we serve. When our customers and broader society grow, so do jobs, resilience and opportunity. That is how we define progress — growth that benefits both people and the planet.

Material matters covered in this section:

Sustainable Products and Services (page 58)

Financial Inclusion (page 77)

Customer Excellence (Page 84)

POWERING PROGRESS & DEVELOPMENT

Stakeholders



Related UN SDGs



Stories of Impact: Empowering Women Farmers

Mama Leisure Farm Sdn Bhd | Malaysia

Mama Leisure Farm Sdn Bhd cultivates premium dragon fruit in Malaysia, combining agricultural innovation with a strong commitment to sustainable farming practices. Through Maybank's HERpower Financing, the farm accessed tailored SME support that improved its operational capacity and long-term resilience.

With improved access to working capital, Mama Leisure Farm invested in essential equipment and farming materials, including streamlining production and improving energy efficiency. Mama Leisure Farm's success has become a model of empowerment; demonstrating how gender-focused financing can unlock growth opportunities for women entrepreneurs in agriculture.



"Maybank's SME digital HERpower financing helped ease the business cash flow for my dragon fruit farm. The funds were used for essential business purchases, resulting in a **10% increase** in production efficiency."

Mama Leisure Farm Sdn Bhd, Malaysia



For more information, see page 80.

POWERING PROGRESS & DEVELOPMENT



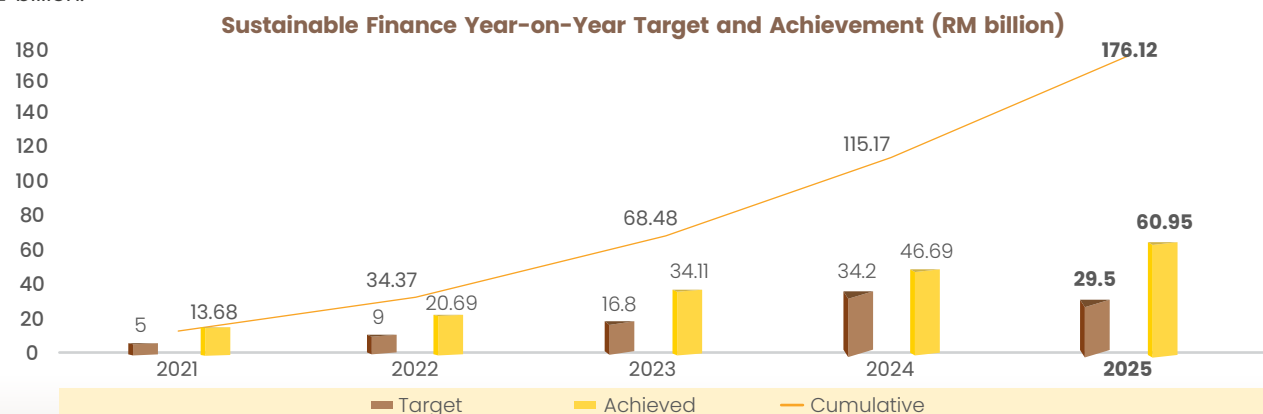
SUSTAINABLE PRODUCTS AND SERVICES

Finance has the power to shape the world we live in. By directing capital toward sustainable enterprises, low-carbon solutions and transitioning entities, we can help accelerate the transition to a more resilient and equitable economy. For Maybank, sustainable financing is about helping our customers transition towards greener, more responsible practices, while managing ESG risks and unlocking growth opportunities that create shared values. Every product, loan and investment decision is an opportunity to turn purpose into measurable progress.

Key Highlights

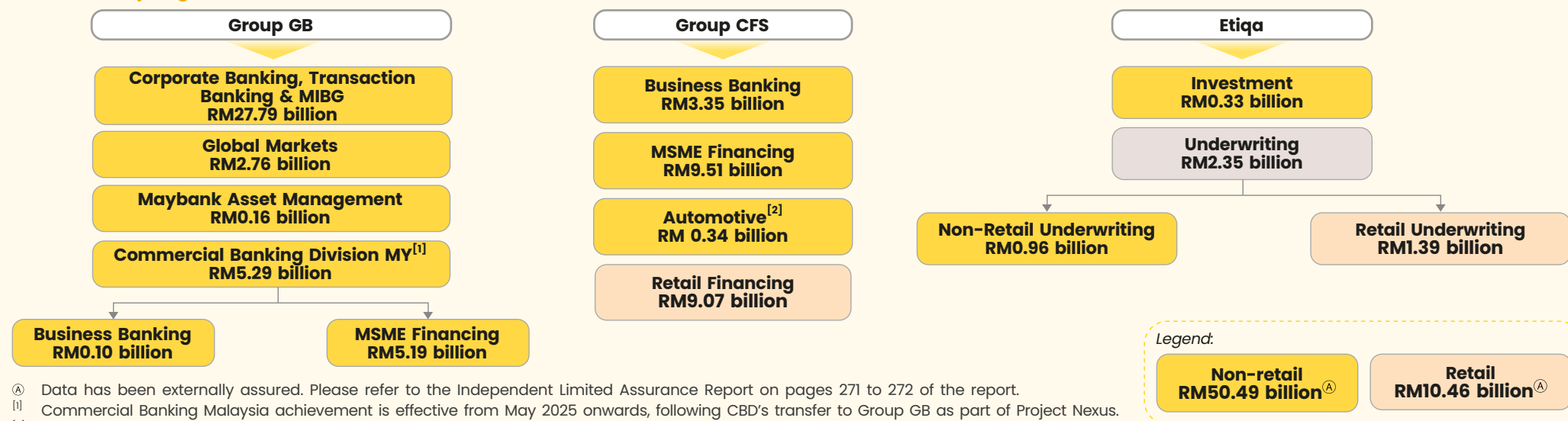
Sustainable Finance Progress

We surpassed our RM80 billion sustainable finance target a year early in 2024. In this final year of the commitment, we mobilised RM60.95 billion in 2025, bringing our cumulative mobilisation since 2021 to RM176.12 billion.



This strong growth reflects expansion in regional demand and the Group's continued push to scale solutions across retail, MSME and corporate clients. More importantly, it demonstrates Maybank's commitment to empower customers and shape the ASEAN sustainable finance landscape.

Mobilisation by Segment



In 2025, the Group's sustainable finance mobilisation was primarily driven by Group Global Banking (Group GB), accounting for 59.1% of total mobilisation, followed by Group Community Financial Services (Group CFS) at 36.5%. Etiqa recorded a transformative increase in achievements, surging to RM2.68 billion following the introduction of insurance underwriting recognition, contributing 4.4% to the Group's overall sustainable finance achievements.

POWERING PROGRESS & DEVELOPMENT

OUR GUIDING APPROACH

The **Maybank Group Sustainable Product Framework (SPF)** forms a core part of our sustainable finance strategy, providing structured guidance for the development of sustainable products across all business lines, including both conventional and Islamic finance. The SPF goes beyond traditional sustainable finance definitions by also classifying sustainable finance within insurance and asset management, thereby broadening our impact across financial services.

The SPF is complemented by the Group's internally developed **Sustainability-Linked Product (SLP) Guidelines** to assist Relationship Managers in identifying material sustainable Key Performance Indicators (KPIs) and Sustainability Performance Targets (SPTs). These guidelines ensure that KPIs are aligned with issuers' core sustainability and business strategies and address relevant and material ESG issues. The GCSO approves the materiality of all SPTs for all SLPs established across the Group, ensuring consistency and that all SLPs bring about meaningful environmental and social impact while reducing greenwashing risks.

In addition, the Group is also guided by our **Maybank Group Transition Finance Framework (TFF)** that outlines Maybank's approach of classification and recognition of financing solutions offered as credible transition finance.

For more information on the SPF and TFF, refer to pages 173 to 174 of this report.

To ensure that all products are grounded in responsible financing practices, these frameworks operate alongside the Group's client ESG screening processes and Risk Acceptance Criteria, which aim to identify and manage material ESG risks and set minimum sustainability thresholds for high-ESG risk sectors. These tools ensure that sustainable finance solutions are supported by robust ESG due diligence and consistent client assessments.

For more information on ESG screening tools, refer to page 56 in Sustainability Risk Management.

For more detail information on the amount recognisable for Sustainable Finance, please refer to the SPF <https://www.maybank.com/en/sustainability.page>

ADVANCING SUSTAINABLE FINANCE

With climate change, biodiversity loss and pollution no longer being distant threats, the role of financial institutions in mobilising capital responsibly has never been more critical. As an intermediary and custodian of capital, Maybank is uniquely positioned to facilitate this transition and drive positive change towards a low-carbon, resilient and sustainable economy for people and planet. Through our expanding suite of sustainable and transition finance solutions, we support clients of all sizes and segments in decarbonising operations, diversifying portfolios and embedding sustainability into their business models.

We also recognise that a just transition demands collaboration with clients and readiness across ecosystems. Consequently, we work closely with clients, regulators and industry partners to strengthen market capacity and co-develop products and solutions that are both ambitious and achievable.

To provide clearer visibility, our sustainable finance achievements and assurance are reported across two key segments: non-retail and retail.

- **Non-retail sustainable finance** covers mobilisation through lending, underwriting, investment, advisory and other corporate financing services by our Global Banking division as well as insurance underwriting by Etiqa for non-retail corporates. In Malaysia, the Commercial Banking Division (CBD) is housed under GB, effective May 2025, while in other markets it continues to sit under Group CFS. For sustainable finance disclosures, financing to MSMEs and mid-sized Business Banking corporate clients outside of Malaysia is also reported under the non-retail segment.
- **Retail sustainable finance** comprises financing mobilised to individuals through the Group's Consumer Financial Services (CFS) segment, alongside insurance underwriting extended to retail customers.

NON-RETAIL CUSTOMERS: FINANCING SUSTAINABILITY AT SCALE

We enable businesses, corporates and institutional clients to advance their ESG goals through a comprehensive suite of sustainable and transition finance solutions. These include both conventional and Islamic instruments – loans, bonds and Sustainability-Linked Products (SLPs) such as Sustainability-Linked Loans (SLLs) and Sustainability-Linked Bonds and Sukuk (SLBs), which integrate sustainability considerations into financing structures.

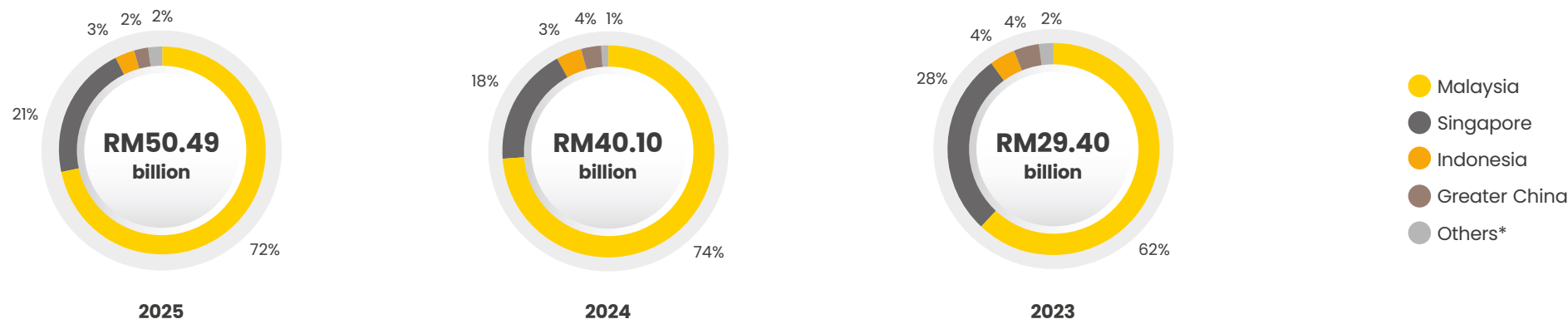
NON-RETAIL MOBILISATION

In 2025, we mobilised RM50.49 billion across our non-retail segment, mainly driven by mobilisation in two key home markets, Malaysia and Singapore.

POWERING PROGRESS & DEVELOPMENT

The sustainable finance mobilisation in Malaysia was underpinned by a 244% increase in advisory and underwriting services delivered by Maybank Investment Banking Group, amounting to RM16.01 billion in addition to financing mobilised to MSMEs (as defined by SME Corp and Bank Negara Malaysia) totalling RM13.76 billion. This was further supplemented with mobilisation via underwriting from Etiqa Malaysia which began its first year of insurance underwriting reporting as well as investments by our Global Markets Malaysia division.

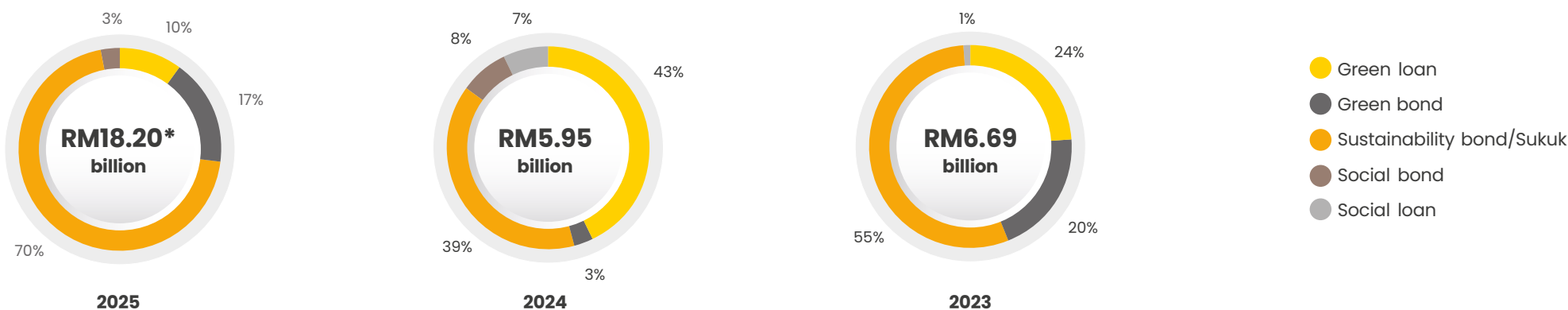
Non-Retail Sustainable Finance Mobilisation by Country



* Refers to sustainable finance mobilisation including by Cambodia, Vietnam, Philippines, Thailand, Brunei and UAE which may vary from year to year.

In Singapore, both Group GB and Group CFS continued to scale sustainable finance activities across corporates, SMEs and retail clients through new product developments and continued client engagements. Mobilisation of sustainable finance was predominantly by Corporate Banking and further supplemented through investments by Global Markets as well as financing to MSMEs and Business Banking. New products such as the myimpact SME Sustainability-linked Loan was introduced, further elevating the country's overall sustainable finance mobilisation to a total of RM10.41 billion for the year.

Dedicated Financing – Principles



* Excludes transition finance transactions.

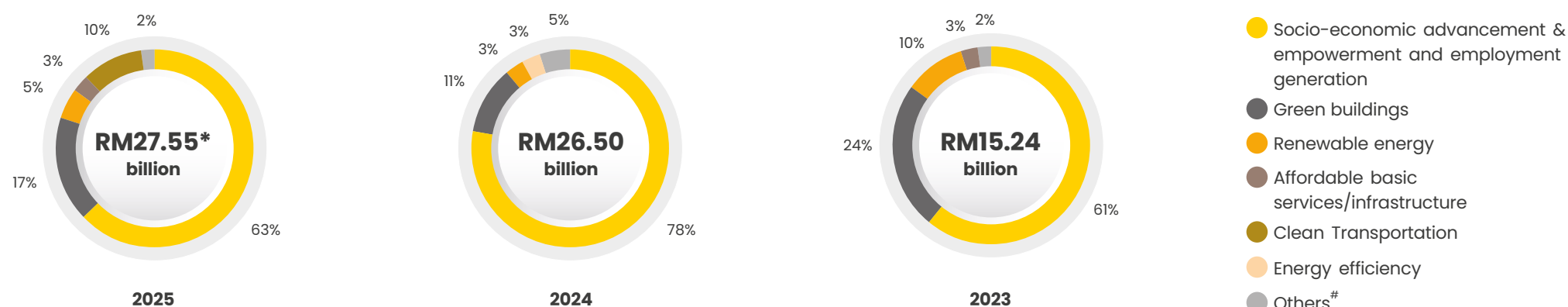
Mobilisation via loans and bonds per Parameter 1 of the SPF (Principles) saw a significant increase in FY2025.

More than two-thirds of this was mobilised through sustainability bonds and sukuk, 55% of which was mobilised through advisory services towards corporates in the transportation, healthcare and utility sectors where the bank acted as sole sustainability structuring advisor. The increase in mobilisation via green bonds for the year was mainly contributed from investments by Global Markets.

POWERING PROGRESS & DEVELOPMENT

The breakdown by use of proceeds shows the financing mobilised towards the eligible green and social activities as per the SPF (i.e. financing classified under Parameter 2 of the SPF). Similar to last year, this was largely a result of mobilisation towards Socio-economic Advancement & Empowerment and Employment Generation, a majority of which involved financing mobilised towards MSMEs originating in Malaysia.

Dedicated Financing – Use of Proceeds



* Includes mobilisation via insurance underwriting and excludes transition finance transactions.

[#] Others for 2025 refers to eligible activities such as Food Security & Sustainable Food Systems, Environmentally Sustainable Management of Living Natural Resources & Land Use, Sustainable Water and Wastewater Management, Resource Efficiency & Pollution Prevention and Control. Others for 2024 refers to eligible activities such as Food Security & Sustainable Food Systems, Affordable basic services/infrastructure, Eco-efficient and/or circular economy adapted products, production technologies and processes, Clean Transportation, Sustainable Water and Wastewater Management. Others for 2023 refers to eligible activities such as clean transportation, environmentally sustainable management of living natural resources and land use, food security and sustainable food systems and sustainable water and wastewater management.

Mobilisation towards green buildings rose by 58% during the year, reaching RM4.73 billion due to a significant increase in origination from Singapore, likely reflecting the continuous positive spillover effects of the Singapore Government's Green Building Masterplan.

In the clean transportation segment, mobilisation expanded markedly, with 77% of mobilisation coming from Malaysia. These funds were primarily directed towards major public transport initiatives, including LRT3, MRT and bus fleet electrification projects, which includes the Group's first mobilisation linked to an IPO.

Meanwhile, mobilisation for affordable basic services and infrastructure increased six-fold to RM953 million, with almost all funding deployed within Malaysia. Investments were primarily directed towards affordable housing and a strategic transportation connectivity initiative in East Malaysia aimed at improving access to rural interior communities.

ESG INVESTMENT FUNDS

Maybank's sustainable and ESG funds enable investors to pursue financial returns while contributing to environmental and social impact. ESG considerations are embedded within the SPF and the Regional Investment Policy, which guide fund managers on screening criteria, material ESG factors and stewardship expectations across all portfolios. All ESG and SRI-qualified funds also undergo Securities Commission (SC) approval, ensuring products marketed as sustainable meet regulatory standards for SRI certification and provide transparent assurance to investors.

To strengthen awareness of sustainable investing, MAMG continues to expand its investor education efforts through topical ESG white papers published on its website and literacy initiatives delivered in partnership with universities and NGOs, including Universiti Malaya and UiTM, forming the basis for broader outreach.

POWERING PROGRESS & DEVELOPMENT

PROGRESS OF EXISTING FUNDS

Premier Global Sustainable Equity Fund

Etiqa's first ESG fund, tied to investment-linked insurance products focusing on sustainable global equities.

PROGRESS & IMPACT

- ▶ Net Asset Value: **RM250.8 million**

Maybank Global Sustainable Equity Fund – I

A qualified Shariah-Compliant SRI fund with investments in a diversified portfolio of global shariah-compliant equities that demonstrate ESG criteria.

PROGRESS & IMPACT

- ▶ AUM: **RM408.48 million**

Maybank Malaysia Ethical Dividend Fund

Provides investors with medium- to long-term income and capital growth through ethical investment principles.

PROGRESS & IMPACT

- ▶ AUM: **RM 115.9 million**

Maybank Global Sustainable Technology Fund

A qualified SRI fund investing in global technology-driven equities that promote innovation and sustainability.

PROGRESS & IMPACT

- ▶ AUM: **RM76.55 million**
- ▶ Won **Gold for Best ESG Performance and Returns** at The Edge Malaysia ESG Awards 2025.

Etiqa Singapore Sustainable Funds

Three ESG-focused funds tied to insurance products: BNP Paribas Aqua Fund, Eastspring Asian Low Volatility Fund and Fidelity Global Technology Fund.

PROGRESS & IMPACT

- ▶ **11** ESG-qualified funds offered across **7** ILPs
- ▶ Net Asset Value: **SGD37.93 million**

NEW FUNDS LAUNCHED

Maybank Global Strategic Equity-I Fund

Launched in June 2025, this is a Shariah-compliant wholesale fund managed by Maybank Islamic Asset Management, designed for sophisticated investors. The fund adopts a global strategic equity approach, focusing on long-term value creation in line with sustainable and ethical investment principles.

PROGRESS & IMPACT

- ▶ AUM: **RM5.3 million**
- ▶ Fund approved as an SRI fund by the Securities Commission.

Note: Asset Under Management (AUM).

LANDMARK DEALS

In 2025, Maybank advanced its role as a regional leader in sustainable and transition finance, delivering landmark transactions that showcase innovation, impact and collaboration across ASEAN. These include green, social and sustainability-linked financing, as well as advisory mandates that support our clients' transition strategies and ESG ambitions.

MALAYSIA



PNB Merdeka Ventures Sdn Berhad (PNBMV)

Role: Joint Sustainability Structuring Adviser, Joint Principal Adviser, Joint Lead Arranger, Joint Lead Manager, Joint Bookrunner, Joint Consent Solicitation Agent

Deal Size: RM6.0 billion Sustainability Merdeka Sukuk Wakalah

A landmark MYR-denominated issuance, representing the largest corporate sustainability sukuk in ASEAN, the largest sustainability sukuk from the commercial real estate sector in ASEAN and the largest AAA-rated MYR sustainability sukuk. Proceeds support sustainability developments within the Merdeka 118 precinct, including Merdeka 118, Malaysia's tallest building and the second tallest tower globally, which targets triple green platinum certifications (LEED, GreenRE, GBI) and WELL certification, demonstrating strong commitments to sustainable design, energy efficiency and community well-being.

WG Data Hub Sdn Bhd (Loan)

Role: Joint Green Financing Coordinator, Joint Mandated Lead Arrangers, Underwriters & Bookrunners (MLAUB), Common Terms Agent and Murabahah Facility Agent

Deal Size: RM7.5 billion + USD1.7 billion dual-currency Syndicated Green Term Facility

Landmark dual-currency syndicated green financing; the first Islamic syndicated green financing for data centres in Malaysia and the largest facility of its kind in Southeast Asia. Funding supports the development of LEED Gold-certified data centres in Nusajaya and Kempas Tech Parks within the Johor-Singapore SEZ, aligning with Malaysia's MyDIGITAL and NIMP 2030 agendas and Singapore's Green Data Centre Roadmap.

POWERING PROGRESS & DEVELOPMENT

MALAYSIA



HI Mobility

Role: Sole Adviser for IPO

Supported the company's transition to green mobility, incorporating electric buses into its fleet to replace ageing vehicles. The transaction demonstrates Maybank's support for Malaysia's clean transport transition and sustainable urban mobility.

Perbadanan Bekalan Air Pulau Pinang Sdn Bhd (PBAPP)

Role: Sole Sustainability Structuring Adviser, Joint Principal Adviser, Joint Lead Arranger, Joint Lead Manager, Sole Shariah Adviser

Deal Size: RM300 million Sustainability Sukuk Wakalah

Supported PBAPP's inaugural sustainability-labelled sukuk, making it the first Penang state-linked company to access capital markets under a Sustainable Finance Framework. Proceeds finance water resilience projects under the WCP2030, which is aligned with the Penang2030 Agenda, setting a strong precedent for future sustainability issuances among Penang GLCs.

Johor Plantations Group Berhad (JPG)

Role: Sole Sustainability Structuring Adviser, Sole Principal Adviser, Joint Lead Arranger, Joint Lead Manager, Sole Shariah Adviser

Deal Size: RM200 million Sustainability Sukuk Wakalah

Delivered the world's first Sustainability Sukuk for the palm oil industry, building on JPG's earlier issuance of the sector's first sustainability-linked sukuk. Enabled by Malaysia's first integrated Sustainable Finance Framework allowing multiple sustainable finance formats, proceeds fund the Integrated Sustainable Palm Oil Complex (iSPOC), a fully renewable-energy-powered downstream facility that promotes circularity, emissions reduction and regional job creation. Together, JPG's dual issuances position the Group as a global pioneer in sustainable plantation financing.

Cagamas Berhad

Role: Joint Lead Manager

Deal Size: RM500 million ASEAN Social SRI Sukuk Variable Rate Notes (VRNs)

This landmark issuance is Malaysia's First ASEAN Social SRI Sukuk Variable Rate Notes. Channelled funding towards affordable home financing, strengthening Malaysia's social inclusion and housing affordability agenda, particularly for underserved communities.

Malakoff Power Berhad (MPower)

Role: Sole Sustainability Structuring Adviser, Sole Principal Adviser, Sole Lead Arranger, Sole Lead Manager, Sole Shariah Adviser

Deal Size: RM250 million ASEAN Sustainability SRI Sukuk Murabahah

Supported MPower in becoming the first Independent Power Producer (IPP) in Malaysia to issue an ASEAN Sustainability SRI Sukuk. Issued under Malakoff's Sustainable Finance Framework and designed in line with the ICMA Climate Transition Finance Handbook 2023 and the ASEAN Taxonomy v2 Amber Tier 2 thresholds, the sukuk reflects Malakoff's strategic shift away from a traditional IPP model and positions it as an early mover in credible transition finance.

Malaysia Rail Link (MRL)

Role: Sole Sustainability Structuring Adviser, Joint Lead Arranger, Joint Lead Arranger, Joint Lead Manager and Joint Shariah Adviser

Deal Size: RM2.0 billion & RM2.06 billion SDG Sukuk Murabahah

Supported the construction of the East Coast Rail Link (ECRL), a flagship national infrastructure project aimed at improving low-carbon connectivity and inclusive growth across Malaysia's east coast.

Sentral REIT (Bond)

Role: Sole Sustainability Structuring Adviser, Sole Principal Adviser, Sole Lead Arranger, Sole Lead Manager, Facility Agent

Deal Size: RM342 million Sustainability Medium Term Notes

Supporting Sentral REIT to become the first Malaysian REIT to establish an integrated Sustainable Finance Framework encompassing both Use of Proceeds and Sustainability-Linked format. Sentral REIT, via its SPV Trusmadi Capital Sdn Bhd, raised its inaugural Sustainability MTN, with proceeds raised to refinance the Platinum Sentral building, which has achieved a LEED Gold green building certification.

POWERING PROGRESS & DEVELOPMENT

SINGAPORE



YTL PowerSeraya Pte Ltd (YTLPS)

Role: Joint Sustainability Structuring Adviser & Lender

Deal Size: SGD500 million

Maybank Singapore and two other banks have extended SGD500 million transition financing for the development of YTLPS' 600MW hydrogen-ready combined-cycle gas turbine. This transaction marks the first transition finance deal aligned with the Singapore-Asia Taxonomy for Sustainable Finance as well as Asia Pacific Loan Market Association's Green Loan Principles. The three banks also acted as joint Sustainability Structuring Advisers (SSA) for the transition finance.

Golden Ray Edge 3 Pte Ltd

Role: Sole Green Loan Adviser

Deal Size: SGD660 million Green Loan

Financed the development of a residential condominium, Nava Grove, that will be constructed to achieve BCA Green Mark Platinum (Super Low Energy) certification, advancing Singapore's Green Building Masterplan and its target to achieve 80% green building certification by 2030. This transaction underscores Maybank's ability to deliver bespoke sustainable finance solutions in one of Asia's most progressive green finance markets.

INDONESIA



INDO ACWA Tenaga Saguling

Role: Equity Financier

Deal Size: USD15.9 million equity investment

Financed the Saguling Floating Solar Photovoltaic Plant (60 MW) in West Java, one of Indonesia's pioneering large-scale floating solar projects. The initiative supports Indonesia's renewable energy target and enhances the country's climate resilience and clean energy capacity.

PT Pelayanan Listrik Nasional Batam (PLN Batam)

Role: Coordinator Mandated Lead Arranger & Bookrunner, Lead Sustainability Coordinator and Facility Agent

Deal Size: IDR3.3 Trillion (Maybank Indonesia Portion: IDR 1.1 Trillion)

This deal is structured as an Ijarah Muntahiyah Bittamlik ("IMBT") Sustainability-Linked Financing scheme with PT PLN Batam under PLN Group to finance a 120 MW combined-cycle power plant. It marks Maybank Indonesia's milestone in integrating Islamic financing with measurable sustainability KPIs, aligned with PLN Group's Net Zero Emissions 2060 roadmap and reinforcing PLN Batam's commitment to enhance energy resilience across Batam and the Riau Islands through a reliable and sustainable power supply.

THAILAND



Wind Energy Holding Co. Ltd

Role: Joint Lead Arranger

Deal Size: THB530.6 million bond issuance

Enabled the development and expansion of wind power infrastructure in Thailand, contributing to the country's energy diversification and decarbonisation goals.

CAMBODIA



Cambodia Transmission II Co. Ltd (CTLII)

Role: Joint Financier

Deal Size: USD80 million green finance

Refinanced the 230kV transmission line spanning 125km, enabling the transfer of hydropower from northern Cambodia to major demand centres including Phnom Penh. This strengthens national grid stability and reduces reliance on fossil fuels, supporting Cambodia's clean energy transition.

Note: The amounts for the deals shown above represent total deal/issuance size and may not necessarily correspond to the actual amount recognised as sustainable finance.

POWERING PROGRESS & DEVELOPMENT

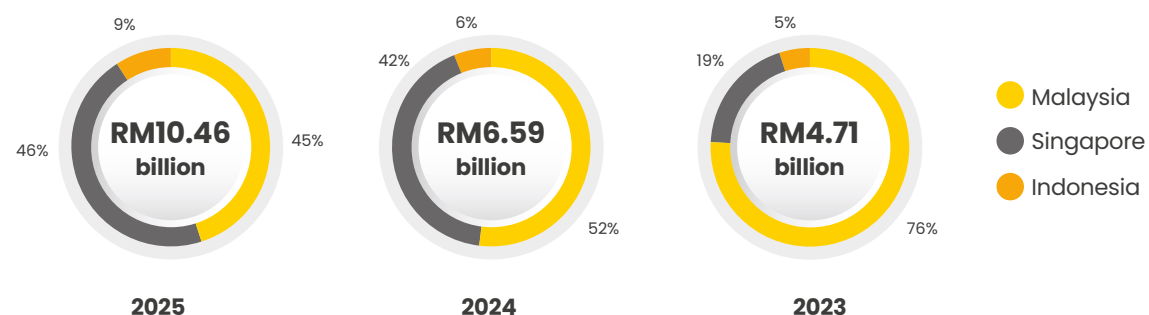
RETAIL CUSTOMERS: DRIVING SUSTAINABLE LIFESTYLES

Our retail banking portfolio continues to advance sustainable lifestyles by empowering individuals to make conscious financial decisions that support a greener, more inclusive future. Through both conventional and Islamic offerings, we enable customers to adopt low-carbon lifestyles, invest responsibly and enhance their financial well-being while contributing to positive environmental and social outcomes.

RETAIL MOBILISATION

In 2025, Group CFS sustained its strong performance in retail sustainable finance, achieving a 38% increase in mobilisation to RM9.07 billion across Malaysia, Singapore, Indonesia, Cambodia and the Philippines. This year's growth was driven primarily by stronger mobilisation in Singapore and Indonesia.

Retail Sustainable Finance Mobilisation by Country*

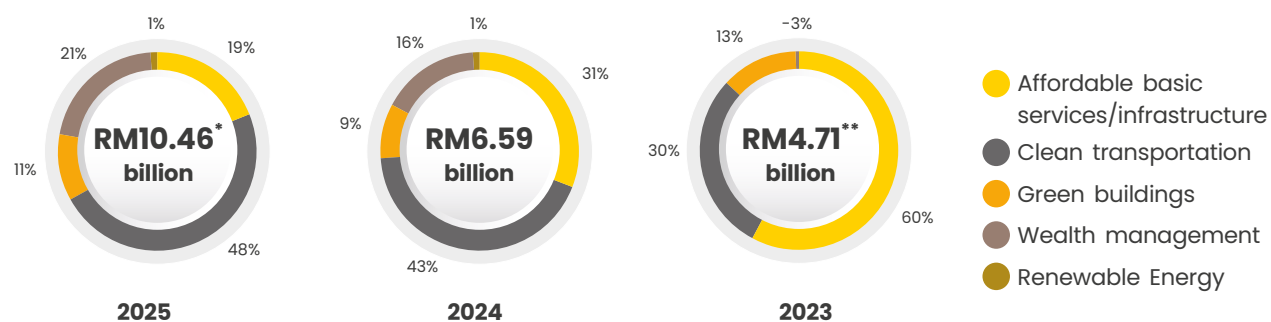


* Sustainable finance mobilisation by the Philippines and Cambodia of <0.5% in certain years is not reflected.

In Singapore, financing for electric and hybrid vehicles increased by 25%, whereas sustainable finance mobilisation from wealth management doubled. Sustainable finance mobilisation towards green buildings grew significantly in Singapore, resulting in the Group's green building mobilisation increasing by 82% to RM1.14 billion.

On the insurance front, Etiqa recorded its inaugural year of mobilisation via insurance underwriting, with coverage for electric and hybrid vehicles for retail customers in Malaysia amounting to RM1.39 billion.

Retail Mobilisation by Category



* Includes mobilisation via insurance underwriting.

** Renewable energy contribution of <0.5% is not reflected.

Thematically, close to half of the total sustainable finance mobilised in the retail segment was towards clean transportation, specifically electric and hybrid vehicles. This includes mobilisation by Group CFS of RM3.67 billion and insurance underwriting by Etiqa amounting to RM1.39 billion.

An additional 30% was mobilised towards mortgages comprising RM1.97 billion in affordable home financing and RM1.14 billion in green building mortgages. The 82% increase in green building mobilisation was primarily driven by increased mortgage uptake of certified green homes in Singapore. Affordable housing mobilisation is currently centred in Malaysia and leverages credible homeownership schemes such as RUMAWIP, PRIMA and Rumah Selangorku. The Group plans to extend this model regionally by defining "affordable homes" in markets without established housing schemes.

The year also saw a 116% increase in mobilisation of wealth management, driven by the growth of qualifying AUM in Singapore as defined in the SPF, reflecting rising client demand for sustainable investment products.

POWERING PROGRESS & DEVELOPMENT

SUSTAINABLE RETAIL OFFERINGS

Maybank continues to expand and strengthen its suite of sustainable retail solutions to enable customers to make conscious, responsible financial choices. These solutions are designed to integrate sustainability into everyday living while supporting national and regional transition goals.

myimpact Credit Cards

The *myimpact Credit Card* is Malaysia's first bio-sourced credit card, made from polylactic acid (PLA) derived from renewable resources. It encourages responsible spending by integrating ESG-focused features that empower customers to make conscious financial choices aligned with sustainable living.



Key Features:

- **Carbon Footprint Tracker:** Malaysia's first credit card with a built-in tracker that enables cardholders to monitor their carbon emissions based on spending behaviour. The feature also provides options to offset emissions through verified reforestation projects.
- **Sustainable Rewards:** Cardholders earn rewards for eco-friendly purchases and sustainable lifestyle choices.
- **No Compounding Interest:** The *myimpact Visa Signature Credit Card* is the first conventional card in Malaysia to introduce a no-compounding interest feature.

PROGRESS & IMPACT

Over **52,000** myimpact Credit Cards approved, reflecting strong and growing demand for sustainable financial products.

51,055 kg CO₂ offset through customer participation in the carbon-offset feature.

Renewable Energy Financing

Maybank continues to advance its solar financing proposition, reinforcing our role in accelerating the adoption of renewable energy solutions among households and businesses across the region.

To ensure nationwide accessibility, Maybank has expanded its solar partner network to nine strategic collaborators: TNB Gsparx, Solaroo, Pathgreen, PlusXenergy, YongYang, ERS Energy, Astern Technology, Eternalgy and *Gabungan Binaan Jurutenaga* (Sarawak). These partnerships enable customers to access a wider range of reliable solar providers and installation services.

PROGRESS & IMPACT

RM53.04 million disbursed in solar financing through:

- Solar financing through credit card transactions: **RM52.42 million**.
- Solar PV Financing/-i: **RM0.62 million**.

POWERING PROGRESS & DEVELOPMENT

Green Mobility

Financing solutions for electric vehicles (EVs) and hybrid vehicles (HEVs) addresses the growing demand for green mobility, ensuring these low-carbon alternatives are more accessible to individual and corporate clients.

PROGRESS & IMPACT

In 2025, we continued to roll out financing for EVs and HEVs across our key markets. We also established strategic partnerships with leading vehicle brands such as Denza, Tesla and XPeng, expanding access to a wider range of green mobility options.

Country	Malaysia	Singapore	Indonesia	Philippines	Cambodia	Total
2025 (RM million)	1,043.03	2,047.90	900.97	2.79	4.02	3,998.71

Green Home Financing

Maybank's Green Home Financing proposition supports the transition towards sustainable living by enabling customers to own environmentally responsible homes through preferential financing and bundled lifestyle solutions.

Green Home Financing Campaign

In Malaysia, the Maybank Green Home Financing Campaign was launched to reward customers who choose certified green homes. Eligible customers enjoy preferential financing margins of up to 95% + 5% for residential properties certified under recognised green building rating tools. Customers also receive competitive interest/profit rates and fast approvals, available through both digital and branch channels for a seamless experience.

The campaign is complemented by other tailored financing variations that cater to diverse lifestyle needs such as MyDeco Financing for home interiors, Home2gether Financing for joint loan applications between parents and young adults, and Solar Financing for rooftop solar panel installations.

Green Home Loan Campaign

In Singapore, the Green Home Loan Campaign encourages customers to purchase Green Mark-certified properties by rewarding their commitment to sustainable housing choices. Through this campaign, customers enjoy competitive package rates for properties under construction, and waiver of conversion fees for completed projects upon loan repricing.

PROGRESS & IMPACT

RM1,140.39 million disbursed in green home financing across Maybank's key markets, underscoring our efforts in supporting sustainable housing and responsible property development.

Energy Efficient Lifestyle and Business

The **Samsung x Maybank MyDeco Campaign** marks a strategic collaboration between Maybank and Samsung to promote energy-efficient living among homeowners. Through Maybank's MyDeco Financing, eligible customers gain access to exclusive packages featuring Samsung's energy-efficient smart appliances, designed to make sustainable homeownership more accessible and affordable.

In its first phase, the campaign introduced curated SmartThings-powered packages that integrate advanced home technology with responsible energy use, enabling customers to enhance comfort and convenience while reducing their environmental footprint.

PROGRESS & IMPACT

RM17,000 disbursed since launch in 2025

POWERING PROGRESS & DEVELOPMENT

STRATEGIC PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT

Maybank continues to collaborate with key industry players and government agencies to accelerate the transition towards a low-carbon, inclusive economy. Through these partnerships, we jointly design financing solutions, capacity-building programmes and market incentives that enable businesses and individuals to adopt sustainable practices at scale.

Partnership with Gentari: Accelerating Green Mobility and Sustainable Finance

Maybank's partnership with Gentari focuses on advancing green mobility, sustainable financing and integrated digital solutions to drive Malaysia's clean energy transition. Key collaboration areas include:

- **Green Mobility Financing & Solutions:** Supporting both business-to-business and business-to-consumer adoption of EVs and related technologies through tailored financing.
- **Branding & Marketing Collaboration:** Driving joint co-sponsorships and EV charging hub campaigns to raise public awareness of sustainable mobility.
- **Cards Partnership:** Co-developing marketing campaigns and innovative payment solutions, including credit card rewards for sustainable purchases and instalment features for responsible spending.
- **Group Employee Programme:** Promoting EV education and awareness among employees to strengthen internal adoption.

In 2025, the partnership was further strengthened through InCharge credit rewards of RM200 and RM300 for customers purchasing EVs or selected hybrid cars through Maybank Islamic Auto Financing. A total of 126 customers were selected as winners eligible to receive InCharge Credits totalling to RM28,500.

Partnership with MGTC: Empowering Malaysia's Green Transition

In collaboration with the Malaysian Green Technology and Climate Change Corporation (MGTC) under the Ministry of Natural Resources and Environmental Sustainability (NRES), Maybank continues to strengthen Malaysia's green ecosystem through capacity building, certification and financing initiatives.

Key initiatives include:

- **Green Academy:** Co-developing programmes to upskill technical talent in green technologies.
- **Training and Capacity Building:** Designing sustainability training frameworks for Maybank employees, customers and SMEs.
- **myHIJAU & Energy Management Gold Standard (EMGS):** Promoting national green certification schemes through system integration and client engagement.
- **Green Incentives:** Raising awareness on financing schemes such as Green Investment Tax Allowance (GITA) and Green Technology Financing Scheme (GTFS).

In 2025, Maybank hosted SME Trade Clinic sessions in Johor, where MGTC participated as a speaker, engaging SMEs and providing guidance on green certification (myHIJAU) and the Government Green Procurement (GGP) programme.

Partnership with MIDA: Strengthening Access to Green Finance

Maybank's collaboration with the Malaysian Investment Development Authority (MIDA), alongside MGTC is to support Malaysia's industrial decarbonisation and sustainable investment agenda.

Key collaboration areas include:

- **Green Technology Financing Scheme (GTFS):** Streamlining green project financing for Maybank clients through enhanced coordination with MGTC.
- **Domestic Investment Accelerator Fund (DIAF):** Providing financial assistance to enable ESG adoption among SMEs and large corporations.

In 2025, Maybank participated in the International Greentech & Eco Products Exhibition and Conference Malaysia (IGEM) alongside MIDA, delivering two pocket talks on Maybank's sustainable solutions and hosting a closed-door pitching session with 40 businesses to further showcase and engage on these solutions.

Partnership with SIRIM: Enhancing ESG Competency and Compliance Readiness

Maybank has formed a strategic partnership with SIRIM (Malaysia's leading authority in standards and quality) to offer various services, including ESG training, consultation and certification to Malaysian businesses, particularly SMEs.

Businesses also gain access to expert-led consultancy services to support the development of tailored strategies in operational improvement, quality management and compliance readiness.

This collaboration facilitates the implementation of SIRIM's technical standards to help SMEs improve product consistency and regulatory compliance.

- In 2025, 100 SME leads referred to SIRIM since the inception of the collaboration through Maybank's business advisory and capability-building programmes.
- SIRIM also participated in the myimpact SME Forum to support SMEs in enhancing efficiency and unlocking new growth opportunities through the SIRIM Smart Tech-Up.

POWERING PROGRESS & DEVELOPMENT

EMPOWERING SMES THROUGH INNOVATIVE SOLUTIONS

Small and Medium Enterprises (SMEs) are the backbone of Malaysia's economy, driving employment and innovation. Yet, as they navigate economic transitions, SMEs often face challenges such as limited access to financing, evolving regulatory requirements and increasing pressure to adopt sustainable practices.

Recognising these realities, we support SMEs across diverse sectors, each with unique operational and sustainability risks. Through a suite of financial and advisory solutions, we help businesses strengthen their resilience while integrating responsible practices into their operations.

SME FINANCING

Number of Retail SME Customers (Malaysia only)



2025 ▶ **824,461**

2024 ▶ **819,492**

YoY Growth ▲ **0.61%**

Retail SME Financing by Sectors in 2025



Wholesale and Retail ▶ **12.44 billion**



Services ▶ **7.97 billion**



Manufacturing ▶ **3.02 billion**



Construction ▶ **1.92 billion**



Agriculture ▶ **0.53 billion**



Mining and Quarrying ▶ **0.05 billion**

SME-FOCUSED PROGRAMMES

SME Green Financing



Maybank Singapore supports the transition of SMEs towards greener and more responsible business models through dedicated green financing solutions. These initiatives enable businesses to reduce their environmental footprint, improve resource efficiency and participate in the growing green economy.

Key Features:

- **Green Mark Commercial and Industrial Property Loan for SMEs:** Financing for BCA Green Mark Gold Plus and above certified properties to support sustainable business operations.
- **Other Eligible Green Loans for SMEs:** Loans for projects aligned with Maybank's SPF, including those qualified under Use of Proceeds or Pure-Play parameters.

PROGRESS & IMPACT

- **SGD147.7 million** mobilised through Green Mark CIP Loans
- **SGD35.5 million** mobilised through other Eligible Green Loans

Go Niaga Package

The Go Niaga Package, developed in collaboration with Unifi Business, is designed to strengthen SME productivity by bundling essential Maybank banking solutions with mobile connectivity services. This integrated offering streamlines daily operations, enhances financial management and supports underserved SMEs in adopting digital tools for sustainable business growth. The package provides seamless access to business accounts, financing, digital payment solutions and capacity-building programmes tailored to the needs of micro and small enterprises.

PROGRESS & IMPACT

- **9,493** SMEs onboarded through Go Niaga solution bundles, including SME First Account-i, SME Digital Financing, QR Pay, Tap2Phone and the Aspirasi Wanita programme.
- **SME First Account-i**
Over **4,300** customers onboarded.
Over **RM80 million** in outstanding balances.
- **SME Digital Financing-i**
Over **RM16.5 million** in financing disbursed, supporting SME expansion and cash flow needs.

SME Digital Financing

The SME Digital Financing platform simplifies access to financing by providing SMEs with loans of up to RM500,000 through Maybank's digital platforms – *Maybank2u* and *Maybank2u Biz*. Designed for speed and convenience, this fully digital channel ensures SMEs can secure funding efficiently to meet their working capital, expansion or operational needs.

Key Features:

- **Seamless online application** with significantly reduced approval times.
- **Customised funding packages** to support business growth, resilience and digital adoption.

PROGRESS & IMPACT

- Over **RM347.28 million** in loans disbursed across Malaysia.

Hear from Our Customer!



"I would encourage other SME owners to consider Maybank's SME Digital Loans as a valuable resource for business growth. Our company has consistently utilised these loans, with approvals in 2022, 2024 and 2025, and we value our reliable partnership with Maybank."

Rehabilitation Centre Owner, Malaysia

POWERING PROGRESS & DEVELOPMENT

myimpact SME

As a flagship initiative under the myimpact programme, myimpact SME serves as an integrated, one-stop ecosystem designed to support SMEs across all stages of business growth. It offers a comprehensive suite of tools, financing solutions and advisory services to help SMEs strengthen operational capabilities, scale sustainably, enhance competitiveness and integrate ESG considerations where relevant.

myimpact SME's value proposition combines digital enablement, sustainability integration and growth acceleration; offering both financial and non-financial support through tailored bundles segmented by business maturity.

Key Features:

The programme provides SMEs with guidance and specialised digital tools to facilitate their business growth and development, including:

- **Carbon Emissions Calculator (CCC)** to measure greenhouse gas emissions and identify efficiency opportunities.
- **ESG Readiness Assessment Tool** to evaluate sustainability maturity and develop customised improvement roadmaps.
- **Nationwide Halal Solution** to support 200,000 Malaysian Halal industry SMEs, promoting responsible and inclusive business growth.
- **Working Capital Digital Financing up to RM20 million** to expand business size and goals.

PROGRESS & IMPACT

Malaysia

- **47,648** SMEs benefitted from myimpact SME solutions.
- **RM630.08 million** in total financing disbursed.
- **100.50%** achievement rate for FY2025 with 39 Halal Literacy programmes completed.

Singapore

- **3,309** ESG readiness report downloads.
- **SGD414.89 million** total in sustainable finance based on 307 sustainable finance deals.
- Mobilised **SGD61.4 million** under myimpact SME SLL programme.

Cambodia

myimpact SME was established in Cambodia in late 2025 to support local SMEs by providing a centralised digital entry point connecting them to Maybank Cambodia's products and services.



Hear from Our Customer!

"Maybank's working capital loan offerings have provided us with the flexibility to scale our operations efficiently. The funding support has allowed us to invest in bulk procurement of solar panels, optimise supply chain management and expand our installation teams. This has helped us meet the growing demand for residential and commercial solar solutions while maintaining operational efficiency."

PMCE (Global) Pte. Ltd

"Partnering with Maybank through their myimpact SME Sustainability-Linked Loan has been a significant milestone in our journey toward greener company practices. The structured financial incentives tied to clear sustainability KPIs have not only helped us align our business strategies with our ESG commitments but also demonstrated that responsible growth is achievable for SMEs. Maybank's guidance and support throughout the process gave us the confidence to invest in more energy-efficient operations and position ourselves as a forward-looking player in the trading industry"

Pan Ocean Singapore Pte Ltd

East Coast Economic Region (ECER) Maybank Entrepreneurship Scheme (EMES)

The EMES programme provides subsidised financing to SMEs across Pahang, Kelantan, Terengganu and Segamat, strengthening local entrepreneurship and economic resilience.

PROGRESS & IMPACT

- **RM3.44 million** disbursed in total financing.
- **53** SMEs benefitted, expanding their operations and contributing to local employment.

* Note: ECER's total fund has been fully utilised in FY2025.

Johor-Singapore Special Economic Zone (JS-SEZ)

Following the establishment of the Johor-Singapore Special Economic Zone, Maybank supports increased cross-border economic activity by enabling seamless Malaysia-Singapore financial transactions and providing targeted financing solutions. The initiative strengthens regional connectivity, supports business expansion and contributes to job creation within the Johor growth corridor.

PROGRESS & IMPACT

- **RM2.40 million** disbursed in total green financing.

Beyond our core SME programmes, we also roll out targeted initiatives for micro and underserved enterprises that require specialised assistance to strengthen their competitiveness and ensure equitable participation in the economy.

 For more information, please refer to Financial Inclusion on page 77.

POWERING PROGRESS & DEVELOPMENT

SME SEMINARS AND WORKSHOP

We continue to empower SMEs across the region through seminars and workshops that build business resilience, sustainability awareness and innovation capacity. These platforms connect entrepreneurs with experts, peers and government or industry partners to drive long-term competitiveness in an evolving business landscape.

Malaysia

3,212 SMEs were engaged through targeted capacity building programmes focused on strengthening business fundamentals, enhancing regulatory and market readiness and enabling sustainable, inclusive growth.

Micro2Grow

Supports micro entrepreneurs by strengthening core business fundamentals, including financial literacy and responsible credit practices. The programme also enhances regulatory readiness through guidance on e-Invoicing, tax compliance and intellectual property protection, while introducing practical AI applications in marketing and operations.

myimpact SME Forum

A flagship engagement platform that convenes policymakers, industry leaders and ecosystem partners to address practical SME challenges. The Forum focuses on actionable topics such as compliance, cost management and market expansion, reinforcing Maybank's role as a trusted advisor and ecosystem connector.

HERpower – Women in Business

Provides tailored advisory to address the unique challenges faced by women entrepreneurs, focusing on business resilience, financial readiness and digital adoption. The programme strengthens branding and value proposition development, enhancing the visibility and commercial readiness of women-led businesses.



SME Halal Biz Accelerator

Offers end-to-end Halal advisory to support SMEs entering or expanding within the Halal economy. The programme facilitates participants through certification requirements, documentation and audit processes, accelerating successful Halal certification and enabling access to wider domestic and export markets.



SME Growth Accelerator

Supports micro businesses ready to scale by guiding them in identifying new revenue streams through a structured business roadmap. Advisory covers financial fundamentals, growth readiness, digital marketing and product packaging, thereby enhancing market appeal and supporting sustainable revenue expansion.

SME Trade Talk

Delivers practical trade advisory for SMEs especially exporters, in collaboration with ecosystem partners including MATRADE and SIRIM. The programme provides insights on trade financing, foreign exchange risk management and international standards and certification requirements.

Singapore

In partnership with the Association of SMEs (ASME), Maybank Singapore equipped 1,618 SMEs with practical insights into financial management, digital transformation and sustainability integration.

myimpact SME Panel

Brought together SME leaders for a session on ESG trends followed by an introduction to Maybank myimpact SME. A key highlight was a panel discussion on "Overcoming Challenges in Sustainability for SMEs" featuring SME practitioners and sustainability experts.

myimpact SME: A Year of Collaboration and Purposeful Impact

This event marked the first anniversary of the Maybank myimpact SME programme, bringing together SME owners and ecosystem partners to reflect on progress and shared impact. The session reinforced Maybank's commitment to financial accessibility, capability building and partnerships.



POWERING PROGRESS & DEVELOPMENT

Philippines

Maybank Philippines expanded its SME engagement through targeted capacity building initiatives aligned with the country's clean energy and digital transformation priorities.

TikTok Philippines Partnership Workshop

Through Maybank Philippines' collaboration with TikTok Shop Philippines, 46 SMEs and 21 R.I.S.E. programme graduates were equipped on digitalisation and e-commerce readiness, such as leveraging the TikTok Shop platform to strengthen their digital presence and enhancing marketing strategies to accelerate sustainable business growth.

myimpact SME Panel

Brought together SME leaders for a session on ESG trends followed by an introduction to Maybank myimpact SME. A key highlight was a panel discussion on "Overcoming Challenges in Sustainability for SMEs" featuring SME practitioners and sustainability experts.



Nakakalokal Advocacy Programme

Participated as a brand sponsor of Nakakalokal, an advocacy programme by the Philstar Media Group that supports Filipino MSMEs through workshops, bazaars, networking and mentoring. As a brand partner, Maybank Philippines contributed to speaking engagements and direct SME outreach during selected programme legs.

Cambodia

In partnership with the Credit Guarantee Corporation of Cambodia (CGCC), Maybank Cambodia trained over 116 SMEs on their capabilities through capacity building workshops focused on improving financial readiness and industry competitiveness.

Entrepreneurship Program Initiative of CGCC

Conducted under the theme "Bankable Business Plan for SMEs", the workshop equipped 51 SME participants with stronger financial planning and proposal-development skills. In 2025, Maybank Cambodia onboarded six applications, disbursing a total amount of USD 1.71 million.

Building Capacity and Capability Programme (BCC)

Delivered a session on "Empowering Rice Millers for Global Competitiveness", which engaged 27 rice millers in strengthening operational readiness and export capability, disbursing USD6.8 million in financing to six rice millers. Another session, "Build Cambodian Brands and Products", brought together 38 SME owners from diverse sectors to build stronger brands, enhance product quality and improve business management practices.



POWERING PROGRESS & DEVELOPMENT

SUSTAINABLE INSURANCE

As Maybank's insurance and takaful arm, Etiqa delivers sustainable protection solutions that create long-term environmental and social value. Guided by the SPF and supported by internal sustainability classifications, Etiqa ensures its offerings meet credible sustainable finance criteria. These efforts embed sustainability across its portfolios, enabling customers to make responsible choices that advance climate resilience and social well-being.

The table below shows some of the sustainable insurance and takaful products offered in 2025.

Product	Description	Progress & Impact
IL Ultimate Health	A medical rider under LIA's SecurePro plan that provides protection against communicable diseases requiring mandatory quarantine, such as COVID-19. This product supports public health preparedness by ensuring financial protection during disease outbreaks.	A total of 4,454 policies issued.
MEDIC eDGE Takaful	A standalone takaful medical plan offering coverage for communicable diseases that require quarantine. Designed to enhance resilience among individuals and families against public health emergencies.	Generated RM167,744 in contributions, with 75 certificates issued.
Etiqa MedicMate Takaful	A standalone takaful medical plan providing protection against communicable diseases requiring quarantine. The plan strengthens financial inclusion by offering affordable coverage to underserved segments.	Recorded RM53,236 in contributions, with 53 certificates issued.
Smart Health Care	A standalone medical insurance plan covering communicable diseases that require quarantine, enabling policyholders to manage unexpected medical costs during outbreaks.	Achieved RM111,659 in gross premiums, with 34 policies issued.
Smart Easy Medic	A simple, standalone medical insurance plan offering essential protection against communicable diseases requiring quarantine, catering to individuals seeking accessible and affordable healthcare coverage.	Total RM20,155 in gross premiums, with 14 policies issued.
Takaful Values-Based Investment-Linked Plans	A Shariah-compliant investment-linked takaful plan supporting ESG goals through ethical investing and financial inclusion. It offers protection against death and terminal illness up to age 100, with optional riders for enhanced coverage.	Managed SGD23.56 million in fund size, with 1,124 policies issued.
Work Injury Compensation Insurance for Platform Workers	Introduced under Singapore's Platform Workers Act, this mandatory commercial insurance provides coverage for platform workers (delivery and ride-hailing) against income loss, medical expenses and permanent incapacity or death arising from work-related injuries. The product strengthens social protection for gig-economy workers.	Generated SGD950,000 in gross premiums, covering 6 policies for platform operators.
i-MedicalCard Elite	A standalone takaful medical plan that provides coverage for communicable diseases that require quarantine by law such as COVID-19. The plan is affordable in terms of contributions and coverage for dengue fever treatment.	Total RM152,374 in gross premiums, with 105 policies issued.
EzyMedical	A standalone insurance medical plan covering communicable diseases that require quarantine by law such as COVID-19. The plan is affordable in terms of premium and also covers outpatient psychiatrist consultations and treatment charges.	Total RM34,138 in gross premiums, with 23 policies issued.
EV Motor Insurance/Takaful Coverage	Comprehensive motor insurance and takaful protection for EVs, including post-warranty repair and battery coverage. Supports Malaysia's low-carbon mobility transition.	RM71.19 million in gross premiums; 20,235 policies issued.
e-Takaful Hayat (via PERKESO SEHATI App)	Digital takaful plan accessible to over nine million PERKESO contributors through the SEHATI mobile app. Promotes inclusive protection through collaboration with Bumi Healthtech, AQM Technologies and PERKESO.	RM124,985 in contributions; 319 certificates issued.
Solar Energy Shortage Insurance (SESI) & Solar Energy Shortage Takaful (SEST)	Provides financial protection for solar farm operators against reduced energy generation due to weather variations, supporting renewable energy reliability and stable cash flow.	Premium of RM2,475.78 , with aggregate limit of coverage up to RM82,324.82
EV Home Charger Coverage	Offers protection for EV home chargers, coupled with cashback rewards to encourage clean energy adoption.	7,207 policies/certificates opt for EV home charger coverage.
Etiqa Cashback by Driving Less	Etiqa Cashback by Driving Less is a free add-on to Etiqa Motor Takaful or Etiqa Motor Insurance Plan, designed to reward customers for clocking fewer miles.	RM8.43 million in cashback distributed in 2025 and a total of RM20.13 million cashback distributed since launch in 2021.
Essential Critical Secure	Standalone critical illness plan providing financial protection for mild and severe mental health conditions, supporting mental well-being awareness and inclusion.	SGD45,016 in premiums; 12 policies.

Note: Not all policies listed above are currently included as part of Etiqa's sustainable finance underwriting recognition in 2025.

POWERING PROGRESS & DEVELOPMENT

DRIVING ISLAMIC FINANCING

Maybank Group Islamic Berhad (MGIB) plays a central role in advancing the Group's sustainability agenda through Islamic finance, which naturally aligns with principles of ethics, equity and shared prosperity. Rooted in Shariah, Islamic finance promotes responsible wealth creation and equitable distribution, ensuring that financial activities contribute to real economic value and societal well-being.

In 2025, MGIB mobilised RM36.23 billion in Islamic sustainable finance, contributing to Maybank Group's total of RM60.95 billion in sustainable finance mobilisation. These initiatives supported sustainability-linked financing, green project financing, and Shariah advisory for sustainability sukuk.

ADVANCING THE VALUE-BASED INTERMEDIATION (VBI) AGENDA

MGIB collaborates closely with the Association of Islamic Banking and Financial Institutions Malaysia (AIBIM), Bank Negara Malaysia (BNM) and industry peers to strengthen the adoption of the VBI agenda. VBI emphasises the intended outcomes of *Shariah* – ensuring that banking practices generate positive, measurable impact on the economy, community and environment.

Through this framework, MGIB provides leadership across the Group in designing ethical, inclusive and sustainable financial solutions, reinforcing Maybank's role as a key enabler of Malaysia's Islamic sustainable finance ecosystem.

 For further details on MGIB's AIBIM contributions, please refer to page 14 under Sustainability Thought Leadership in Action.

ISLAMIC CENTRE OF EXCELLENCE: BUILDING GLOBAL CAPABILITY IN ISLAMIC FINANCE

Maybank's Islamic Centre of Excellence (CoE) serves as a knowledge and innovation hub dedicated to advancing global Islamic finance literacy and leadership. Aligned with sustainability objectives, the CoE's initiatives span the following key pillars:

CoE Pillars	Overview	2025 Milestones
Impactful Research & Publications	Advances global Islamic finance knowledge through applied research, thought leadership pieces and strategic collaborations with academic and industry partners to strengthen the understanding of Shariah values, ethical finance and sustainability-linked Islamic banking.	- Released six article summaries and infographics to MGIB's digital knowledge platforms, including insights from the translated book "The Role of Values and Ethics in the Islamic Economy." - Published an article on "Strengthening the Halal Economy Proposition: Opportunities and Strategies" on The Edge Online.
Strategic Advisory & Advocacy	Provides strategic guidance to regulators, institutions and ministries on Shariah-aligned frameworks, focusing on cross-border capacity building, industry advocacy and strengthening Malaysia's leadership in Islamic finance.	- Engaged 101 senior officials from global organisations such as the Central Bank of Uzbekistan, Azerbaijan and the Philippines through the Global Islamic Finance Knowledge Hub, delivering deep-dive sessions on innovation, sustainability and Shariah-based solutions. - Delivered the Global Youth Islamic Financial Literacy Programme, reaching 784 secondary and tertiary students across schools and international academic institutions.
Talent Development	Provides financial and developmental support for asnaf students to pursue undergraduate studies and achieve long-term socio-economic mobility.	A total of 86 asnaf students from six universities in Malaysia (UUM, UniSZA, USIM, IIUM, UniMAS and UMS) and two universities from Indonesia (UNAND and UNITAZ) received financial assistance to support their educational needs.

POWERING PROGRESS & DEVELOPMENT

INNOVATIVE SHARIAH-COMPLIANT PRODUCTS AND SOLUTIONS

MGIB continues to pioneer Shariah-compliant financial innovations, expanding personalised solutions that promote responsible, inclusive and ethical banking. These offerings integrate digital innovation and VBI principles to empower individuals and businesses in transitioning towards sustainable economic models.

Salaam Market

Designed to strengthen the halal economy by connecting Shariah-compliant merchants with consumers through a trusted digital marketplace, this platform supports inclusive economic participation by enabling micro and small halal businesses to grow through greater visibility, secure payment channels and value-based digital solutions. In November 2025, Salaam Market was launched in Singapore, marking an important milestone in expanding its regional presence and strengthening cross-border halal trade.

PROGRESS & IMPACT

- Over **9,000** buyers and sellers onboarded.
- **RM8.3 million** in total transaction value generated.
- Over **RM220 million** in deposits accumulated through the platform.

Zakat@MAE: Seamless Digital Zakat

Zakat@MAE integrates zakat calculation, tracking and payments directly into the MAE app, providing Muslims with a frictionless, transparent and Shariah-compliant way to fulfil their religious obligations. The feature consolidates zakat types, approved zakat bodies and automated deduction options, empowering customers to manage their zakat responsibilities confidently and consistently.

PROGRESS & IMPACT

- Over **1.4 million** zakat transactions recorded since its launch in March 2025.
- **7,642** Auto Debit accounts registered for seamless recurring contributions.

Islamic Digital Supplier Financing Programme (DSFP-i)

The DSFP-i expands access to Shariah-compliant working capital for suppliers by leveraging digital onboarding and anchor-partner ecosystems. Through structured financing linked to supply-chain relationships, the programme enhances liquidity, accelerates payment cycles and strengthens financial inclusion for SMEs.

PROGRESS & IMPACT

- Over **70** suppliers benefited, expanded through three anchor partners:
 - **Medivest:** **18** suppliers approved (12 onboarded).
 - **FGV:** **RM50 million** financing limit approved; **63** suppliers approved (34 onboarded).
 - **HB Lab:** **RM2 million** financing limit in progress.

Global Access Account

Global Access is a multi-currency Islamic banking account designed to support customers with international financial needs by allowing them to hold, convert and transact in multiple currencies seamlessly. The account provides a Shariah-compliant solution for travellers, cross-border workers, students abroad and global investors seeking efficient currency management within a single platform.

PROGRESS & IMPACT

- Over **40,000** Global Access accounts opened since its launch in April 2025.
- Over **RM71 million** in total funds placed.

Halal Facilitation Programme

The Halal Facilitation programme helps MSMEs navigate the Halal certification process through a combination of digital assessment, personalised coaching and Shariah-aligned business readiness guidance. Leveraging the Halal2u ecosystem and the Taqyim digital pre-assessment tool, the initiative enables businesses to evaluate Halal compliance gaps, obtain tailored advisory support and accelerate certification submission.

PROGRESS & IMPACT

- **2,225** MSMEs generated as leads via Halal2u.
- **201** Halal certification submissions facilitated.

myimpact Drive Financing-i

myimpact Drive Financing-i is a Shariah-compliant auto financing solution for selected Perodua vehicles, designed to offer flexibility, affordability and responsible ownership options. The programme incorporates a value-retention model that enables customers to decide their preferred ownership pathway at the five-year mark — trade-in, full settlement or a recalibrated repayment plan.

PROGRESS & IMPACT

- **137** applications received and processed since the programme's launch in August 2025.

POWERING PROGRESS & DEVELOPMENT

NOTABLE SUKUK TRANSACTIONS

AME REITs (AME Group)

Programme: Islamic Medium Term Notes Programme

Size: RM1.0 billion

Roles: Principal Adviser, Lead Arranger, Lead Manager, Facility Agent and Shariah Adviser

Lembaga Pembiayaan Perumahan Sektor Awam (LPPSA)

Programme: Islamic Commercial Papers & Islamic Medium Term Notes up to RM50 billion

Roles: Principal Adviser, Lead Arranger, Lead Manager, Facility Agent and Shariah Adviser

Tradewinds (M) Berhad

Programme: Unrated Sukuk Wakalah (ICP and/or IMTN) up to RM645 million

Roles: Lead Arranger and Facility Agent

Kimanis Power Sdn Bhd

Programme: Sukuk Facility up to RM300 million nominal value

Roles: Lead Arranger, Lead Manager and Sole Shariah Adviser

Cagamas

Programme: New Cagamas IMTN and CMTN with combined limit of RM80.0 billion nominal value

Roles: Lead Arranger, Lead Manager and Joint Shariah Adviser

Malaysia Rail Link Sdn Bhd

Programme: Islamic Commercial Papers and Islamic Medium Term Notes up to RM13.28 billion

Roles: Joint Lead Arranger, Joint Lead Manager and Joint Shariah Adviser

Note: The amounts for the deals shown above represent the total issuance size and may not necessarily correspond to the actual amount recognised as sustainable finance.

➤ OUTLOOK

Expanding Green and Transition Solutions

In the coming years, Maybank will continue to strengthen its suite of sustainable products and solutions to help customers transition towards low-carbon, resilient business models. Guided by our Net Zero White Paper, SPF and TFF, we will enhance financing offerings for clients in key transition sectors such as energy, automotive and property. Efforts will focus on developing innovative sustainable financing, expanding capacity-building programmes for SMEs and embedding climate-related assessment tools into client advisory processes.

Driving Social Impact through Financial Services

In parallel, Maybank will continue to drive social impact by empowering SMEs and entrepreneurs to grow responsibly and contribute to sustainable development. The Group will scale initiatives such as the myimpact SME, SME Outreach Programmes and Digital Financing Platform, which integrate advisory, training and financing support to help businesses embed ESG principles and strengthen long-term resilience. Efforts will also focus on expanding access to sustainability-linked financing, digital enablement and capacity-building programmes that equip SMEs across sectors with the tools to transition towards greener and more inclusive business models.

Advancing Sustainable Investment & Capital Market Solutions

Over the next five years, we will expand our range of ESG-related investment and capital market solutions to meet rising demand for thematic, impact and transition-aligned instruments. This includes MAMG's plan to introduce a standalone ESG Investment Policy by 2026, aligned with UNPRI requirements and expectations from leading institutional clients. MAMG will enhance stewardship and advocacy by strengthening disclosures of shareholder engagement activities. MIBG will continue innovating new products—including blue bonds, orange bonds and nature-linked instruments—while implementing emerging guidance on green-enabling projects to support issuers' transition pathways.

POWERING PROGRESS & DEVELOPMENT

FINANCIAL INCLUSION

Financial inclusion is not only about access to banking; it is about enabling participation in the economy and ensuring that no one is left behind in the transition towards sustainable growth. At Maybank, financial inclusion is a core pillar of our purpose to humanise financial services. It allows individuals, micro-entrepreneurs and underserved communities to build resilience, protect their livelihoods and create pathways out of poverty.

For more information on our financial inclusion initiatives, please refer to the Maybank Social Impact Report 2025.

Key Highlights

Launched the first
all-digital Maybank@Campus
to promote accessible banking services for students and the local community

6,167
SME Financial Literacy
Beneficiaries in 2025

4,265
women-owned SMEs empowered
across the region through HERpower
programme

OUR GUIDING APPROACH

Financial inclusion is embedded across Maybank's operations. It is delivered through all business lines and markets via inclusive products and services, while Maybank Foundation complements these efforts through community programmes that expand access and build financial capability.

Maybank's efforts are guided by BNM's Financial Inclusion Framework 2023–2026, which emphasises expanding access, improving financial capability and strengthening resilience among underserved and vulnerable groups. This is supported by the SPF and Sustainability Leadership Principles (SLP), which align with international standards such as the International Labour Organisation (ILO) guidelines and Financial Consumer Protection requirements.

At the market level, financial inclusion efforts are further guided by key internal policies such as Consumer Protection, Human Rights and Sustainable Procurement.



Financial Inclusion Governance in Indonesia

Maybank Indonesia is committed to advancing financial inclusion through a robust governance framework that translates Group principles into local execution. To drive this agenda, the Bank established a Financial Literacy and Inclusion Task Force led by the Director of Consumer Financial Services, with the Sustainability Unit as coordinator. In 2025, this framework was strengthened with the Board of Directors Regulation No. PER.DIR 2025.002/PRES DIR, issued in alignment with SEOJK No. 13/SEOJK.08/2024 on the preparation and submission of financial literacy and inclusion plans and realisation reports.

The regulation provides clear guidance for all work units to plan, implement and report activities that enhance financial literacy and inclusion for consumers and the wider community. This governance structure ensures initiatives are consistently executed, closely monitored and responsive to local needs, particularly in underserved communities where financial capability and access remain uneven.

DRIVING FINANCIAL INCLUSION FOR COMMUNITIES

Many rural and remote populations remain outside the formal banking system, limiting their ability to save securely, access credit or participate in the digital economy. Maybank's community programmes aim to close this gap by bringing essential financial services directly to where people live and work. We enable individuals and families particularly in hard-to-reach areas to build financial security and access opportunities.

Mobile Bus (Bank Bergerak)

Operating since 1977, the Mobile Bus provides essential banking services to remote and unbanked communities, covering areas such as Maran, Gambang, Pekan, Kuantan, Ulu Lepar and Kuala Pahang. The bus enables transactions such as deposits, withdrawals and account management. By reaching customers in areas without physical branch access, the initiative bridges the banking gap and promotes greater financial inclusion.

PROGRESS & IMPACT

- Served **437** customers in underserved areas.
- Total deposits: **RM5.4 million**.
- Total withdrawals: **RM2.16 million**.
- Cross selling (ASB): **RM530,000**.

Agent Banking

In partnership with POS Malaysia, Agent Banking expands Maybank's reach to underserved and rural regions, offering convenient access to core banking services such as deposits, withdrawals, transfers and bill payments. The initiative ensures that communities without prior access to formal financial systems can now participate in the banking ecosystem.

PROGRESS & IMPACT

- Covers **274** post office outlets in remote towns, serving **8,153** unique customers without prior banking access.

POWERING PROGRESS & DEVELOPMENT

myimpact Community Package

The myimpact Community Package is Maybank's offering for non-profit organisations in Singapore, designed to strengthen the financial sustainability and long-term resilience of the sector. Available to eligible registered charities under the Commissioner of Charities, the package provides preferential deposit rates alongside access to capacity-building platforms such as masterclasses, networking events and mentorship. Launched in April 2024 at The Majurity Conversations, the initiative reflects our efforts to enable a more well-supported non-profit ecosystem.

PROGRESS & IMPACT

- **293** active non-profit organisations onboarded.

Financial Literacy Seminars and Workshops

Maybank continues to promote financial empowerment through workshops and seminars conducted in partnership with educational institutions and community organisations to equip youth and entrepreneurs with practical financial knowledge.

In 2025, Maybank Cambodia contributed to financial inclusion by delivering a series of financial literacy workshops focused on savings and financial management across universities and institutions.

PROGRESS & IMPACT

- **9,036** youths and **5,032** SMEs reached.
- Cambodia: **854** individuals trained on savings, budgeting and financial management.

MC+

We expanded our youth and education outreach by piloting a collaboration with MC+, Malaysia's leading online tuition platform, to engage students beyond traditional banking touchpoints. Through this partnership, Maybank delivered an intensive *Sijil Pelajaran Malaysia* (SPM) Mathematics seminar, embedding financial literacy and scam awareness to equip students with both academic readiness and essential life skills.

PROGRESS & IMPACT

- Reached **64,000** students nationwide through the MC+ SPM Mathematics seminar.

Maybank@Campus

In 2025, we launched our ninth Maybank@Campus outlet at UiTM Puncak Alam, marking its first fully digital campus branch in Malaysia. Designed to serve students and the surrounding community, the outlet combines digital banking access with targeted financial education to support responsible money management from an early stage.

PROGRESS & IMPACT

- **705** students reached through financial literacy sessions, covering entrepreneurship, investment fundamentals and scam awareness.

Campus Caravan

In its commitment to expand its reach, Maybank Philippines launched its Campus Caravan, a financial literacy campaign intended for graduating university students. This programme aims to provide graduating university students with essential knowledge on financial responsibility, first-job preparation and sustainable living, to help them navigate the challenges of adulthood with confidence and resilience.

PROGRESS & IMPACT

- **414** students reached since its launch in April 2025.

Agent Banking

To extend banking access to underserved and remote communities, Maybank Philippines partnered with GCash, a leading local mobile e-wallet platform with over 90 million users nationwide. This collaboration enables individuals from rural areas to open EzySave+ accounts directly via the GCash app, offering them safe and convenient access into formal banking.

PROGRESS & IMPACT

- **576,000** EzySave+ accounts opened since the programme's launch in 2022.

POWERING PROGRESS & DEVELOPMENT

AFFORDABLE LIVING SOLUTIONS

Secure homes and reliable transportation enable individuals and families to participate more fully in the economy, pursue education and employment opportunities as well as build intergenerational stability. Maybank's affordable living solutions combine housing and mobility financing under our broader financial inclusion strategy, helping communities across ASEAN access life-enhancing assets that support upward mobility and sustainable livelihoods.

AFFORDABLE HOUSING

Malaysia



Maybank promotes homeownership among underprivileged customers, recognising housing as a key driver of financial security and quality of life. Through initiatives such as the My First Home Programme and other retail housing solutions, we support the purchase of properties priced below RM500,000.

In 2025, we enhanced housing accessibility by disbursing RM1.97 billion affordable housing loans to 7,481 individuals.

Philippines



Maybank Philippines empowers low-income households and overseas Filipino workers by offering mortgage loans for affordable housing, promoting inclusive financial growth and long-term economic security.

In 2025, PHP57.89 million was disbursed to 28 individuals.

AFFORDABLE MOBILITY

Malaysia



To promote inclusive access to transportation, Maybank provides affordable automotive financing for lower-income customers. In 2025, the Bank supported 47,009 individuals in Malaysia earning less than RM5,000 monthly, helping expand car ownership among the B40 community.

Complementing this, Maybank Islamic introduced myimpact Drive Financing-i — Malaysia's first Shariah-compliant agility financing solution developed with Perodua under the Perodua FlexiPlan. This innovative product makes car ownership more accessible and adaptable through:

- Lower monthly payments that ease customers' financial commitments.
- A secured residual value, enabling competitive resale pricing when upgrading vehicles.
- Flexible ownership options in Year 5, allowing customers to either upgrade to a new model or retain their current car.
- 137 applications have been received and processed since the programme's launch in August 2025.



Philippines



Maybank Philippines supports overseas Filipino workers and lower-middle-income earners by providing car financing for vehicles priced below PHP700,000.

This year, 225 individuals were supported, with total financing of PHP118.13 million.

Indonesia



Recognising motorbikes as the primary mode of transport in Indonesia, Maybank's two-wheeler financing products meet essential mobility needs for lower-income customers.

This year, the Bank served 117,349 customers, disbursing a total of IDR2.326 trillion.

POWERING PROGRESS & DEVELOPMENT

EMPOWERING UNDERSERVED ENTREPRENEURS

Entrepreneurship is a powerful pathway to economic independence and community uplift, yet many micro and underserved entrepreneurs continue to face barriers such as limited financing, lack of digital capability and insufficient business support. Maybank's initiatives aim to close these gaps by equipping entrepreneurs with financial tools, advisory services and capacity-building programmes tailored to their needs.

Maybank HERpower Programme

As a flagship initiative under Maybank's M25+ Strategy, the HERpower Programme continues to champion women's economic empowerment across ASEAN, namely Malaysia, Singapore, Indonesia, the Philippines and Cambodia. By working with e-commerce marketplaces and grassroots organisations, HERpower provides not only capital but also the tools, knowledge and community that enable long-term growth.

In Singapore, the programme includes tailored support for women-led businesses, such as access to business benefits designed to strengthen operational capability and unlock new scaling opportunities, along with exclusive invitations to SME masterclasses on digital banking, financial management, business credit and emerging business opportunities.

Maybank Indonesia further strengthened the HERpower Programme by increasing its financing limit to up to IDR 80 billion for RSME and SME+ segments, broadening access to capital for women entrepreneurs seeking to expand and enhance business resilience. In addition, Maybank Indonesia became a signatory of the Women Entrepreneurs Finance Code, underscoring our commitment to advancing financial inclusion for MSMEs and women-owned businesses across the country.

At Maybank Cambodia, the HERpower programme is designed to empower women entrepreneurs to rise, grow and thrive by providing access to financing without collateral, complemented by advisory support, capacity-building initiatives and mentorship. The programme was strengthened through refined eligibility criteria and rolled out in December 2025, resulting in the onboarding of its first customer.

PROGRESS & IMPACT

- **RM1.12 billion** in financing disbursed for more than **1,500** SMEs across the five regional markets.
- More than **2,700** participants have attended upskilling sessions focused on digitalisation, financial literacy and entrepreneurial resilience.
- **226** customers completed the ESG Readiness Assessment.

	Total SMEs Financed	Financing Secured	Total Outreached*
	1,257	RM554.9 million	617
	258	RM560.7 million	883
  	10	RM7.08 million	1,240

* Total Outreached refers to customers that have accepted approved financing but financing has yet to be disbursed, as well as those engaged non-financially under capacity-building initiatives.

ASEAN SME Upskilling & Digitalisation Programme with Maybank & TikTok Shop

In 2025, Maybank achieved a significant milestone by launching the region's first multi-market SME Upskilling and Digitalisation Programme, announced on 20 March 2025. This initiative underscores our commitment to driving inclusive growth through impactful "beyond banking" solutions.

To empower MSMEs across the region (Malaysia, Singapore and the Philippines) in embracing digital adoption, we partnered with TikTok Shop to enhance their online presence through effective digital marketing and engaging content creation.

This collaboration reinforces Maybank's dedication to financial inclusion by creating equal opportunities for women-led MSMEs, individuals from disadvantaged communities, agripreneurs and home-based businesses.

In Malaysia, outreach and participant mobilisation efforts are further supported by Perbadanan Usahawan Johor (PUJB) and Women of Will (WOW), ensuring that relevant SMEs are effectively reached and engaged.

The programme is built around three key pillars:

- **Introductory Webinar:** Foundational sessions introducing SMEs to digital business strategies, online transition models and financial solutions to support digital adoption.
- **Hands-on Workshop:** Practical, skills-based sessions to strengthen operational success on the TikTok Shop platform.
- **Accelerator Programme:** A six-month intensive, guided incubator programme designed to help participants succeed on the TikTok Shop platform. The programme offers exclusive incentives, personalised one-on-one consultations, waived fees for participation in digital campaigns and access to building-capacity programmes from both Maybank and TikTok Shop.

PROGRESS & IMPACT

- **520** participants reached across Malaysia, Singapore and the Philippines.

POWERING PROGRESS & DEVELOPMENT

Microfinance Programmes

Maybank's Microfinance Programmes provide small-scale financing to help micro enterprises expand their operations and improve financial stability. Designed for businesses with fewer than five full-time employees or annual turnover below RM300,000, these programmes serve as a catalyst for local economic activity and job creation.

In 2025, Maybank fully digitalised the microfinance application and approval process, enhancing accessibility, speed and inclusivity, particularly for entrepreneurs in underserved and remote areas.

Complementing the Group-wide programme, Maybank Singapore extended inclusive financing support to RSMes (enterprises with loan amounts of less than SGD2 million), broadening access to capital for small, early-stage businesses. This local initiative supports the same goal of empowering underserved entrepreneurs while strengthening the micro and small business ecosystem in Singapore.

PROGRESS & IMPACT

Malaysia

- **RM15 million** disbursed to **457** microbusinesses.
- **RM110 million** in total outstanding loans.

Singapore

- **2,339** RSMes financed, with **SGD1.11 billion** in financing extended.

Transformasi Ekonomi Wanita

The *Transformasi Ekonomi Wanita* programme empowers women asnaf entrepreneurs by equipping them with practical marketing knowledge and digital outreach skills, particularly through social media platforms. The initiative focuses on strengthening entrepreneurial confidence, improving product visibility and enabling women to build sustainable income streams.

PROGRESS & IMPACT

- **50** women entrepreneurs from Kuala Lumpur and Selangor benefitted.
- **96%** achieved at least **30%** revenue growth after the programme.
- **92%** generated a minimum monthly income of **RM2,500**.

Bangkit Niaga

Bangkit Niaga supports asnaf micro-entrepreneurs through structured capability-building that includes hands-on training, personalised mentoring and coaching and access to targeted grant support. The programme is designed to help participants stabilise their businesses, improve financial resilience and transition out of vulnerability.

PROGRESS & IMPACT

- **30** asnaf entrepreneurs from Selangor participated.
- **6** participants increased their monthly income to **>RM2,500**, after the programme.
- **12** participants successfully exited the asnaf category, demonstrating improved livelihood stability.

Ibupreneur

The *Ibupreneur* programme nurtures aspiring women entrepreneurs by providing structured training, market access pathways and community support. In 2025, the initiative extended its reach nationwide, marking its first cohort involving participants from multiple states beyond the Klang Valley.

PROGRESS & IMPACT

- Series 1.0: **74** participants successfully graduated from the programme.
- Series 2.0: Building on the success of Series 1.0, **100** participants were onboarded, including the programme's first nationwide cohort of **33** participants across **11** states with the remainder from Klang Valley.

Maybank QRPay Biz

We introduced QRPay Biz to help micro and small businesses, such as hawkers, *pasar malam* traders and neighbourhood shops, to accept digital payments easily. By allowing registration with just a national identity card (IC), small entrepreneurs can onboard quickly without heavy paperwork. It also enables merchants to manage their business from anywhere with real-time sales tracking and comprehensive monitoring systems.

In Malaysia, QRPay Biz is offered with no merchant discount rate while merchants in Indonesia and Cambodia benefit from minimal transaction fees, reducing cost barriers to digital adoption. The solution also allows merchants to manage their businesses anytime, anywhere through real-time sales tracking and comprehensive monitoring capabilities.

PROGRESS & IMPACT

- Benefitted **151,419** merchants in Malaysia, Indonesia and Cambodia.

POWERING PROGRESS & DEVELOPMENT

myimpact Microbusiness Entrepreneurship Training Programme

The programme supports underprivileged individuals in launching viable micro-enterprises by equipping them with essential business skills, coaching and start-up funding. Delivered in partnership with the Singapore Malay Chamber of Commerce & Industry (SMCCI) and the M³ network (MENDAKI, MUIS and MESRA), the programme combines structured entrepreneurship training with grant support to help participants build sustainable income streams.

In 2025, the programme continued to scale its impact through multiple training runs, culminating in business proposal pitches where participants showcased their micro-enterprise ideas.

PROGRESS & IMPACT

- **47** microbusiness entrepreneurs trained across two completed runs in 2025.

Megapreneurship 3.0

The Megapreneur programme, a Zakat-funded initiative by Maybank Islamic, empowers asnaf microentrepreneurs through comprehensive business training, mentorship and essential digital skills focusing on three key practical courses: Commercial Food Production, Mobile Phone Repairing and Air-Conditioner Servicing.

PROGRESS & IMPACT

- Mentoring sessions were conducted to track participant progress and improvements, impacting an aggregate of more than **220** asnaf microentrepreneurs to date.

ISLAMIC BANKING INITIATIVES FOR UNDERSERVED ENTREPRENEURS

Maybank Islamic continues to integrate Shariah-compliant financial solutions to support underserved businesses, aligning Islamic principles with inclusive growth. These initiatives combine financing, mentorship and business advisory to empower entrepreneurs while promoting equitable and ethical practices.

iTEKAD Aspirasi Wanita

A financial empowerment initiative providing seed capital and structured support for women asnaf entrepreneurs to build sustainable microbusinesses and improve long-term income security.

PROGRESS & IMPACT

- **>650** women entrepreneurs onboarded.
- **RM2.11 million** in seed capital (qard hassan) disbursed.
- **51** entrepreneurs completed repayment.
- **39** jobs created.

POWERING PROGRESS & DEVELOPMENT

AFFORDABLE INSURANCE & TAKAFUL

Inclusive protection is key to financial inclusion. Through Etiqa, we continue to expand access to affordable insurance and takaful solutions that safeguard the financial well-being of lower-income, vulnerable and underserved communities.

In 2025, we issued 297,752 policies and certificates to a diverse group of customers, with the majority contributed by our Group Products and Asuransi Mikro Proteksi PAS.

Life Insurance and Family Takaful	Health Insurance and Takaful	General Insurance and Takaful	Group Products
- Pos Tenang - Pos Khairat - I-Care OKU - Etiqa Term Secure (EPF i-Lindung) - Etiqa Term Plus (EPF i-Lindung) - E-ZY Pneumonia - E-ZY Dengue	- E-Cancer Care - OneMedical - Etiqa Critical Care (EPF i-Lindung) - Etiqa Critical Care Plus (EPF i-Lindung)	- Rahmah PA - Rider Care PA - e-Protect family - Asuransi Mikro Proteksi PAS - MyRumah	Group products which are offered via cooperatives for B40 communities include Khairat, Mutiara Takaful, Group Hospital and Surgical, Group Term Life and Decreasing Term Takaful.

Programme	Description	Progress & Impact
EPF i-Lindung (Phase 2)	Micro-insurance/takaful scheme enabling EPF members and their families to withdraw from Account 2 for low-cost protection against death and critical illness.	8,645 total certificates issued, consisting: - Etiqa Term Plus: 1,202 - Etiqa Critical Care Plus: 783 - Etiqa Term Takaful Plus: 4,234 - Etiqa Critical Care Takaful Plus: 2,426
ePROTECT family	A joint initiative between Maybank Singapore and Etiqa Insurance offering affordable personal-accident protection to low-income families, covering accidental death, permanent disablement, hospitalisation allowance, medical reimbursement and related benefits. This initiative sponsors SGD130,800 of free personal accident insurance, providing up to SGD50,000 coverage for accidental death and permanent disablement for 600 families over three years.	198 households onboarded.
i-Care OKU	Online takaful for registered Persons with Disabilities (PWDs) covering death, accident, hospitalisation and medical allowances.	20 policies issued.
Pos Khairat/ Pos Tenang	Micro-insurance distributed via Pos Malaysia offering basic life and accident protection for B40 households.	18,022 (Pos Khairat) and 4,944 (Pos Tenang) policies issued.
E-ZY Pneumonia/ E-ZY Dengue	Low-cost term insurance covering hospitalisation due to pneumonia or dengue, helping lower-income families manage health risks.	21 E-ZY Pneumonia and 35 E-ZY Dengue policies issued.
Asuransi Mikro Proteksi PAS (Indonesia)	Micro-insurance providing coverage for accidental death and funeral expenses for low-income communities.	111,987 beneficiaries.

OUTLOOK

We will continue to fulfil our mission to humanise financial services by ensuring that all customers from various backgrounds are included in our financial empowerment journey. Over the next few years, Maybank's financial inclusion efforts will focus on the following three key areas:

- Expansion of digital accessibility:** Enhance mobile and online banking platforms to ensure inclusive, user-friendly services for underserved communities across various geographical locations.
- Strengthen financial literacy:** Improve financial literacy and introduce upskilling programmes to empower individuals and SMEs with the knowledge and tools needed to manage finances responsibly and confidently embrace digital solutions.
- Improve access to affordable financing:** Introduction of innovative lending models and partnerships, particularly for underserved groups such as micro-enterprises and start-ups.

These focus areas reflect Maybank's stance to narrowing financial access gaps, driving inclusive economic growth and enabling communities to achieve long-term financial empowerment.

POWERING PROGRESS & DEVELOPMENT



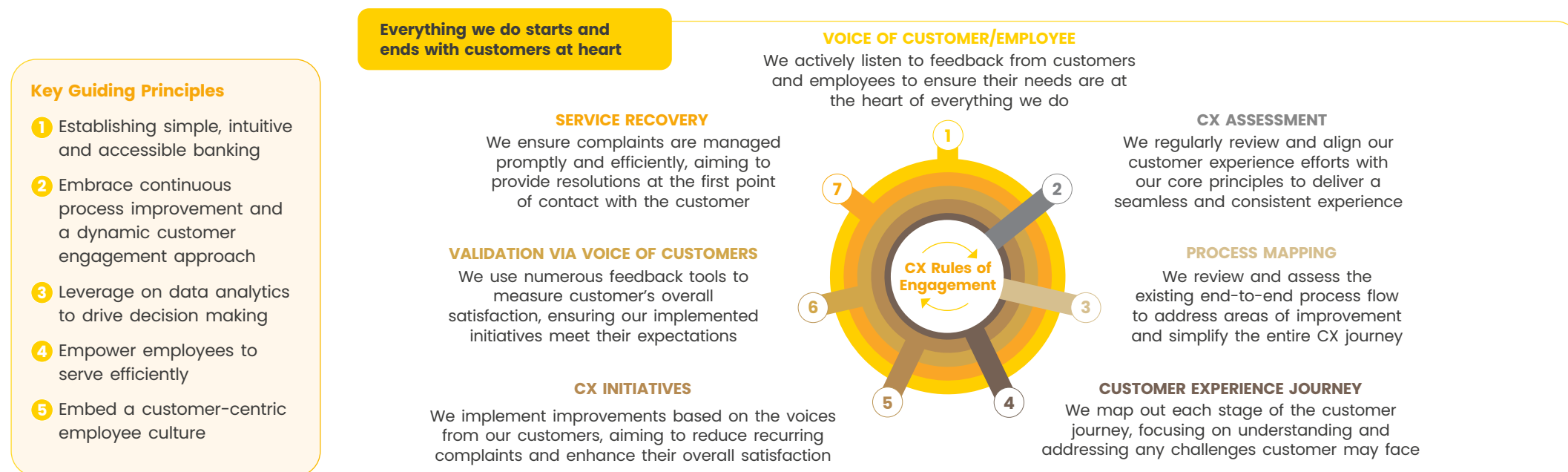
CUSTOMER EXCELLENCE

Customer excellence is fundamental to how Maybank builds trust and long-term relationships. In a fast-changing financial environment where customer needs evolve by the day, service excellence remains one of the strongest measures of our integrity and relevance. At Maybank, we deliver proactive customer care by combining the strength of our frontliners with digital innovation – making customers' banking experience easier, more meaningful and anchored by trust.

OUR GUIDING APPROACH

Customer excellence at Maybank begins with empathy. Every interaction whether digital or in person, is guided by our purpose to Humanise Financial Services, ensuring that banking feels personal, accessible and built on trust.

A customer-first culture is embedded across our organisation, from frontline engagement to product design. Employees are equipped with targeted training, clear service standards and decision-making autonomy to deliver meaningful, consistent experiences that strengthen relationships.



To deliver a seamless experience for our customers, Maybank strives to listen and learn through key feedback mechanisms:

- **External Customer Engagement Survey (ECES):** Collects insights across major touchpoints to understand satisfaction levels, uncover pain points and identify opportunities for service improvement.
- **Relationship Net Promoter Score (rNPS):** Measures loyalty and advocacy, providing a pulse on customer trust and recommendation likelihood. Our year-on-year NPS improvement reflects focused efforts on experience enhancements and innovative solutions.
- **Transactional Net Promoter Score (tNPS):** Captures customer sentiment in the moment, enabling rapid issue resolution, service recovery and continuous experience refinement.

Together, these tools provide a comprehensive view of customer needs; turning feedback into action that drives service excellence.

POWERING PROGRESS & DEVELOPMENT

PERSONALISED CUSTOMER SERVICE

Delivering excellent service at Maybank means more than meeting expectations — it's about creating genuine connections. Every experience is designed to feel personal, seamless and reflective of our care for our customers. Through structured programmes and data-driven insights, we continuously refine how we engage, support and connect with our customers.

CUSTOMER EXCELLENCE MILESTONES IN 2025

CX Journey Mapping

We analyse end-to-end customer journeys to uncover friction points and reimagine better experiences. Each mapping exercise involves close collaboration across business units, supported by real-time feedback loops and structured improvement plans. This approach ensures every enhancement is grounded in evidence and directly improves satisfaction, accessibility and trust.

PROGRESS & IMPACT

In 2025, we implemented several improvements to enhance our customers' experience such as:

- Enable customers to access their Maybank Investment Gold Account (MIGA) within the MAE app.
- Introduce user-friendly password-reset option for blocked accounts and lost card details.
- Allow customers to print mini bank statements at more touchpoints.
- Expand ability for customers to adjust transfer and pay limits within the MAE app.
- Introduce simplified steps and navigation in app biller display.
- Refresh branch forms to improve clarity and overall usability.

Maybank Hospitality Programme

A structured programme designed to sustain a customer-centric culture, champion relationship building with customers and serve as an influence to strengthen core CX competencies and interpersonal skills.

In 2025, we expanded our customer-centric training programmes with tailored sessions for branch employees, sales professionals and operational teams, focusing on:

- **Empathetic Engagement:** Equipped staff with the skills to respond to customer situations with empathy and care.
- **Effective Communication:** Equip employees with tools to communicate clearly, confidently and compassionately.
- **Strategic Problem Solving:** Develop advanced skills to resolve issues swiftly and creatively, minimising customer effort.
- **Proactive Follow-Up and Follow-Through:** Embedding a culture of accountability where employees take ownership of customer concerns from start to finish.

We also implemented various engagement and recognition initiatives to reward and recognise CX excellence, including:

PROGRESS & IMPACT

- Trained **2,589** employees, delivering **4,673** hours of CX-focused learning.
- Strengthened a vibrant CX ecosystem that champions service excellence and continuous improvement.
- **10%** YoY improvement for tNPS to **+63** from **+58** in 2024.

Best CX Branch Award:

Recognises top-performing branches based on customer feedback, compliance and tNPS scores.

CX Bytes: A weekly internal newsletter sharing CX tips, wins and key insights from ECES, NPS and mystery shopping.

MSocial CX Page: A digital hub for CX resources, best practices and peer recognition, encouraging cross-functional CX learning.

Customer Experience Assistant (CEA) of the Quarter: Celebrates frontliners who exemplify Maybank's service values, reinforcing the "I Am Maybank" culture.

CX Day: An annual celebration of Maybankers who drive exceptional experiences, promoting empathy, ownership and innovation.

POWERING PROGRESS & DEVELOPMENT

Mystery Shopping

Maybank conducts regular mystery shopping assessments to evaluate real customer experiences and ensure consistent service quality across branches. These evaluations assess staff readiness, engagement and advisory capability, providing clear insight into what works well and where improvements are needed. The findings guide targeted training and process enhancements to continuously raise service standards.

PROGRESS & IMPACT

- **91** branch assessments completed based on branches with high traffic and feedback received from customers.
- **82%** average overall performance, reflecting strong engagement and opportunities for further improvement.

Complaint Resolution

The Customer Feedback and Resolution Management unit operates independently to ensure all customer complaints are handled fairly, transparently and promptly. By closing the loop between feedback and action, the unit helps strengthen accountability and reinforce customer trust.

In 2025, Maybank strengthened its Service Level Commitments, setting clearer expectations for faster turnaround: 90% of non-complex complaints resolved within one working day and 80% of complex complaints within four working days. Customers are clearly guided on escalation options, including engaging the Financial Markets Ombudsman Service (FMOS), reinforcing the Bank's commitment to transparency, quality and fair outcomes.

PROGRESS & IMPACT

- **Resolution performance**
 - **98.62%** of non-complex complaints resolved within one working day.
 - **85.17%** of complex complaints resolved within four working days.

Inclusive Customer Experience Workshop

Maybank Singapore organised a specialised workshop – “Inclusive Customer Experience: Making a Difference for People with Dementia” for Service Managers and Deputy Service Managers. The training equips frontline leaders with the skills to recognise dementia-related behaviours, provide empathetic support and ensure customers with cognitive vulnerabilities experience safe, respectful and dignified service.

PROGRESS & IMPACT

- A total of **129** frontliners attended the seven sessions held in 2025.

Hear from the participants!

“The workshop offers practical advice and suggestions/ techniques. It also helps me to better understand my customer/family members that might need help with dementia.”

“I walk away being able to understand more about the needs and struggles for people with dementia and how to best handle them.”

“The part I like most about this programme is how practical and engaging it is. The content is relevant, well-structured and easy to apply in real-life situations. I also appreciate the interactive elements, which kept me involved and made the learning experience much more effective.”



POWERING PROGRESS & DEVELOPMENT

REGIONAL CUSTOMER EXPERIENCE

Across our ASEAN footprint, Maybank reinforces Group-wide CX standards with market-specific practices that strengthen service consistency, complaint resolution and customer protection. These efforts ensure that our Humanising Financial Services principles translate effectively within diverse regulatory and cultural contexts.

Singapore	Maybank Singapore applies a structured Incident Management Framework modelled after the Group's Get Involved and Follow Through (GIFT) protocol, supported by First Contact Resolution (FCR) to improve ownership, speed and end-to-end tracking of customer complaints. Additional guidelines including managing unreasonably persistent customers, the Service Attitude Consequence Management Framework and enhanced service recovery empowerment further strengthen consistency and service accountability across frontline teams.
Indonesia	Maybank Indonesia's CX practices are guided by several internal regulations, including the Consumer and Community Protection Policy, Customer Complaint Handling and Settlement Regulation, Branch Office Service Standards and Telephone Etiquette Regulation and dedicated protocols for Centralised Customer Care Frontliners. Together, these policies ensure that customer needs are addressed consistently and in full regulatory compliance.
Philippines	In the Philippines, customer excellence is reinforced through strict adherence to BSP's Financial Consumer Protection guidelines. A monthly Consumer Assistance Mechanism (CAM) Council reviews complaint trends, customer pain points and service gaps to ensure timely resolution and continuous improvement across all channels.
Cambodia	Maybank Cambodia strengthened its customer experience by deepening feedback mechanisms and enhancing service consistency across all channels, guided by four core CX pillars – Customer Experience Journey, VOC Programme & Complaint Management, Maybank Hospitality Programme and Customer Data Analytics and Insights. In 2025, the Group introduced tNPS to track customer loyalty at key touchpoints, achieving a strong interim branch tNPS of 80.9, while its rNPS ranked at or above the 95th percentile, reflecting sustained excellence in customer satisfaction and loyalty.

DIGITAL-FIRST EXPERIENCE

Digital innovation continues to redefine how we connect with and serve our customers. Guided by a digital-first mindset, we focus on making every interaction more accessible, convenient and personalised, humanising digital banking where technology enhances connection, not replaces it.

In 2025, we continued to strengthen and expand our established digital platforms to deliver more seamless, secure and user-centred experiences.

Digital Platforms and Initiatives			
MAE App (Malaysia) & Maybank2U App Mobile banking applications that offer full range of financial services across all core markets. - MAE e-Wallet: All-in-one digital wallet enabling transactions, account opening and personal financial tools. - Maybank2U Biz App: Business banking app for SMEs for account management and transactions Maybank2u MAE	PROGRESS & IMPACT 10.81 million three-month active users on the MAE app. 7.8 million MAE accounts have been created with a cumulative transaction value of >RM3 billion. 186,718 three-month active users on the Maybank2U Biz App with 441,928 active business customers.	Scan & Pay (formerly MaybankQR Pay) QR payment solution enabling instant payments and transfers via QR codes.	PROGRESS & IMPACT Surpassed 903 million transactions.
		Maybank Personal Digital Financing Digital personal loan platform with real-time fund disbursement for eligible customers.	53,150 applications received. RM398.62 million in loans disbursed (35% YoY growth).

POWERING PROGRESS & DEVELOPMENT

Digital Platforms and Initiatives (Continued)

Sama-Sama Lokal

Digital marketplace connecting local F&B merchants with consumers through Maybank's platform.

PROGRESS & IMPACT

- **Over 43,000** merchants onboarded.
- **RM45 million** in transactions recorded.

Maybank Home2u

Digital mortgage platform offering seamless loan applications and buyer scheme integration.

- **35,742** housing loans disbursed.
- **69.29%** digital penetration rate.

Maybank SME Digital Financing

Digital loan solution for SMEs with application and approval via the Maybank2U app.

- **RM347.3 million** in SME financing disbursed.

Business Account Straight Through Processing (STP)

Streamlined online application process for business account openings, with branch activation as the final step.

- **65,905** business accounts opened.

Regional View

Allows customers to view holdings in both Malaysia and Singapore in one consolidated dashboard.

- **13,364** accounts linked, 5,288 accounts in Malaysia and 8,076 accounts in Singapore.
- Over **SGD194 million** transferred under account transfer module.

Google Pay Integration on MAE App

Represents the full integration of Google Pay within the MAE App, enabling seamless and contactless payments across Android devices.

- More than **12.9 million** transactions amounting to over **RM667 million** by **1 million** customers.

Etiqua Virtual Customer Service (EVCS)

Virtual service channel providing remote support through Zoom, eliminating the need for in-person visits.

PROGRESS & IMPACT

- **48,472** customers utilising the service since its launch in 2021.

Multiple ID on MAE App

Allows both individual and sole proprietor accounts to be managed under a single login on the MAE app.

- **>9.5 million** active users.

Goal-Based Investment (GBI)

Digital investment feature enabling customers in Malaysia and Singapore to set personalised financial goals, automate contributions and track progress seamlessly through the MAE and M2U SG Lite apps.

- **Malaysia (MAE App):** **RM1.149 million** monthly auto-deposit, **RM20.35 million** total AUM, **92,436** goals created and **5,001** active GBI accounts.
- **Singapore (M2U SG App):** **SGD2.46 million** total AUM, **3,267** goals created and **205** active GBI accounts.

Etiqua+

A one-stop digital platform enabling customers to buy, manage and claim insurance or takaful services, access healthcare benefits and stay updated anytime, anywhere.

- **>1 million** customers actively using Etiqua+ to manage policies and claims.

MARKET-FOCUSED DIGITAL TRANSFORMATION

In 2025, Maybank strengthened its digital ecosystem with a suite of new features designed to enhance customer experience, accessibility and financial inclusion across key ASEAN markets.

COUNTRY-SPECIFIC DIGITAL INITIATIVES

Singapore



Tap, Track & Win and Limit Increase

Introduced on the M2U SG app, "Tap, Track & Win" encourages user engagement through a transaction-based tracker, while the new Limit Increase feature allows customers to self-manage their transaction limits directly within the app.

PROGRESS & IMPACT

- SG M2U app recorded **280,838** active monthly users, reflecting stronger engagement and adoption.

Indonesia



Secondary Bond Purchase

Launched on the M2U ID Mobile app, this feature enables customers to purchase secondary bonds digitally, expanding retail investor access to capital markets.

PROGRESS & IMPACT

- Achieved **7,657** transactions with a transaction value of **IDR1.85 trillion** in 2025. Since its launch, transactions from the M2U ID App contribute over 30% of Maybank Indonesia's total transactions for secondary bonds.

POWERING PROGRESS & DEVELOPMENT

Philippines

M2U PH App Enhancements

Maybank Philippines enhanced its Maybank2U PH (M2U) App to align with Group and industry UI/UX standards. The upgraded platform introduced new features such as Secure2u transaction authorisation and deposit eStatement of Account (eSOA) downloads, further strengthening customer convenience and transaction security.

EzyFlex & EzyDollar

Introduced two key features on the new M2U PH app:

- EzyFlex: Allows customers to open current accounts online.
- EzyDollar: Allows customers to open and convert USD accounts within the app in real time.

PESONet Integration

Integrated PESONet (Philippine EFT System and Operations Network), enabling customers to perform same-day electronic fund transfers to other participating banks and financial institutions via the M2U PH app.

Digital Savings Expansion

Partnered with GCash, a leading local mobile e-wallet platform with over 90 million users nationwide. This collaboration enables individuals from far-flung areas to open EzySave+ accounts directly via the GCash app. Complementing this, the Bank also expanded its digital savings ecosystem through iSave, EzyFlex and EzyDollar accounts.

PROGRESS & IMPACT

- Achieved over **138,000** downloads and **100,000** first-time logins since its launch in 2024.
- Achieved **94%** digital sales penetration, with **138,007** online accounts opened.
- Recorded **7,100** transactions in 2025 totalling to **PHP467 million**, expanding the app's utility for everyday digital banking.
- Recorded **442,000** active digital deposit customers, with 75,000 Maybank iSave accounts, 366,000 EzySave+ accounts, 790 EzyFlex accounts and 250 EzyDollar accounts in production.

Cambodia

M2U KH App Enhancements

Maybank Cambodia continued to enhance the M2U KH app by improving user experience, interface design and overall platform performance. As part of post-launch evaluation, we conducted a customer loyalty survey, engaging 102 users.

Auto Loan Process Improvement

The Bank completed an end-to-end journey mapping of its auto loan process, followed by multiple pilot tests to streamline approval workflows for salaried earners.

Cross-Border QR Payment Linkage: Cambodia–Malaysia

In collaboration with Bank Negara Malaysia and the National Bank of Cambodia, Maybank launched cross-border QR payments, enabling Cambodian customers to scan DuitNow QR codes in Malaysia using the Bakong app or M2U KH app. In 2025, Phase 2 expanded the service to allow Malaysian customers to scan KHQR in Cambodia.

PROGRESS & IMPACT

- Achieved tNPS of **9**, indicating strong customer confidence and positive digital experience.
- Reduced auto-loan turnaround time to 3 days, achieving over **50%** improvement in processing efficiency.
- Processed **1,797** outbound KH>MY transactions, totalling **RM187,751.33**.
- Phase 2 of the enhancement recorded **5,402** inbound transactions, amounting to over **RM825,862**.

OUTLOOK

As Maybank transitions toward the next strategic horizon, our focus remains on Humanising Financial Services by deepening customer-centricity and digital leadership across the region. In 2026, our strategic priority will be “Elevating Customer Experience,” ensuring that the voice of the customer guides every decision. We aim to improve transactional NPS in Malaysia by 10% through agile, customer-led transformation initiatives and enhanced feedback loops that embed customer insights into product design and service delivery.

Central to this ambition is the continued evolution of the MAE app into a holistic digital lifestyle platform; one that delivers personalised, secure and seamless experiences for all customer segments. New features will strengthen convenience and trust, including improved authentication, authorisation controls and fraud-monitoring capabilities. By embedding personalisation across products and loyalty ecosystems, we aim to build stronger daily engagement and meaningful value for our customers.

To support regional consistency, we are expanding our digital footprint through the regionalisation of the MAE app and unifying the Maybank digital identity while maintaining local relevance. This balance enables every customer to benefit from an intuitive, inclusive and trusted experience.



EMPOWERING OUR PEOPLE

Stakeholders



Related UN SDGs



Behind every milestone we achieve are the people who make it possible. 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 rapidly evolving 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. Guided by our T.I.G.E.R. values, we foster an environment where every Maybanker can grow, belong and thrive. Through continuous learning, inclusive leadership and a culture that values well-being as much as performance, we empower our people to grow their next-gen capabilities.

Material matters covered in this section:

Future Fit Talent and Culture
(Page 92)

Diversity, Equity, Inclusion and Belonging (DEIB)
(Page 108)

Employee Well-being
(Page 114)

Human Rights
(Page 122)

People Key Strategic Thrusts

Scaling the **Agile Workforce**

Upskill and equip Maybankers with the **next-gen capabilities**

Accelerate towards the right composition as a **Workforce of the Future**

Group Human Capital **infrastructure acceleration**

Group Human Capital M25+ Key Outcomes



Agile ways of working



Digitalised and ecosystem-driven workplace



Robust talent attraction and employee experience



Sustainability-anchored workforce of the future



Customer experience (CX) centric values-based principles infusion

EMPOWERING OUR PEOPLE

Stories of Impact: Supporting Mental Well-being on Thrive WebApp

The Thrive WebApp, our digital mental well-being platform, has been transformative in expanding employee access to mental health resources. It offers journaling, mood tracking, self-help tools and a directory of professional support, significantly reducing the time Maybankers need to connect with appropriate assistance while streamlining manual processes. The platform also strengthens the role of our Mental Health First Aiders (MHFAs) by enabling the quick submission of intervention feedback, automatic Continuing Professional Development (CPD) point logging and post-session feedback triggers – all within a single, integrated system.

Introducing Thrive.

Simple, private, and always here for you.

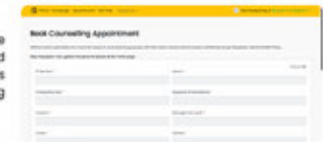
We are excited to introduce Thrive, a web application from Maybank's Mental Well-Being Team designed to support your mental health.

Book support in minutes.

Schedule a session with our certified Mental Health First Aiders (MHFAs)—in person (where available) or via Zoom. No long forms, no fuss. Just support when you need it.

Get started!

Log in with your AD credentials. Thrive is available across the Maybank network, whether you are in the office or connected through the intranet. Stay tuned for new features and updates as we continue to enhance Thrive and support the well-being of all Maybankers.



thrive.maybankapps.com

To help every Maybanker thrive and grow in their careers, we are guided by clear standards and tracked through our People Dashboard, established in 2009, which transparently monitors key human capital metrics – reinforcing our accountability in both corporate and sustainability performance.

Key Highlights



Demographic Diversity

Women make up **56.8%** of our workforce, while we have **43** nationalities represented across the employee base with an age range of 19–71 years.



Women in Leadership

42.8% of senior management roles and above are held by women.



Mobile Working Arrangement (MWA)

Over **9,500** employees have been onboarded on MWA since its launch in 2020.



Agile Capability-Building

Since 2022, nearly **1,000** Maybankers have been certified in ICAgile Fundamentals.



Awards

- UNGCMYB Forward Faster Sustainability Awards 2025 – Enterprise-level Award for Decent Work & Living Wage.
- Graduates' Choice Award 2025 – Champion in Overall Ranking (Banking Industry and Investment Banking).



Intensified Mental Health

Engaged over **6,731** employees in mental health initiatives and involved **26,773** sustainability hours.



Equitable Opportunities

Internal Vacancies Realisation for senior management positions stands at **83%**, with Mission-Critical Positions (MCP) cover ratio at a healthy 3.7:1.



Digital Upskilling

15,727 employees participated in FutureReady and digital programmes.



Persons with Disabilities (PWDs)

163 PWDs talents have been onboarded under the Work Placement Programme (WPP) since its implementation in 2023.



Learning Penetration

Achieved a **97%** learning penetration rate against a target of 90%.



Workforce Mobility

Created over **23,086** opportunities in 2025 for workforce adaptability and professional development through Pillars 1–3 of the Maybank GO Ahead. Take Charge! Programme.



Employee Health & Well-Being

Certified **759** Occupational Safety & Health Coordinators in FY2025 to ensure the well-being of all employees in the workplace.

EMPOWERING OUR PEOPLE



FUTURE FIT TALENT AND CULTURE

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 in 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.

2025 Highlights



Strategic Investment in Talent Development

- **RM115.8 million** invested in learning and development.
- Recorded an average of **41.04** training hours per employee, supporting continuous professional growth.



Data Associate Graduate Programme

- **21** graduates onboarded in its first year, to develop future-ready data talent for the Group's graduate pipeline and NextGen roles.



MyTAIF (Talent Acceleration in Islamic Finance and Takaful)

- **>22,900** Maybankers completed the Quick Insights into Islamic Finance e-learning module.
- **153** employees enrolled in the AQIF Foundation Certification, with a 90% pass rate.



Maybank Managers Launchpad

- **404** managers nominated across all sectors.



Maybank Sustainability Practitioner Certification (MSPC) Programme

- Certified over **600 Maybankers** of various levels across the Group in 2025.
- Trained over **1,200 employees** since its inception in 2024.

OUR GUIDING APPROACH

Maybank's employee development philosophy is built on structured, forward-looking frameworks that cultivate adaptability, continuous growth and leadership excellence. This ensures our people remain resilient and future-ready while aligning with the Group's strategic direction.

1. FutureReady & AI

We achieved our target of having 30% of the workforce occupying next-gen roles by end-2025. This achievement was driven by Maybank's Digital Capability Framework (MDCF), the Group's unified approach to building future-fit digital, data and AI skills. The framework develops digital fluency for all employees and technical mastery for specialists, ensuring every Maybanker can leverage technology and AI for sustainable business impact.

The FutureReady: Digital Acceleration strategy sets three workforce-wide outcomes — Digital-First Mindset, Data-Driven Culture and an AI-Enabled Workforce — supported by four technical mastery pathways in Technology &

Infrastructure, Cloud Engineering, Cybersecurity & Resilience and Advanced Data & AI. These pathways provide structured development, certification opportunities and progression routes toward next-gen expertise.

By embedding digital capabilities into daily work, the MDCF accelerates culture change, enabling responsible GenAI adoption, secure cross-border collaboration and cloud-ready practices. This positions Maybank's workforce to deliver on the Group's Digitally Pervasive agenda and strengthen its competitiveness as a tech-enabled financial institution.

2. Agile Programmes for Future-Ready Talent

In support of the M25+ pledge to build a high-skilled and future-ready workforce, Maybank continues to deepen Agile capabilities across the organisation. Since 2022, more than 1,000 employees have been certified in ICAgile Fundamentals, with training now delivered in-house by the Agile Centre of Excellence (CoE).

To develop more advanced practitioners, employees progressed through Agile Champion Pathways, earning certifications such as Professional Scrum Master (PSM), Product Owner (PSPO), Agile Team Facilitation (ATF) and Agile Coaching (ACC). This structured journey has built a strong network of internal Agile enablers who coach, mentor and accelerate Agile adoption across teams.

3. Enhanced Engagement & Learning Impact

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.

EMPOWERING OUR PEOPLE

EMPOWERING EARLY-CAREER TALENT

At Maybank, we recognise that nurturing young talent is key to shaping the future of banking and sustaining long-term business growth. Our early-career initiatives are designed to equip students, graduates and entry-level employees with critical skills, real-world exposure and structured career pathways that build confidence, competence and leadership potential. This year, we engaged more than 8,000 students and young professionals through #MaybankDay@Campus and career activations.

Global Maybank Student Ambassador (#Mbassador)

The Global Maybank #Mbassador Programme is one of Maybank's flagship youth engagement and employability initiatives. It empowers purpose-driven student leaders to serve as brand ambassadors and advocates for financial literacy, career readiness and leadership development on their campuses.

Through structured onboarding, curated workshops and experiential learning, this programme equips student leaders with exposure to real-world challenges while developing critical skills in personal branding, digital readiness and community leadership. Serving as a strategic graduate pipeline, high-performing #Mbassadors are considered for internship opportunities or fast-tracked into Maybank's graduate programmes.

The programme supported campus, career and community initiatives such as leadership and career sessions with Maybank leaders, national career events, blood donation drives and student engagement through virtual platforms and wellness activities.



Graduation ceremony for the #Mbassador programme in Malaysia in November 2025

PROGRESS AND IMPACT

▶ **474** #Mbassadors across five countries:

: 338 : 70 : 30 : 25 : 11

Global Maybank Apprentice Programme (GMAP)

GMAP is Maybank's premier management trainee initiative, designed to accelerate leadership development among fresh graduates. Spanning over two years, the programme combines structured learning with hands-on experience across diverse business lines, complemented by a three-month international assignment. This holistic approach fosters cross-border exposure, innovative thinking and a strong foundation for future leadership roles within the Bank.

PROGRESS AND IMPACT

- ▶ **34** active Global Maybank Apprentices (GMAs) in 2025.
- ▶ **16** GMAs received IC Agile Fundamentals Certification, strengthening agile leadership and adaptability in a rapidly changing industry.

Internship Programmes

Maybank's Internship Programmes provide undergraduates with valuable industry exposure and experiential learning opportunities through diverse pathways such as General Internship and Sales Internship.

Outstanding interns are often given preferential consideration for full-time graduate roles, contributing directly to Maybank's early-career talent pipeline and ensuring a steady flow of skilled, future-ready professionals.

PROGRESS AND IMPACT

- ▶ : **746** interns onboarded across business functions in 2025.
- ▶ : **62** internship positions offered ranging from 3 to 6 months. Of these, 15 positions were extended to #Mbassador interns during 2025.

Graduate Pipeline Programmes

Maybank's Graduate Pipeline Programmes provide structured pathways for graduates to embark on their professional careers in banking and financial services. These programmes blend classroom-based learning with rotational assignments across key business areas, equipping participants with practical experience while enhancing employability and leadership readiness.

PROGRESS AND IMPACT

- ▶ **688** graduates onboarded (inclusive of both permanent and non-permanent headcount).

Data Associate Graduate Programme

Introduced in 2025, this new graduate programme is a specialised two-year rotational initiative to build a new generation of data-centric professionals equipped to navigate the digital transformation of banking.

Through structured rotations across key data functions, including AI, data analytics, governance and compliance, participants gain end-to-end exposure to Maybank's data ecosystem. This initiative complements the Group's broader graduate pipeline, strengthening employability, accelerating skill growth and supporting transitions into NextGen roles.

PROGRESS AND IMPACT

- ▶ **21** graduates onboarded, building a regional pipeline of data-literate professionals.

EMPOWERING OUR PEOPLE

LEADERSHIP DEVELOPMENT AND SUCCESSION EXCELLENCE

Maybank continues to maintain a resilient and future-ready talent pipeline for mission-critical positions (MCP) through robust succession planning, strong internal mobility and targeted leadership development. Our succession approach focuses on building a resilient and future-ready talent pipeline for MCP through internal succession planning, structured talent reviews and targeted leadership development.

Sustaining long-term organisational success requires a resilient and forward-thinking leadership bench. Our leadership development strategy prepares leaders at every level – from emerging managers to senior executives, to navigate evolving business complexities with clarity, empathy and purpose.

Maybank Managers LaunchPad Programme

Maybank's Managers LaunchPad develops managers especially the newly appointed, through a structured journey combining technical mastery, leadership skills and coaching. The programme sustains growth by equipping leaders with knowledge, confidence and practical experience to navigate challenges and drive organisational success.

PROGRESS AND IMPACT

- ▶ **404** managers nominated across all sectors.

CTRL Alt Lead Programme

Targeted at our leaders in Group Technology & Digital (GTD), the CTRL Alt Lead Programme strengthens adaptive leadership skills essential for navigating a fast-changing, tech-driven business landscape. Through interactive workshops and real-world exercises, the programme strengthens leaders' ability to lead with empathy, embrace change and cultivate a culture of continuous learning and innovation.

PROGRESS AND IMPACT

- ▶ Successfully trained **100** GTD leaders across five cohorts in 2025, with **212** leaders to date.

Maybank's Talent Acceleration in Islamic Finance and Takaful (MyTAIF)

The MyTAIF initiative underscores the Group's commitment to cultivating skilled professionals in Islamic finance and takaful, aligned with its strategic goal of elevating industry capabilities. To build future-ready talent in Islamic finance, the programme is structured around five progressive stages, with accelerated specialisation to ensure comprehensive talent development.

MyTAIF programme stages:

Awareness > Foundation > Intermediate > Advanced > Premier

PROGRESS AND IMPACT

- ▶ **22,982** Maybankers completed the e-learning module, significantly expanding baseline literacy across the organisation.
- ▶ **153** employees completed the Associate Qualification in Islamic Finance (AQIF) with a **90%** pass rate, strengthening foundational technical depth.

CFO Accelerator Lab Programme

The CFO Accelerator Lab Programme develops finance professionals for strategic leadership roles by integrating financial expertise with advanced management and decision-making skills. Participants engage in workshops, fireside chats, project-based learning and personalised mentorship with senior leaders and Group EXCO members, complemented by external leadership and technical courses that provide outside-in perspectives and broaden professional networks.

PROGRESS AND IMPACT

- ▶ Cohort 1: **18** participants successfully graduated.
- ▶ Cohort 2: **20** ongoing participants.

NEXTLeaders Programme

The NEXTLeaders Programme is a flagship 24-month leadership journey designed to accelerate the readiness of emerging leaders for Council and Regional Director roles in Retail Banking. The programme builds strategic thinking, innovation capability, cultural stewardship and leadership excellence, ensuring Maybank's next generation of leaders can navigate rapid industry transformation and drive sustainable business growth.

PROGRESS AND IMPACT

- ▶ **91** participants successfully completed four specialised modules – Leadership Unleashed, Leading Business, Strategic Pulse and Leap Forward.

EMPOWERING OUR PEOPLE

Mission Critical Positions (MCPs)

Maybank's succession approach focuses on building a resilient and future-ready talent pipeline for MCPs through internal succession planning, structured talent reviews and targeted leadership development. Leadership readiness is assessed using indicators such as succession coverage, realisation rates and enterprise mobility outcomes, supported by Strategic Workforce Planning and leadership development programmes.

PROGRESS AND IMPACT

- ▶ **83%** Group Internal Vacancy Realisation Rate (senior management roles filled internally).
- ▶ MCP Cover Ratio maintained at **3.7:1**.
- ▶ Succession Realisation Rate at **82%**.

Three-Tier Leadership Development Programmes

Maybank's flagship leadership suite, X-celerate, TLC (Transitioning Leaders to CEOs/C-Suites) and STAR (Strategic Talent Accelerated Readiness), develops talent across leadership stages with targeted exposure, coaching, on-the-job challenges and pathway visibility into succession roles. These programmes collectively strengthen leadership continuity while enabling mobility for high-potential talents into broader and more complex roles across the Group.

PROGRESS AND IMPACT

- ▶ **164** talents graduated across the three programmes

	X-celerate	TLC	STAR
Talents Graduated	64	62	38
Promotions	48%	11.5%	24%
Expanded roles	27%	31%	42%

- ▶ **83** surfaced in MCP pipelines
- ▶ **16** surfaced in EXCO & Sector Head succession line-ups

Singapore's Mentoring Programme

The Mentoring Programme 2025 was introduced in Singapore as a talent development initiative to strengthen leadership capability, broaden professional exposure and accelerate career progression for future leaders. The programme pairs mentees with experienced mentors to provide guidance, skills development and strategic career support. A reverse mentoring component was also introduced, enabling mentees to share fresh perspectives, digital skills and new ways of thinking, thus reinforcing a two-way learning culture.

PROGRESS AND IMPACT

- ▶ **21** mentors and **49** mentees enrolled in the 2025 cohort.

FutureReady Chief Risk Officer (CRO) & Risk Leaders Immersion Programme

Designed to cultivate a robust pipeline of successors for the CRO and senior risk leadership roles, this programme strengthens risk leadership capability and succession readiness by developing leaders with strong functional expertise and a FutureReady strategic mindset. The one-year programme combines internal leadership engagement with senior management and EXCO with structured external development programmes delivered by PwC.

PROGRESS AND IMPACT

- ▶ **22** talents have successfully completed the programme since its launch in January 2025.

EXCO Mentoring Programme

Since 2019, the EXCO Mentoring Programme has continued to strengthen Maybank's leadership bench by pairing emerging talent with senior executives for mentorship, exposure and cross-functional learning. The programme deepens leadership confidence, broadens organisational perspective and reinforces a culture of learning, self-awareness and purpose-driven leadership.

In 2025, mentoring was further embedded as a key accelerator for leadership development across programme pipelines and business functions. Beyond the core EXCO programme, mentoring support was extended to Group Compliance and Group Risk.

PROGRESS AND IMPACT

- ▶ **89%** of participants found the mentoring experience highly valuable in shaping career goals and enhancing leadership confidence.
- ▶ Group Compliance & Group Risk mentoring: **18** mentors and **42** mentees engaged.

Leadership Excellence and Acceleration Programme (LEAP)

Maybank Philippines introduced LEAP as a leadership development initiative to strengthen people management capability, accelerate career progression and build a stronger leadership pipeline within the Operations function. Delivered through collaboration between Human Capital and the Operations Sector, the programme focuses on developing confident, values-driven leaders equipped to take on expanded responsibilities.

PROGRESS AND IMPACT

- ▶ Employees graduated from LEAP were promoted to the next rank.
- ▶ Building on its initial success, LEAP will be enhanced into a continuing Step-Up Programme for Operations. In the next phase, Human Capital will introduce an evolved LEAP framework centred on Lead, Empower, Adapt and Propel, reinforcing dynamic, people-centred leadership grounded in vision, integrity and execution.

EMPOWERING OUR PEOPLE

GLOBAL Programme

The GLOBAL (Growing Leaders of Banking Agility and Leadership) Programme is a flagship 18-month leadership development journey designed to build the next generation of leaders for Group Global Banking. Developed in partnership with the Asia School of Business (ASB), the programme combines world-class faculty instruction, immersive learning, experiential projects and personalised coaching to accelerate readiness for senior roles across GGB's markets.

Key Features:

- ▶ **World-class faculty and real-market simulations** with Maybank EXCO and senior management, providing exposure to enterprise-level decision-making.
- ▶ **Cross-segment and cross-border immersion** that strengthen leadership presence, adaptive thinking and resilience.
- ▶ **Leadership labs, coaching pods and executive interaction** aligned with GGB's strategic priorities to deepen business acumen and on-ground experience.
- ▶ **Strategic business challenges and job attachments** offering personalised development support throughout the 18-month journey.

PROGRESS AND IMPACT

- ▶ **35** high-potential talents attended Cohort 1 as future successors and top performers across business segments.

Strategic Leadership Communication Refresher

Introduced in 2025 as part of Maybank's leadership development agenda, the Strategic Leadership Communication Refresher was designed to enhance executive presence, message clarity and emotionally intelligent communication among EXCO members and senior leaders. Facilitated by Fox-West Communications Consultancy, the programme combined workshops, practical simulations and one-to-one coaching to build confidence in high-stakes communication such as media handling and stakeholder engagement.

Personalised coaching and practical frameworks were highlighted as key drivers of learning transfer and real-world application. Participants reported improved ability to structure and deliver strategic messages, adapt tone to diverse audiences and communicate with authenticity and composure.

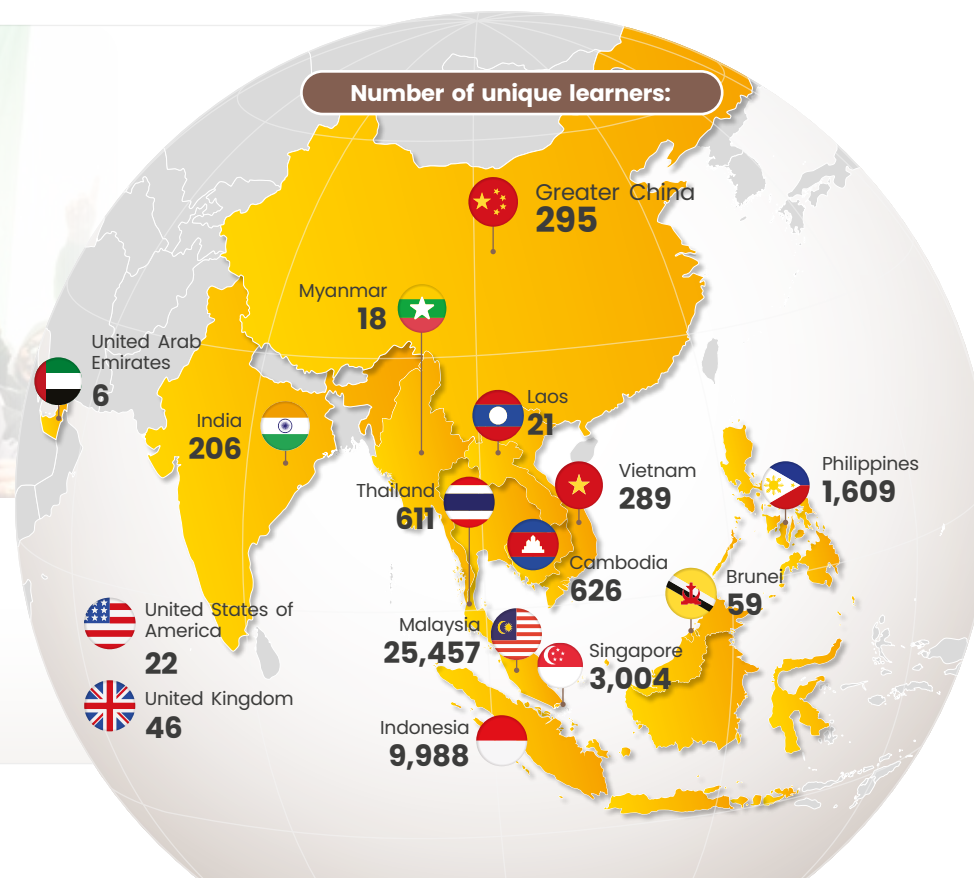
PROGRESS AND IMPACT

- ▶ **20** leaders participated across two sessions, including Group EXCOs, Sector Heads and Senior Management.



#LEARNINGNEVERSTOPS

Learning never stops because the world never stops changing and neither do we. At Maybank, continuous learning is how we stay adaptable, relevant and ready for what's next. Our remote learning platforms give employees the flexibility to grow at their own pace, anytime and anywhere, while strengthening the collective capabilities that power the Group's progress. By enabling access to diverse learning resources, we help our people build the skills needed to lead and respond to emerging opportunities.



EMPOWERING OUR PEOPLE

FUTURE-READY SKILLS AND DIGITAL PROFICIENCY

As technology continues to redefine how businesses operate, continuous digital upskilling remains essential to staying ahead. In 2025, Maybank's FutureReady advanced into a more structured and certification-backed development model aligned to our goals, preparing the workforce for a cloud-enabled, AI-driven and digitally pervasive organisation.

FutureReady: Digital Acceleration now emphasises deeper proficiency and recognised credentials across digital, data, AI and IT domains. This evolution ensures Maybankers can apply digital tools responsibly, collaborate seamlessly across borders and leverage emerging technologies to strengthen business delivery. Programmes are supported through Microsoft's Enterprise Skills Initiative (ESI), Copilot Agents for 24/7 learning access and enhanced in-house expertise.



15,727 participants in FutureReady and digital programmes.



503 participants attended programmes aligned with certifications across digital workplace skills, data analytics, AI, cloud and cybersecurity.

FLAGSHIP FUTUREREADY: DIGITAL ACCELERATION PROGRAMMES

Digital



FutureReady's Digital pillar focuses on large-scale Microsoft 365 adoption through the Evolving Ways of Working (eWOW) initiative. All Maybankers receive compulsory e-learning and webinar training covering Teams, OneDrive, SharePoint, Copilot and other core apps. Continuous learning is supported through the always-on MOVE365 One Stop Hub. Certification is prioritised for technical support roles such as M365 Fundamentals for End Point Administrators.

PROGRESS & IMPACT

► **3,902** participations in 2025

AI



The AI pillar advanced into applied and role-based learning in 2025, with programmes such as Responsible AI Usage e-Learning and Getting Started with Copilot Chat, delivered via multiple webinar sessions. Employees learned responsible prompt engineering, domain-based use cases and safe adoption of Copilot Chat. Learning was further supported by Microsoft ESI pathways that provide digital recognition for AI-related competencies.

PROGRESS & IMPACT

- **16,227** participations in 2025.
- **8,317** employees completed the Responsible AI Usage e-learning.

Data



Building on the analytics foundation established in 2024, the Data pillar introduces advanced data management and applied analytics training via Power BI. Certification pathways validate employees' ability to handle complex datasets and support data-led decisions.

PROGRESS AND IMPACT

► **1,341** participations in 2025

IT



This pillar strengthens technical readiness for cloud adoption, system transformation and cybersecurity resilience. Training spans cloud fluency, Azure fundamentals, technology infrastructure and secure-by-design practices. Certification signifies advanced proficiency and supports Maybank's shift towards a cloud-enabled operating model.

PROGRESS AND IMPACT

► **9,345** participations in 2025.

Learning Experience Platform (LXP)

Launched in August 2025, the Learning Experience Platform (LXP) provides Maybank Singapore's employees with on-demand access to LinkedIn Learning and a wide library of courses. The platform supports continuous skill development by offering personalised recommendations, flexible learning pathways and progress tracking, which enable employees to build future-ready capabilities at their own pace.

PROGRESS AND IMPACT

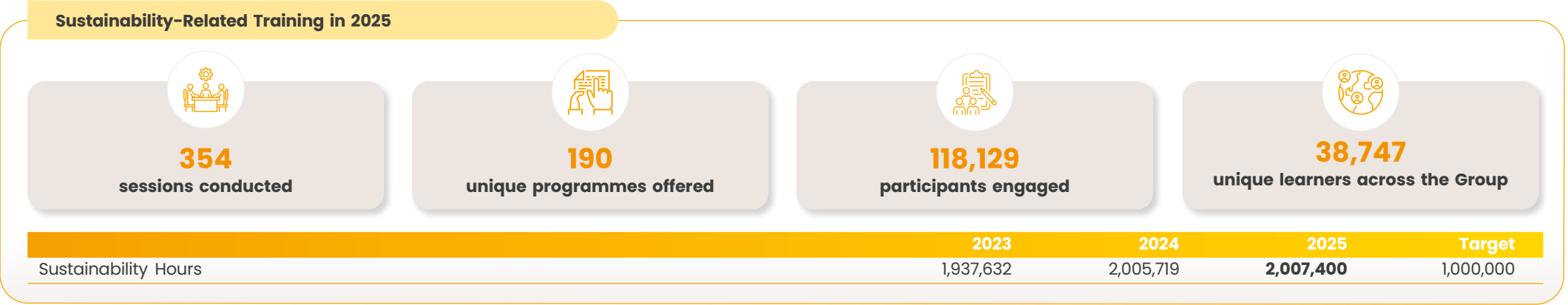
► **2,730** courses completed from August to December 2025, amounting to **84,755** hours.

EMPOWERING OUR PEOPLE

DRIVING A SUSTAINABILITY CULTURE

Sustainability at Maybank is lived through everyday decisions, actions and mindsets. To build a truly future-ready organisation, we continue to embed sustainability into the fabric of our learning and leadership culture. This ensures every Maybanker understands their role in advancing responsible finance, inclusive growth and long-term resilience.

Our progress is reflected in our consistent achievement of Sustainability Commitment 4 on ensuring 1 million Sustainability Hours per annum; a Group-wide measure of time spent on sustainability-related learning, initiatives and engagements.



Note: Sustainability Hours represent the total time employees dedicate to sustainability-related learning, initiatives and activities across the Group.

SUSTAINABILITY CULTURE-BUILDING PROGRAMMES

Living Sustainably Day (LS Day)

Maybank’s LS Day in 2025 aimed at promoting behavioural change and embedding sustainable habits among Maybankers. This year’s theme, “Responsible Use, Sustainable Impact – Rethinking Waste, Energy, Water”, encouraged employees to rethink their daily practices around resource consumption and environmental impact.

Through workshops, exhibitions and challenges, LS Day connects personal accountability with Maybank’s wider sustainability goals. Activities ranged from educational booths and upcycling workshops to community learning visits and commitment to live sustainably.

Key Events Across the Region:

Malaysia

Three editions of LS Day were held in 2025, all focused on educating Maybankers on waste management. Activities include continuation of the plastic bottle recycling drives, upcycling workshops and an educational visit to the AFES Recycling & Recovery Centre in Putrajaya. Additionally, the programme also featured activities related to fabric waste, where it provided information on fabric waste management, a fabric recycling drive and a Commitment Corner where Maybankers could submit their commitment to rethink, repair, repurpose and recycle fabric.

IMPACT

The series of event successfully engaged **>3,500** employees and collected **RM2,405** worth of donations through MaybankHeart as well as **503 kg** of fabric waste.

Singapore

Four editions of LS Day were held across 2025. Singapore’s programme centred on reducing waste across four streams – e-waste, fabric, food and plastic – supported by initiatives such as an e-waste awareness session and expert-led waste reduction workshops. The flagship celebration event also featured the launch of Mplify, a dedicated recycling corner at Maybank Tower and an engaging panel discussion with senior leaders.

IMPACT

>250 Maybankers engaged across activities, contributing to **>500** sustainability learning hours, with participation recorded across expert talks, workshops and flagship LS Day celebration.

EMPOWERING OUR PEOPLE

Key Events Across the Region (continued):

Indonesia

Maybank Indonesia held Living Sustainably Day 2025 under the theme of “Eco Pop-Up Market – Together as a Force for Good.” The initiative was held in December 2025 as a two-day series, featuring sustainability talks and fireside chats, a sustainability market with various booths from MSMEs and collaborating partners, as well as a Sustainability Corner that included a book donation initiative.

IMPACT

The event successfully engaged a total of **936** participants and generated transactions of **IDR81.4 million**, directly supporting market access and business opportunities for MSMEs. The initiative was also amplified through social media activation, including Instagram livestreams and posts, further enhancing visibility and outreach for participating MSMEs.

Cambodia

In October 2025, Maybank Cambodia held a sharing session focusing on energy saving tips and a fabric workshop to promote reuse, repair and upcycling tips.

IMPACT

37 Maybankers learned about carbon emissions, river textile pollution and practical ways to reduce their environmental impact.

Philippines

Maybank Philippines’ Living Sustainably Days in September and October 2025 focused on renewable energy, practical energy-saving habits and sustainable transport. ‘Closing the Loop’, a two-day Sustainability Eco-Festival was also held with various booths promoting sustainability into everyday practice. Proceeds and unsold items were channeled towards supporting families affected by Typhoon Uwan.

IMPACT

- ▶ **163** employees and clients engaged across the energy-themed Living Sustainably activities.
- ▶ Closing the Loop engaged **276** employees and raised **PHP35,001.20**, supporting community relief efforts.

MaybankCares Hour

MaybankCares Hour in conjunction with Living Sustainably Day and Maybank Sustainability Days is a recurring Group-wide initiative that unites employees across all markets in a symbolic act of collective responsibility. During the designated hour from 12:30 PM to 1:30 PM local time, employees switch off non-essential lights and appliances to reduce energy consumption and demonstrate climate-conscious behaviour.

The initiative fosters awareness through social sharing, with employees posting their participation on MSocial to encourage peer engagement and accountability. Singapore also actively participated across all cycles, with strong staff contributions through MSocial. For Maybank Cambodia and Maybank Philippines, turning off the lights during lunch time has been a continuous practice.

PROGRESS AND IMPACT

Key Highlights	2025
Number of Maybankers reached	528
Number of interactions	2,447
Number of MSocial Posts	61,597

EMPOWERING OUR PEOPLE

Maybank Sustainability Days

Maybank Sustainability Days, held from 4–6 November 2025, is a Group-wide programme designed to bring our sustainability agenda to life for Maybankers. Under the theme “Living the Change. Powering a Sustainable Future”, it brings together learning, recognition and hands-on action to strengthen ownership of our sustainability commitments.

The three-day programme centred on two key events:

MSPC Open Day

MSPC Open Day showcased the Maybank Sustainability Practitioner Certification (MSPC) as a key pathway for building internal sustainability expertise. The event celebrated certified practitioners and provided a platform for MSPC enrollment and an opportunity for Maybankers to advance their sustainability journey.



Environmental Day

Environmental Day built on the success of previous Living Sustainably Days, centered on waste, energy and water themes. The event focused on making environmental responsibility practical and relatable, helping employees connect everyday behaviour with Maybank’s environmental goals.



Across the three days, activities were designed to make sustainability tangible and accessible, including the MSPC Experience Zone and inaugural Grand Conferment, sustainability workshops and eco-friendly offerings at the Sustainability Lounge, recycling and e-waste collection, “Move as One” donation initiative, expert-led talks and interactive games, as well as an electric vehicle showcase to promote low-carbon mobility.

PROGRESS AND IMPACT

- ▶ **5,038** engagements at the Sustainability Lounge.
- ▶ **220** participants in expert-led sessions, demonstrating high interest in practical, everyday sustainability skills.
- ▶ **1,235** engagements at recycling stations.



348 kg

Fabric



203 pieces

Plastic bottles



134 pax

Donations



549 pieces

E-waste

- ▶ **512** MaybankCares merchandise redemptions, reinforcing responsible waste management and sustained participation.
- ▶ **416** engagements at booths in Dataran Maybank, improving accessibility and visibility of sustainability activities across the workplace.



Etiqua Sustainability Day

Etiqua Sustainability Day serves as a flagship engagement platform to strengthen awareness and collective action on environmental conservation, social responsibility and sustainable business practices. The annual event brings together employees, management and stakeholders to exchange ideas, share experiences and reflect on the evolving ESG landscape.

The 2025 theme, “The ESG Reset: Reinvent, Rebrand or Retreat?”, invited participants to re-examine Etiqua’s sustainability journey; drawing lessons from the past, assessing current challenges and exploring new pathways for long-term impact.

PROGRESS AND IMPACT

- ▶ Approximately **1,000** staff from Maybank and Etiqua attended the session (physical & online). This engagement was also attended by Board members, EXCO and Etiqua’s Senior Management.

EMPOWERING OUR PEOPLE

SUSTAINABILITY LEARNING AND DEVELOPMENT

Beyond the internalisation initiatives, Maybank runs year-long learning initiatives that cultivate sustainability literacy and leadership at all levels. These programmes connect sustainability to employees' daily roles, from financial decision-making to community engagement.

Maybank Sustainability Series (MSS)

The MSS delivers specialised, region-focused training across Maybank's international operations, addressing local sustainability priorities while reinforcing Group-wide standards. As one of Group Sustainability's key strategic priorities for 2025, MSS aims to scale up regional capabilities, deepen functional expertise and foster greater collaboration between countries and sectors.

The 2025 MSS focused on workshop-based learning, providing participants with practical insights into human rights, sustainable procurement, climate risk and technical integration of sustainability into business functions. These sessions are designed to help international teams apply ESG principles more effectively in their operations and client engagements.

PROGRESS AND IMPACT

 Singapore	Strong participation from more than 400 Maybankers across Maybank Singapore including in the following MSS workshops: • myimpact Clinic: A consultative, in-person session with participants from various teams across sectors and entities receiving guidance on Singapore-proposed myimpact initiatives. • Climate Risk Workshop: Trained 52 in-person and 327 virtual participants, focusing on assessing, managing and integrating climate risk into business decisions.
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Human Rights and Sustainable Procurement Workshops Participants*

Singapore	Indonesia	Philippines	Cambodia	Hong Kong China
51	182	89	92	82

* Participants are from management, sustainability and business teams including suppliers to build understanding of responsible supply chains and workplace practices.

Maybank Urban Farm Initiative

The Maybank Urban Farm Initiative advances environmental sustainability while empowering communities through practical, inclusive urban agriculture. By equipping employees, students and underserved groups with skills in sustainable farming, the programme strengthens food security, reduces environmental footprint and creates income-generating opportunities. Developed in partnership with MARDI and other agencies, the initiative focuses on capacity building, technology transfer and community outreach to foster long-term socially impactful urban agriculture.

PROGRESS AND IMPACT

- ▶ Installed a Microfarm aquaponics system at Maybank Academy with MARDI under the *Penguahan Kelestarian Makanan 2024* project for integrated fish-crop cultivation, ensuring sustained impact through an active MoU with MARDI until 2027.
- ▶ **506** Maybankers trained through awareness sessions, contributing to more than **228 kg** of produce harvested from the Urban Farm and distributed to underprivileged groups.

EMPOWERING OUR PEOPLE

SUSTAINABILITY UPSKILLING FOR RELATIONSHIP MANAGERS

As trusted partners to clients, Relationship Managers (RMs) play a pivotal role in advancing Maybank's sustainability agenda. To strengthen their advisory capabilities, the Group introduced a suite of targeted training programmes in 2025 that build sustainability fluency and equip RMs to drive responsible finance conversations across the region.

Key RM Training Programmes

Net Zero Operationalisation Process (NZOP) Training

This programme introduces RMs, Credit Risk Managers and approving managers to Maybank's strategic roadmap towards achieving Net Zero. It builds awareness of transition pathways, decarbonisation levers and sectoral engagement strategies, while equipping participants to understand the challenges faced by hard-to-abate industries and the scientific pathways referenced by the Bank in meeting its net zero goals.

In 2025, new pre-deal processes were implemented for GGB and GCFS non-retail businesses to ensure financing for six in-scope sectors aligns with annual emission intensity reduction targets approved by the Group Board. These processes were rolled out progressively across the Group, supported by comprehensive briefings and training for relevant lines of business to ensure consistent adherence.

Shark Tank Programme

Building on the 2024 Vertical Upskilling Programme, which focused on ESG knowledge in six key sectors (palm oil, power, commercial real estate, automotive, aluminium and steel) — the Shark Tank was developed in response to participant feedback seeking practical application and client-pitching experience.

Through this initiative, RMs are mentored by internal sustainability specialists to structure sustainable financing proposals based on real client opportunities. The programme enhances both ESG literacy and deal execution capabilities, positioning Maybank as a trusted decarbonisation partner. Those joined and have completed the programme are eligible to pursue the MSPC Level 2 Green Belt via an accelerated route.

Solar Financing Training

To deepen product-specific knowledge, GCFS strengthened training on solar financing through a Solar Sales Guidebook (available internally via eSPI), complemented by virtual sessions with Branch Managers and sales teams. Dedicated engagement sessions with solar companies further aligned Maybank's financing propositions with client needs, fostering more effective collaboration and customer outreach.

Upskilling and Reskilling in Sustainable Finance

The internal sustainability learning programme is aligned with the Singapore's Sustainable Finance Jobs Transformation Map (SF JTM) launched by the Monetary Authority of Singapore (MAS), developed in partnership with the Institute of Banking and Finance (IBF) and Workforce Singapore (WSG). The SF JTM builds capabilities in carbon markets and decarbonisation strategies, climate risk management and other sustainability and sustainable finance-related trends impacting the Financial Services (FS) sector.

In addition, the programme is complemented by the following learning initiatives:

- 1. Sustainable Finance Training via Partnership with NTUC LearningHub:** Upskills Commercial Banking's RMs on mobilising sustainable finance for SMEs and enhances the RM's ability to guide clients on market-relevant sustainability requirements, including Scope 1–3 emissions reporting and identify opportunities for transition-aligned financing.
- 2. Internal Sustainable Finance Workshops:** Conducted workshops on key sustainable finance concepts and practical considerations for business units, including Singapore-specific sustainability regulations, Maybank's SPF, sustainable product offerings, relevant government grants for SMEs and the mechanics of the myimpact SME and myimpact SME Sustainability-Linked Loan (SLL) programmes.

PROGRESS AND IMPACT

- ▶ Portfolio Managers have been appointed to monitor emissions intensity and on-demand training videos are accessible Group-wide to ensure continuous learning.
- ▶ **5** Shark Tanks completed across Maybank Indonesia and Commercial Banking Division Malaysia, covering **40** bankers.
- ▶ Solar Financing training reached Branch Managers and sales teams across **8** regions.
- ▶ **210** employees completed the IBF-accredited Non-Financial Industry Sustainability Developments module, strengthening applied ESG understanding across sectors.
- ▶ **79** Commercial Banking RMs completed targeted upskilling via NTUC LearningHub.
- ▶ **262** employees completed the Singapore Green Finance Centre Introduction to Sustainability and Sustainable Finance e-learning course.
- ▶ **173** employees participated in internal sustainable finance workshops and refreshers, comprising of:
 - **115** unique Commercial Banking RMs were trained on myimpact SME, myimpact SME SLL and the Sustainable Product Framework.
 - **58** Global Banking RMs and account managers were trained on sustainable finance offerings, frameworks and emerging opportunities.

EMPOWERING OUR PEOPLE

SUSTAINABILITY-RELATED COMMUNICATIONS

To ensure consistent and transparent communication across the Group, several key internal communication platforms have been in place under the leadership of the GCSO. These initiatives aim to embed sustainability narratives in day-to-day operations, strengthen employee awareness and ensure leaders are aligned on strategic priorities.

Key Sustainability Communications Platform

MaybankCares acts as the central hub for employee-led sustainability which allows Maybankers to access sustainability resources, log participation hours and pledge to adopt sustainable practices in daily life. The platform also tracks individual and collective contributions toward Group targets, reinforcing a culture of accountability and impact. myimpact-related activities were also carried out under this platform, covering areas such as environmental sustainability, employee wellness and mental health, community engagement and volunteerism.

PROGRESS AND IMPACT

- ▶ **12,760** unique users have accessed the platform.

Sustainability Message House consolidates Maybank's key sustainability narratives, ensuring unified messaging across all entities and leadership tiers, including the Chairman, BSC Chairman, Group EXCO members and business leaders.

It outlines the Group's:

- Sustainability strategy and commitments.
- Achievements and proof points under three focus areas: Business Leadership, Thought Leadership and Capability & Capacity Building.
- Updates on Financed Emissions Performance, Social Impact Contributions and Awards & Recognitions.

- ▶ Quarterly updates distributed to leadership teams and members of the Sustainability Circle.

From the Desk of the GCSO is an internal communication series issued by the GCSO to share key sustainability updates, milestones and reflections on strategic priorities. It aims to strengthen awareness, engagement and alignment on Maybank's sustainability journey across the organisation.

- ▶ One edition published via Employee Communication (EMPCOMM) channels in 2025.

Are You Sustainable? is a bite-sized internal communication campaign designed to connect everyday actions with environmental and social impact. Each issue features a relatable sustainability theme and practical tips to inspire Maybankers to make conscious lifestyle changes.

- ▶ Edition 1/25: "Still Using Plastic Bottles? Dispose Them Responsibly!"
- ▶ Edition 2/25: "Want to Save Money on Your Electricity Bill? Here's What You Need to Know!"

HC Hangout on Sustainability Hours Awareness

An interactive engagement session designed to deepen employee understanding of Etiqa's Sustainability Hours initiative. The session encourages staff to dedicate time to volunteering, environmental conservation and community-building activities, linking individual action to broader ESG goals.

Through sharing sessions, real-life examples and discussions, employees learn how everyday choices, from reducing carbon footprint to supporting social causes, contribute to collective impact and a purpose-driven culture.

PROGRESS AND IMPACT

- ▶ **55** staff participated, fostering a stronger sense of ESG ownership and accountability within Etiqa.

Etiqa Weekly Sustainability Newsletter

The newsletter shares developments in sustainability and its relevance to the insurance industry, covering trends, regulatory updates (including government initiatives), responsible investing, climate risk management and practical green solutions for insurers and customers.

The publication aims to help Etiqa staff understand ESG principles and best practices, showing how these factors influence decision-making, risk assessment, product design and operations. This newsletter supports a thoughtful, responsible approach across the organisation and reinforces our commitment to positive environmental and community outcomes.

PROGRESS AND IMPACT

- ▶ Published bi-weekly, with **116** editions released to date.

EMPOWERING OUR PEOPLE

SPECIALISED TRAINING AND DEVELOPMENT

To cultivate a resilient and agile talent base, Maybank continues to strengthen targeted skill development across critical disciplines. These specialised programmes are designed to nurture deep technical expertise, leadership readiness and adaptive capabilities, ensuring Maybankers remain dynamic and relevant in a rapidly evolving financial landscape.

FLAGSHIP PROGRAMME

Maybank Sustainability Practitioner Certification (MSPC)

The MSPC Programme is Maybank’s proprietary certification designed to build capacity and credibility among internal sustainability practitioners. Developed in collaboration with the UN Global Compact Network Malaysia & Brunei, it provides a structured pathway for employees to acquire, apply and validate sustainability expertise through a tiered certification process. This initiative aims to build a sustainability-ready workforce aligned with our net zero ambition while reinforcing Maybank’s position as a values-based and purpose-led organisation.

In 2025, MSPC was scaled across the region, expanding from Malaysia to four additional countries: Singapore, Indonesia, the Philippines and Cambodia. Sessions for MSPC Level 1 White Belt and Level 2 Green Belt were conducted physically at the countries, reflecting the Group’s focus on localised capacity-building.

Key Features:

- Comprehensive Assessments:** Participants undergo a holistic evaluation covering sustainability knowledge, technical application and real-world implementation.
- Four Certification Levels:** Each level offers standard and accelerated routes, catering to varying experience levels.
- Leadership Development:** Beyond technical mastery, the programme cultivates a professional community of sustainability leaders dedicated to advancing the Group’s long-term ESG agenda.



PROGRESS AND IMPACT

- 620** Maybankers certified, contributing to a cumulative total of 720 certified practitioners since launch.

Country	Maybankers Trained	Maybankers Certified
Malaysia	665	442
Singapore	94	58
Indonesia	136	69
Philippines	84	13
Cambodia	58	38
Other Countries	7	–
Total (2025)	1,044	620
Cumulative (since 2024)	1,207	720

MSPC Grand Conferment & Open Day 2025

The inaugural MSPC Grand Conferment & Open Day brought Maybank’s sustainability learning ecosystem to life, creating a space where certified practitioners, aspiring learners and senior leaders could connect, exchange experiences and deepen their understanding of the MSPC pathway. Designed as an interactive showcase, the three-day event blended learning, celebration and hands-on discovery.

At the heart of the event was a formal conferment ceremony recognising our MSPC Level 3 Red Belt and MSPC Level 4 Black Belt graduates, accompanied by panel discussions and engagement sessions that highlighted real-world sustainability leadership. The Open Day activities also offered practical entry points for employees exploring certification for the first time, contributing to a surge of interest in upcoming cohorts.



Key Highlights

- Leadership Participation:** The President & Group CEO was conferred as an MSPC Level 4 Black Belt, alongside several other Maybank Group EXCO members and senior leaders.
- Expert Dialogue:** Fireside chat with sustainability leaders from MERCY Malaysia, Sarawak Energy Berhad and POS Malaysia Berhad.
- Immersive Experience:** Interactive features including the MSPC Green Carpet, Experience Zone, Info Booth and Practical On-the-Go stations.
- Strong Pipeline:** Around 200 employees registered their interest for future MSPC cohorts.

EMPOWERING OUR PEOPLE

OTHER SPECIALISED PROGRAMMES

Programme	Description	Progress and Impact
myCampus e-Learning Platform	Provides global access to training resources, skill assessments and professional development modules.	552,000 learning hours recorded across 36,172 users. 40 new e-learning modules were introduced in 2025.
Professional Certification Programmes	Enables continuous learning through recognised professional qualifications, strengthening Maybank's technical and ethical standards.	2,061 employees achieved certifications across MyTAIF, Agile, Chartered Banker, Sustainability and other areas of expertise.
Sales Executives Excellence Development (SEED) & Relationship Managers Development Programme (RMDP)	An onboarding pathway for Personal Financial Consultants (PFC), Customer Financial Consultants (CFC), Mortgage Consultants (MC) and Auto Finance Consultants (AFC) that builds foundational readiness in credit, financial planning, product knowledge, compliance and customer engagement.	356 new sales professionals and 45 Relationship Managers onboarded with enhanced job readiness.
CX Lab for Retail Banking	Builds on the Agile Customer Experience programme to strengthen branch employees' CX capabilities, fostering a customer-first culture through data-driven learning.	Conducted at 11 branches, with 199 employees trained.
Scale-Up Programme	Focuses on upskilling clerical employees, enhancing collaboration, communication and operational excellence.	147 clerical staff upskilled.
Banking Foundation Programme	A 5-day in-house foundational programme covering banking operations, credit essentials and trade finance, tailored for new hires or staff transitioning into banking roles.	63 employees completed the programme.
Wealth Win with Digital Programme	Internal capacity-building led by Maybank trainers to strengthen digital client engagement, including GenAI-enabled role plays and market intelligence tools for Relationship Managers.	926 sessions in 2025.
Train-the-Trainer (TTT) Certification	HRD Corp-certified programme that develops internal trainers to deliver consistent, high-quality sessions across sectors and locations, strengthening internal training capacity.	34 additional TTT-certified trainers in 2025.
e-Invoice e-Learning	Familiarises employees with Malaysia's e-Invoicing requirements in support of the national tax administration initiative.	12,291 employees completed the e-learning.
Customer Validation e-Learning	Builds capability in customer research and validation techniques, ensuring teams gather insights at planning, ideation and delivery stages to develop solutions that meet real customer needs.	29,313 employees completed the e-learning.

EMPOWERING OUR PEOPLE

Programme	Description	Progress and Impact
MARK30 (Marketing Alignment & Reinvention Programme)	An inaugural two-day workshop designed for Group Brand & Marketing and Sector and Country Marketing Heads to align on strategic direction, embed innovation and a data-driven marketing mindset and strengthen execution across markets and sectors.	• 36 participants, leveraging on research-based frameworks, experiential facilitation and practical applications.
Bahasa Melayu (BM) Initiatives	Programmes such as <i>Kursus BM & Pidato Piala Maybank</i> designed to improve BM proficiency for regulatory, financial and professional communication.	• 65 employees trained through <i>Kursus BM</i>. • 16 employees competed in the <i>Pidato Piala Maybank</i>; 10 finalists presented to senior management.
Customer Centric Heart & Rhythm	A capability-building programme designed to uplift NPS, CSAT and CES by immersing employees in customer-centric mindsets and service recovery techniques, supported by role play and real case studies.	• 201 executives/managers from low-NPS divisions and new executives from Head Office departments participated.
Credit Development Programme for Auditors	Builds auditors' understanding of credit fundamentals and practical assessment skills to enhance audit quality.	• 32 auditors trained.
TIGER Sales Academy	Designed to support Maybank Philippines' workforce transformation by reskilling and redeploying Middle Office staff into customer-facing roles, as well as supporting their transition into the Front Office.	• 44 employees successfully graduated and were repurposed as Sales Executives.

Building a Self-Sustaining Learning Ecosystem



At Maybank, learning is not confined to classrooms; it is embedded in how knowledge flows across the organisation. We empower our subject matter experts (SMEs) to lead peer-to-peer training across functions, geographies and seniority levels.

By tapping into the expertise of its own people, the Group ensures that institutional knowledge is continuously shared, preserving critical capabilities while fostering collaboration and innovation. These peer-led sessions enable employees to learn practical, context-specific insights directly from experienced colleagues – strengthening both business continuity and workforce resilience.

In 2025, 81% of all training programmes were delivered by internal line trainers across the Group, covering programmes such as Digital Market Intelligence for Relationship Managers and specialised GenAI sessions that introduced new client-engagement methods and productivity skills across functions.

International markets also reinforced this momentum through their own peer-led efforts. For example, in Singapore, internal teams conducted sustainable finance refreshers for over 200 employees, equipping Relationship Managers with up-to-date ESG product knowledge, regulatory context and case-based insights to strengthen client advisory and future-ready capabilities.

Maybankers have become not only learners, but knowledge stewards shaping the next generation of talent.

EMPOWERING OUR PEOPLE

CAREER FLEXIBILITY AND DEVELOPMENT

To remain agile in a rapidly changing job landscape, Maybank empowers employees to adapt, grow and explore new career pathways aligned with both their aspirations and the Group's evolving 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, job families and job groups. These enhancements aim to streamline operations, enable more targeted upskilling and internal mobility and unlock new career pathways for Maybankers, thereby strengthening our workforce readiness for the future.

Maybank GO Ahead. Take Charge! (MGATC) Programme

The MGATC Programme is key to driving workforce flexibility, enabling employees to manage career transitions with structure and confidence. Through four key pillars — Reskill and Redeploy, Flex In, Flex Right and Entrepreneur Option — the programme provides multiple pathways for Maybankers to reskill, access flexible work options and pursue entrepreneurial ventures. Sustained participation across all pillars reflects the success of our efforts to foster adaptability, work-life balance and empowerment.

PROGRESS AND IMPACT

Pillar	Description	2023	2024	2025
1 – Reskill and Redeploy	Reskills employees for new or critical roles across the organisation.	10,358	7,125	10,939
2 – Flex In	Leverages contract and gig roles to address evolving business needs.	2,952	2,821	2,810
3 – Flex Right	Supports work-life balance through flexible and mobile work options, extended parental leave and sabbatical schemes.	9,020	9,079	9,337
4 – Entrepreneur Option	Enables employees (5+ years tenure) to pursue entrepreneurship via the Banker to Bankpreneur initiative.	77	256	242

Note: Numbers cover unique employees.

Career Reorientation Hub (CRH)

Under Pillar 1: Reskilling and Redeployment, the Career Reorientation Hub (CRH) supported workforce transitions arising from business realignment and operating model changes across the Group. Redeployment outcomes were primarily achieved through transition and hybrid roles, enabling employees to reskill while remaining in active employment. The majority of placements were in Community Financial Services, particularly Community Distribution and branch servicing roles, underscoring the effectiveness of aligning reskilling efforts with areas of sustained business demand.

PROGRESS AND IMPACT

- Supported **25** employees through reskilling and redeployment, resulting in successful placement of **16** employees (64%) into new or permanent roles.

➤ OUTLOOK

Moving forward, the coverage of FutureReady will be expanded to enhance capability building by enabling employees to apply digital, data and AI skills directly in their daily work through practical learning and targeted pathways. The Maybank Digital Capability Framework (MDCF) will align to emerging business needs, strengthen certification opportunities and support employees in closing skill gaps more effectively. This strategic progression is expected to build a confident, agile and digitally capable workforce that can drive innovation while upholding the Group's purpose.

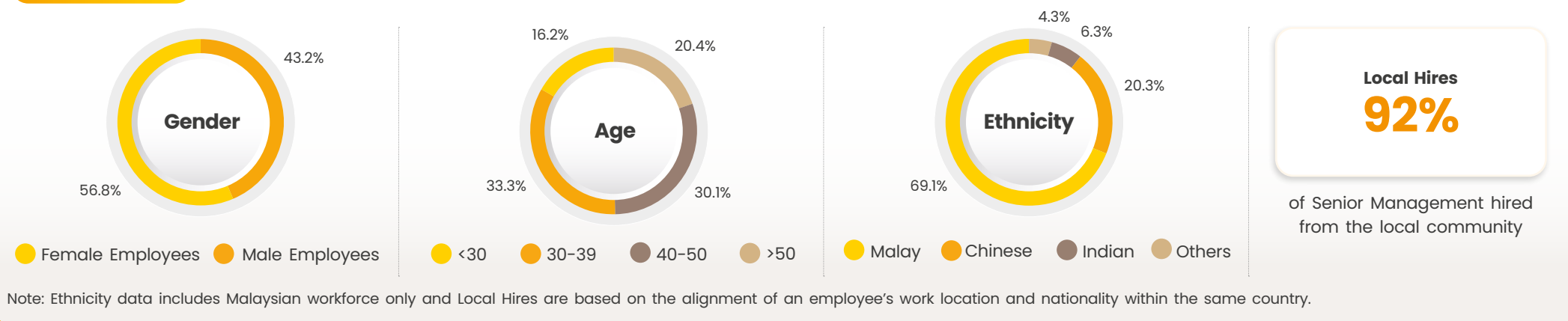
EMPOWERING OUR PEOPLE



DIVERSITY, EQUITY, INCLUSION AND BELONGING (DEIB)

At Maybank, Diversity, Equity, Inclusion and Belonging (DEIB) form the foundation of how we work and grow as an organisation. We recognise that a workforce built on fairness, respect and representation not only strengthens collaboration and innovation but also ensures we can better serve the diverse needs of our customers and communities across ASEAN. Our goal is to create a workplace where every Maybanker – regardless of gender, ethnicity, age or background, feels valued, supported and empowered to reach their full potential.

2025 Highlights



OUR GUIDING APPROACH

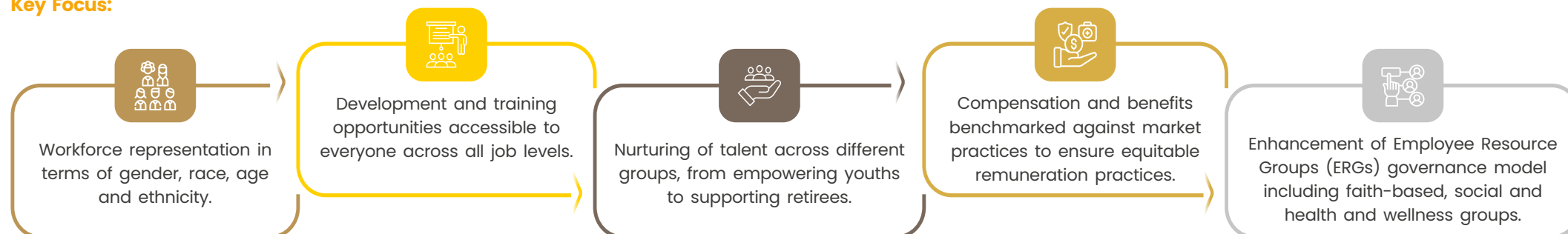
Maybank's approach to DEIB is driven by the belief that inclusion is essential for both organisational strength and long-term sustainability. A diverse workforce allows us to draw from a wider range of perspectives and ideas, improving our ability to respond to evolving challenges and opportunities. 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.

Our DEIB framework is integrated into every aspect of people management – from recruitment and learning to career progression and rewards, ensuring equity and opportunity across all levels.

Following insights from the Group's salient human rights assessment, we are currently refining Maybank Group Human Rights Policy (GHRP) to broaden its scope, enhance clarity and align with evolving international standards. This update strengthens DEIB integration through accountability mechanisms that uphold the dignity, rights and well-being of employees and other stakeholders.

Together, the DEIB Policy, GHRP and Maybank Group Dignity Policy (MGDP) form an integrated framework that promotes fairness, mutual respect and well-being across our diverse workforce.

Key Focus:



For more information on the GHRP and MGDP, please see page 122 on Human Rights.

EMPOWERING OUR PEOPLE

FOSTERING A COMMUNITY OF BELONGING

Belonging is the outcome of true inclusion – when every employee feels connected, accepted and able to contribute authentically. Maybank's Employee Resource Groups (ERGs) play a pivotal role in creating this sense of belonging by providing safe and supportive spaces for employees to connect around shared identities, interests and causes.

Anchored on themes such as faith, health and wellness, social engagement and community service, ERGs foster meaningful relationships and mutual understanding across backgrounds, helping to sustain an engaged, purpose-driven workforce. These groups translate inclusion from principle to practice, ensuring that diversity is not only represented but truly experienced.

In 2025, ERGs deepened their impact by actively collaborating across networks, sharing best practices and strengthening governance to ensure consistency, inclusivity and measurable outcomes. This cross-collaboration enhanced both the visibility and effectiveness of ERG initiatives, aligning efforts to strengthen Maybank's inclusive culture and advance our aspiration of #HumanisingTheWorkplace, ensuring that diversity is not just represented, but truly experienced.

Beyond supporting employee well-being and professional growth, Maybank's ERGs extend their influence beyond the organisation through volunteerism, advocacy and outreach programmes that give back to communities.

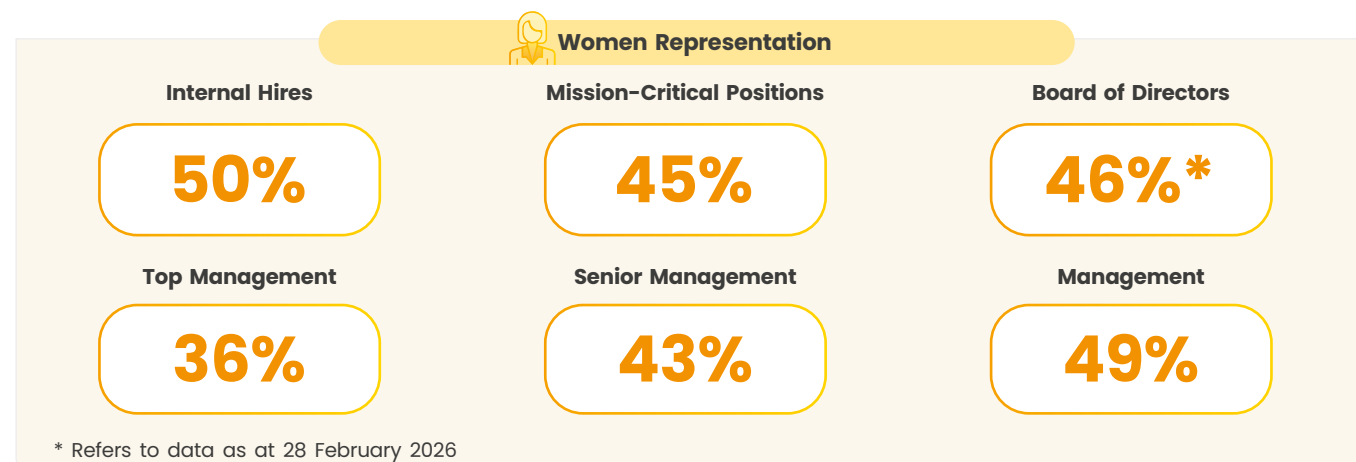
MAYBANK ERGS

- Persatuan Kakitangan Islam Malayan Banking
- Maybank Hindu Staff Society
- Maybank Tentmakers Christian Fellowship
- Kelab Sukan Malayan Banking
- C.A.R.E. Circle
- MaybankerX
- #MYouth
- PWD Advocates
- Kelab Sukan Maybank Investment Bank

GENDER EQUITY AND EMPOWERMENT

Our approach to gender equity is grounded in the understanding that diverse leadership strengthens decision-making and drives organisational resilience. Balanced representation across genders leads to broader perspectives and fairer outcomes; qualities that are essential for a people-centric financial institution like ours.

In 2025, Maybank continued to demonstrate a strong commitment to gender equity and the advancement of women in leadership. The Group focused on increasing the visibility and representation of women in mission-critical positions and succession pipelines, reinforcing its aspiration to build a diverse, inclusive and future-ready leadership bench.



WOMEN EMPOWERMENT INITIATIVES

Women Mentor Women (WMW) Council

The Women Mentor Women (WMW) Council continued to champion gender equity through targeted development, mentoring and networking initiatives across Malaysia, Singapore and Indonesia.

KEY INITIATIVES:

- **International Women's Day 2025:** The WMW Council, in collaboration with Group Human Capital, curated a panel session themed "Actions Over Words: From Conversations to Real Change." The discussion featured senior Maybank leaders and two industry changemakers – the Managing Director of BloomThis and the Founder of Kiddocare, who shared insights on overcoming self-doubt, redefining challenges and leading with authenticity and purpose. The session promoted confidence-building, authentic leadership and purposeful action, reinforcing Maybank's commitment to advancing gender inclusion.
- **Lead-Her-Ship Empowered Mentoring Programme:** Introduced as part of the International Women's Day (IWD) activations, this programme connected Maybankers with experienced leaders for meaningful career conversations. Eight Council members mentored 16 women across sectors, strengthening WMW's role in expanding mentoring access and enabling women's leadership growth.
- **Empowering Women – Navigating Life Stages & Thriving at Every Step:** In Singapore, the WMW Council partnered with the Mental Well-Being team to deliver this hybrid session, engaging over 500 participants. Discussions centred on managing life transitions and sustaining well-being, encouraging open dialogue and awareness around life transitions, contributing to a more supportive and inclusive workplace culture.

Collectively, these initiatives reflect Maybank's continued commitment to fostering an inclusive culture and enabling women across the region to thrive.

EMPOWERING OUR PEOPLE

Emerging Women Leaders Series

Launched in conjunction with IWD, the Emerging Women Leaders series is part of Maybank Cambodia's broader Diversity and Inclusion agenda. The programme challenges traditional gender expectations, builds leadership confidence and fosters a more supportive, inclusive culture for women across the organisation.

PROGRESS AND IMPACT

- ▶ **35** participants joined the inaugural session.

Childbirth Support Initiative

This initiative by Maybank Cambodia provides dedicated support to female employees welcoming a new child. By marking this major life milestone with personal visits and thoughtful newborn gifts, Maybank Cambodia reinforces its commitment to employee well-being and to recognising the diverse life journeys of its workforce.

PROGRESS AND IMPACT

- ▶ **27** employees supported in 2025.

EMPOWERING PERSONS WITH DISABILITIES

Creating an inclusive workplace for persons with disabilities (PWDs) reflects Maybank's belief that diversity of ability enhances the collective strength and creativity of our organisation. By providing equitable opportunities and removing barriers to participation, we not only uphold fairness but also tap into a wider pool of perspectives and talents that enrich our culture and service delivery.

Maybank's Disability Inclusion Strategy provides a structured framework across six key areas, ensuring sustainable inclusion and equitable participation. Supported by the certified Disability Services Team, we provide tailored support for trainees and permanent employees with disabilities, including workplace accommodations, accessibility enhancements and reintegration plans for employees returning to work after illness or injury.



SIX KEY AREAS

Reasonable Accommodation



Transition Programme



Awareness and Advocacy



Well-being and Support



Employment Readiness



Partnerships and Community Building



Central to this effort is the Work Placement Programme (WPP), which offers PWDs structured training and on-the-job exposure to enhance employability and career readiness. The initiative also fosters collaboration with strategic partners such as PERKESO and other disability associations, strengthening advocacy, awareness and organisational capacity to support PWD inclusion across the Group.

In conjunction with the International Day of Persons with Disabilities (IDPD), the WPP team participated in on-ground engagements at the Maybank Foundation-led R.I.S.E. event, supporting booth activations that showcased assistive technologies for persons with visual impairments. These included Braille, NVDA (a screen-reading software) and e-Braille solutions.

Beyond IDPD, WPP talents also actively supported various internal and public-facing engagements, including Minggu Semarak Bahasa Maybank, Maybank Championship 2025 and Maybank Sustainability Days, contributing to broader awareness-building efforts on inclusion, diversity and sustainability across the Group.

PWD Inclusion Progress

Total PWD Trainees under WPP

163 individuals since 2023

Active PWD Employees

30*

Reported Unlawful Discrimination Cases against PWDs

Zero cases reported

* Based on voluntary self-declaration.

EMPOWERING OUR PEOPLE

Excellence is shaped by ability, contribution and opportunity

Among the WPP trainees who continue to grow and contribute meaningfully within Maybank are Faiz Roslan, now a Business Relationship Executive at Maybank Investment Bank; Mira Farisha, who supports halal awareness marketing initiatives; and Nirmelesh Prapagaran, who contributes within the Compliance team. Another trainee, Rishan Ponraj, supports halal ecosystem marketing initiatives and advisory services for Maybank Islamic Berhad. He also won the 2025 Black Screen Typist Award (Bahasa Malaysia Category) at a national-level competition, demonstrating that ability and contribution define excellence. Collectively, they have demonstrated resilience and capability while navigating personal challenges and continue to add value in their respective roles.



"I want to work. I just need a little help." A Story of Inclusion

When Cassey Koh walks into the office, she brings with her 37 years of experience and a visual impairment that could easily have pushed her out of the workforce in a less inclusive environment. With specialised software and colleagues who step in when screens become difficult to read, she works not as someone accommodated, but as someone valued.

"Many times, when I encounter problems like if the screen is too small, my colleagues will always help me because they know I can't see so well."

Team manager Cherlyn Yeng shares a similar experience. Living with dwarfism, she found a workplace that adapts to her; from accessible seating and flexible arrangements to an environment where empathy is practiced, not preached. In her words, inclusion is visible not only in physical adjustments to the office, but also in the culture of empathy that allows people to manage work-life challenges.



Read more on their stories here: <https://www.channelnewsasia.com/today/big-read/diversity-equity-inclusion-singapore-workplaces-5415876>

PROMOTING INTERGENERATIONAL DIVERSITY AND INCLUSION

Maybank values the strength that comes from having multiple generations working together. Each generation brings unique experiences, perspectives and skills that shape how we innovate, lead and respond to change. By encouraging collaboration between young and experienced professionals, we foster a workplace where ideas are shared freely and every generation feels valued and empowered to contribute.

#MYouth

Maybank's youth community, #MYouth, continues to serve as a dynamic platform for young professionals to connect, learn and lead meaningful initiatives.

In Malaysia, #MYouth undertook various activities during the year, focusing on community outreach, well-being and knowledge-sharing. These initiatives strengthened connections among Maybankers while creating positive social impact, particularly through engagements with underprivileged children and communities. Collectively, these activities reflect #MYouth's role in nurturing a purpose-driven and socially conscious youth community aligned with Maybank's values and sustainability priorities.

PROGRESS AND IMPACT

▶ **Berani Bermimpi Bersama #MYouthImpact**

- A youth empowerment initiative designed to spark curiosity and broaden career aspirations among underprivileged children.
- 38 children from Rumah Titian Kaseh (RTK) participated in an immersive learning experience at KidZania Kuala Lumpur.
- Volunteers curated and facilitated hands-on activities to encourage career exploration, confidence-building and meaningful connections.

▶ **Raya Bersama RTK**

- A community outreach initiative fostering inclusivity and cultural connection through shared celebration.
- Volunteers and RTK residents came together to celebrate Hari Raya through a Jamuan Raya session.
- Strengthened community bonds and promoted meaningful volunteer-beneficiary engagement.

▶ **Economic Empowerment of RTK**

- An income-generation initiative supporting sustainable livelihoods for underprivileged communities.
- RTK participated in internal bazaars through dedicated booths to showcase and sell baked goods.
- Contributed directly to income generation while supporting community entrepreneurship.

▶ **Driving Sales Growth for RTK Bakery**

- A capacity-building engagement aimed at strengthening long-term financial sustainability.
- Collaborated with the RTK team to explore strategies for expanding bakery sales.
- Focused on identifying growth opportunities beyond one-off fundraising activities.

▶ **#MYouth Badminton Initiative**

- A wellness and engagement programme promoting camaraderie and active lifestyles among Maybankers.
- Weekly badminton sessions held to encourage employee well-being and cross-functional interaction.
- Expanded in 2025 to include quarterly social charity sessions with RTK, engaging 522 participants during the year.

EMPOWERING OUR PEOPLE

Youth Career Development Workshop

In 2025, Maybank Cambodia launched two development programmes designed to enhance career readiness, confidence and self-awareness among university students and fresh graduates. Delivered in partnership with #Mbassador student leaders and certified trainers from Brighton Academy, the initiatives focused on practical skills such as CV writing, interviewing, communication and personality-based self-development.

PROGRESS AND IMPACT

Pillar	Description
M-Career Workshop A peer-led career readiness programme equipping students with foundational job-seeking skills.	• 40 students trained in CV writing, employer expectations and interview techniques. • Hands-on mock interview sessions conducted using newly developed CVs.
M-Mindset Workshop A self-development initiative to help students understand communication and decision-making styles.	• 50 students participated in personality assessment and reflection sessions. • Included a panel discussion on “Turning Fear into Growing Opportunities”.

Retirement Readiness Programme: Preparing for Life’s Next Chapter

We recognise that retirement marks not an end, but the beginning of a new and meaningful chapter. To support this transition, the Retirement Readiness Programme was originally co-designed with input from current and impending retirees to help employees prepare holistically – financially, emotionally and mentally, for life after employment. The comprehensive two-day course covers critical areas such as financial planning, mental resilience and a dedicated ESG module that promotes sustainable living practices, enabling Maybankers to carry forward the Group’s values into their personal lives and communities.

Employees within three years of retirement are invited to participate, ensuring ample time for planning and adjustment. Beyond the classroom, participants are introduced to flexible post-retirement opportunities, including Etiqa Agents-On-The-Go, Remisiers and partnerships with social enterprise platforms like Amazing Seniors, which connect retirees to age-inclusive employment and volunteering opportunities.

PROGRESS AND IMPACT

- ▶ Conducted **3** Retirement Readiness programme sessions in 2025.
- ▶ A total of **217** Maybankers have participated across three sessions in 2025.

Testimonials from participants:

“The programme helped me be mentally ready for retirement, especially in terms of financial savings and identifying potential avenues to generate income in the future.”

Kholilah Aziz

“Very informative session. It helped me see retirement as the beginning of another chapter and gave me new information to plan better for the future.”

Michelle Yeoh

EMPOWERING OUR PEOPLE

CULTURAL DIVERSITY AND INCLUSIVITY

Our workforce reflects the diversity of the communities we serve — spanning multiple nationalities, ethnicities and cultural backgrounds across ASEAN. This diversity is a source of strength, enabling us to build a more empathetic and inclusive organisation.

To celebrate and promote this diversity, we organise a wide range of cultural events and activities throughout the year, providing employees opportunities to engage in meaningful cross-cultural experiences. Maybank continues to embed inclusivity into its workplace culture by creating opportunities for Maybankers to engage with and appreciate diverse cultural experiences throughout the year. These initiatives aim to strengthen cultural understanding, encourage meaningful engagement and foster a more inclusive and diverse workplace across our global operations.

Inclusive Festive Celebrations and Accessibility Awareness

As part of ongoing efforts to enhance diversity, equity and inclusion, Maybank expanded its staff festive celebrations in 2025 to promote accessibility and inclusive participation. Sign language interpretation was incorporated into key festive events, ensuring colleagues with hearing impairments could engage meaningfully in shared celebrations. Festive observances covered major cultural celebrations, including Hari Raya, Chinese New Year, Deepavali and Christmas.



PROGRESS AND IMPACT

- Continued to have sign language interpretation at major festive celebrations.
- Introduced accessibility awareness activities at the Maybank Group Staff Christmas Celebration, including basic *Bahasa Isyarat Malaysia* (BIM) learning and Braille typing experiences.

Semarak Bahasa Maybank

Semarak Bahasa Maybank is a cultural initiative centred on the appreciation of the Malay language as a unifying element of heritage, identity and expression. Held in October 2025 at Balai Seni Menara Maybank, the initiative provided an inclusive platform for employees to engage in learning, creativity and cultural expression through exhibitions, interactive experiences, workshops and performances.

Through collaborations with internal teams and external partners such as *Dewan Bahasa dan Pustaka*, the initiative highlights the role of language in advancing inclusion, accessibility and social awareness, while strengthening connection across the organisation and reflecting Maybank's commitment to cultural appreciation, social cohesion and a more humanising workplace.



PROGRESS AND IMPACT

- Delivered a week-long programme featuring traditional cultural expressions such as *silat*, *pantun* and traditional Malay singing competitions.

OUTLOOK

In the coming years, we will focus on deepening belonging and inclusion as lived experiences across the organisation. This begins with embedding our core values and culture into everyday actions, including customer-centricity and agile ways of working.

Looking ahead, our priorities are to strengthen inclusive mindsets at every level, ensure equitable access to growth opportunities and foster allyship and connection across diverse communities. We will also continue building collective capability and leadership accountability to sustain an inclusive culture that evolves with our people and the world around us.

Through these efforts, we aim to create a workplace where diversity is celebrated, equity is intentional and belonging is deeply felt.

EMPOWERING OUR PEOPLE

 EMPLOYEE WELL-BEING

At Maybank, we see employee well-being as a strategic enabler of performance. A workforce that feels safe, valued and supported is better equipped to innovate and deliver excellence, especially in an era defined by rapid change and complexity. In translating this commitment into practice, the Group continues to prioritise meaningful engagement and connection across the organisation. As we advance our digital transformation, we remain intent on nurturing human connections, ensuring that technology enhances, rather than replaces, the human touch at the core of our culture. In 2025, we strengthened engagement through expanded leadership touchpoints, including in-person sessions across Maybank offices, creating more opportunities for Maybankers to engage, collaborate and be heard.

2025 Highlights

759 trained OSH Coordinators and 331 active first aiders nationwide.

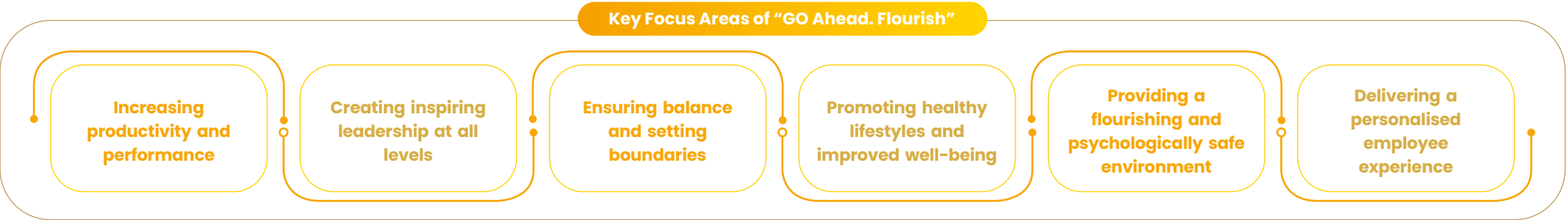
Zero reported cases of work-related fatalities

TIME’s Asia Pacific’s Best Companies
– Ranked no. 20 for Employee Satisfaction

OUR GUIDING APPROACH

Our well-being philosophy is anchored in addressing physical, mental and emotional needs in a unified way. Guided by our M25+ strategy, we continue to build a safe, supportive and human-centred workplace where Maybankers can thrive personally and professionally.

Maybank’s “GO Ahead. Flourish” framework serves as the anchor of our well-being approach. It empowers employees to reach their full potential through supportive leadership, balanced work practices and accessible well-being resources. Its five key focus areas ensure that well-being is both a personal and organisational priority:



KEEPING EMPLOYEES ENGAGED AND HEALTHY

Employee well-being starts with connection, trust and purpose at work. At Maybank, engagement is how we turn well-being into action. By creating platforms for open communication and collaboration, we ensure that every Maybanker feels heard, informed and part of something bigger than their individual role.

Through structured engagement programmes and digital tools, we continuously strengthen organisational cohesion and foster a culture of shared ownership. This approach enables our workforce to remain inspired, connected and committed to our long-term purpose.

Leaders Teaching Leaders (LTLs)

Open and two-way communication is central to building trust and driving alignment across our organisation. Maybank’s LTL programme provides a platform for meaningful dialogue between management and employees through sessions such as Conversations with C-Suites and Maybank Group Staff Townhalls.

PROGRESS AND IMPACT
▶ 634 sessions held in 2025.

DMCC Nutrition Talk for Parents

The DMCC Nutrition Talk for Parents supports Etiqa’s focus on employee well-being under the Social pillar by promoting healthier families and communities. Conducted by a certified nutritionist, the session equips parents and caregivers with practical knowledge on balanced diets, managing picky eaters and fostering lifelong healthy eating habits. The initiative links personal health awareness to workplace productivity and social resilience.

PROGRESS AND IMPACT
▶ 10 staff attended the session, gaining practical tools to improve family nutrition and preventive health awareness.

EMPOWERING OUR PEOPLE

MSocial Platform for Employee Engagement

As Maybank's internal social network that connects Maybankers across the region, MSocial serves as a central hub for communication, collaboration and engagement, supporting the Bank's hybrid and flexible work arrangements.

From facilitating festive celebrations and establishing repositories of critical information aligned with Maybank's strategic transformation initiatives, to advocating sustainability practices and mental well-being, MSocial has become one-stop hub for Maybankers to stay connected with the latest activities across organisation.

PROGRESS AND IMPACT

- ▶ **8,923** posts were published across Maybank via MSocial in 2025.

Maybank Group Awards Night (MGAN)

MGAN represents the pinnacle of employee recognition across the Group, celebrating Maybankers who embody excellence, leadership and purpose.

Employees and teams are honoured for their excellence, dedication and impact, with awards presented for Best Executive, Non-Executive and Managers, Young Maybanker of The Year, Best Business Units as well as Cahaya Kasih President's Awards for various initiatives, recognising contributions to both the Group and the wider community.

PROGRESS AND IMPACT

- ▶ Participation of over **2,500** attendees across the Group.

WORKPLACE SAFETY AND HEALTH

We recognise our responsibility to safeguard the health and safety of our employees. Guided by this commitment, the Maybank Group Occupational Safety and Health (OSH) Policy establishes clear organisational accountability and governance, ensuring consistent standards and practices across all operations.

Oversight is led by a three-tier OSH governance model, comprising the OSH Central Committee, regional committees and workplace-level coordinators. The OSH Central Committee, chaired by management and represented by the Association of Maybank Class One Officers (AMCO) and the National Union of Bank Employees (NUBE), convenes quarterly to discuss Group-wide safety issues, share updates and review performance. We strengthen workplace safety through trained OSH 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.

To enhance workplace safety awareness, skills and compliance across the Group, we offer a range of training and awareness programmes:

- **Regional OSH engagement sessions:** Conducted engagement sessions with Maybank Indonesia, Cambodia and Philippines to align OSH policies, harmonise training modules and share best practices.
- **OSH Coordinators:** Trained 759 OSH Coordinators to improve safety coverage and emergency preparedness across all branches and offices.
- **First Aid Refresher Training:** Conducted a two-day First Aid Refresher training to strengthen life-saving competencies such as CPR, AED usage and treatment for fractures, burns and choking.
- **Ergonomics Risk Assessment:** Implemented Ergonomics Risk Assessments (ERA) across all floors in Menara Maybank to identify potential hazards and improve workstation setups.
- **OSH Sharing Sessions:** Provided regional OSH committees with updates on the OSH (Amendment) Act 2022 to ensure legal awareness and proactive adoption of new safety standards across operating units.
- **Ergonomic and Health Wellness Programme:** Hosted by Etiqa in Malaysia and Philippines which featured interactive wellness booths and physiotherapist-led talks to promote workplace wellness and musculoskeletal health and reduce long-term health risks.

EMPOWERING OUR PEOPLE

EMPLOYEE ENGAGEMENT AND PHYSICAL HEALTH PROGRAMMES 2025

Programme	Description	Progress and Impact
T-Pod Busking	Weekly Busking Sessions at T-Pod (every Monday and Wednesday), provides soothing live music for listeners to enjoy during their lunch breaks. These sessions aim to create a relaxing and vibrant atmosphere, encouraging employees to unwind, socialise and recharge.	A total of 33 music sessions were conducted.
Maybank Recreation Centre (MRC)	Located on the 45th floor of Menara Maybank, MRC offers a fully-equipped unisex and ladies' gym, complemented by year-round virtual and in-person fitness classes, from Yoga to Xposed classes — to promote health, fitness and overall well-being among Maybankers.	21,162 Participation Rate
Maybank Academy Sports League (MASL)	MASL promotes physical activity and teamwork through football, badminton, netball and sepak takraw leagues. The programme now in its second year brings together Maybank employees from diverse sectors and regions to form teams and compete across a variety of popular sports disciplines.	3,448 staff participated in Maybank Academy Sports League (MASL) across 4 circuits throughout the year.
Maybank Runners Community	Focused on supporting both physical and mental well-being, the Runners Community foster healthy habits and collective goals.	967 community participants
JOM Run to Bali Challenge	The challenge was an initiative exclusively designed for Maybankers across the Group to identify and select runners from Maybank Malaysia and regional offices to represent Maybank at the upcoming Maybank Marathon 2025 in Bali.	158 employees participated in the JOM Run to Bali Challenge, with 30 employees selected to be in the Maybank Marathon Bali.
Maybank Marathon Bali	This annual road race presented by Maybank Indonesia featured various sustainability initiatives such as Thought Leadership forums and exhibitions at the Sustainability Pavilion, fully integrated to reinforce our long-term commitment to environmental and social impact. This year, a carbon calculator was launched, which quantified the event's emissions to establish a measurable baseline for our future reduction efforts.	- Participated by 13,600 runners from 52 countries - Involved 50 wheelchair athletes in the Maybank Marathon Wheelchair Category - Raised total donation of IDR725 million, a 1.5x increase from the previous year
Maybank Cycling Series Johor	The event serves as a strategic platform to promote physical well-being, encourage cross-functional collaboration and strengthen team spirit among Maybankers. It also instills the sense of pride and belonging with Maybank being the sponsor.	71 employees participated.
Self-Care & Wholesomeness Talent Spaces	Maybankers are encouraged to use the sports and wellness facilities at Maybank Academy such as the sing along and jamming studios, gaming room, mindfulness room, as well as the sports courts.	2,916 employees utilised the facilities.
Maybank Family Sports Clinic	The Maybank Family Sports Clinic is a programme for Maybank employees and their families, designed to build sports skills and promote an active lifestyle. Many sports sessions were held, ranging from athletics, badminton, football, pickleball, swimming and tennis.	1,500 Participation Rate over 11 sessions
Inter-Financial Institutions Badminton Championship 2025	This two day event supports our commitment to promote a healthy lifestyle and meaningful sports activities for our employees and the organisation.	13 staff participated - Maybank secured Top 3 in the Credit Bureau Malaysia Inter-Financial Institutions Badminton Championship 2025
Fruitilicious Day	Held in conjunction with Valentine's Day, Maybank Cambodia's Fruitilicious Day promoted health, positivity and team connection by distributing fresh fruits across Maybank Tower and all branches. The initiative aimed to energise staff, encourage healthier daily habits and strengthen a sense of togetherness across the organisation.	618 employees, including trainees, participated across all locations.
Etika Music Run	Supports Etika's focus on employee well-being and community engagement by promoting active lifestyles, connection and inclusivity. Held in conjunction with Kuala Lumpur Car Free Morning, the event brought together employees and corporate partners for a 7km run through Kuala Lumpur, combining physical activity with music-driven engagement.	Over 300 Etika employees and corporate partners participated, strengthening wellness awareness, employee engagement and community connection.
Run & Rise Programme	Brought national-level athletes in Cambodia to engage employees through motivational sharing, technique coaching and a guided practice run. The programme enhanced fitness awareness, improved running skills and promoted an active lifestyle through expert-led learning and hands-on application.	55 employees participated in a two-hour sharing session and 62 employees joined the two-hour coached practice.
One Maybank Sportsfest and Wellness Engagements	To promote physical well-being, teamwork and employee connection, Maybank Philippines organised a series of sports and wellness engagements throughout 2025. The Sportsfest brought together employees for a full day of inclusive, high-energy activities that encouraged movement, collaboration and camaraderie. The programme was complemented by structured sports tournaments, community runs and wellness-focused engagements later in the year.	258 employees participated in the One Maybank Sportsfest. 82 employees engaged in basketball and mixed volleyball tournaments. 27 employees participated in the Filipina CEO Run, celebrating women leadership and empowerment.
Aerobics and Yoga Wellness Sessions	To encourage active lifestyles and stress management, Maybank Cambodia organised regular aerobics and yoga sessions combining high-energy movement with calming flexibility exercises. Led by trained instructors, the programme provided employees with a balanced, enjoyable way to stay fit, unwind and connect with colleagues.	21 sessions conducted over three months. 28 employees consistently participated.
Maybank Philippines Health and Wellness	Maybank Philippines continues to strengthen employee well-being through accessible and preventive healthcare initiatives. In 2025, the programme focused on early health detection and disease prevention by bringing essential medical services directly to employees, supporting a healthier, more resilient workforce and reinforcing Maybank's commitment to holistic well-being.	373 employees served through the Mobile Annual Physical Examination at Maybank Corporate offices. - Employees and their immediate family members participated in the flu and pneumonia vaccination drive conducted with an external healthcare provider, resulting in 148 vaccinations provided.
Etika Steady Throttle & Slalom Challenge	The Etika Steady Throttle & Slalom Challenge is a safety initiative designed to promote responsible riding habits through a motorsport-inspired format. Participants test their ability to maintain throttle control, balance and precision while navigating a controlled course. Beyond improving technical skills, the challenge reinforces Etika's commitment to workplace safety and employee well-being by encouraging focus, discipline and a culture of responsibility on and off the road.	20 staff participated, enhancing awareness of road safety and responsible behaviour.

EMPOWERING OUR PEOPLE

**Putting People First Over the Finish Line**

During the Maybank Cycling Series Johor 2025, two Maybankers, Mu'az Hilmy Mujahid and Mohamad Azwannizal Mohd Yusof, showed leadership and compassion when a fellow cyclist was involved in an accident. Without hesitation, they stopped to assist and stayed by his side until medical help arrived, placing a colleague's safety above completing the race.

Although they missed the cut-off and recorded a DNF (Did Not Finish), their actions reflected the values that define Maybankers – empathy, responsibility and teamwork – even under physically demanding conditions.

IMPACTS AND HIGHLIGHTS

Continuous monitoring and feedback are integral to maintaining a strong safety culture. The OSH Central Committee conducts quarterly workplace inspections to ensure compliance with safety requirements and identify areas for improvement.

Safety Performance	2023	2024	2025
Number of high-consequence work-related injuries (excluding fatalities)	0	0	0
Rate of high consequence work-related injuries (excluding fatalities)	0	0	0
Number of recordable work-related injuries (including fatalities)	12	8	11
Rate of recordable work-related injuries (including fatalities)	0.486	0.3187	0.4452

* Data represents Maybank Malaysia employees only

MENTAL WELL-BEING SUPPORT

We strive to create a work environment where employees feel psychologically safe and protected. Guided by the Maybank Group Mental Health Policy, we provide a structured system of support encompassing awareness programmes, counselling and accessible referral pathways – ensuring employees have the tools, resources and confidence to prioritise their mental well-being.

In 2025, we strengthened our ecosystem of care through structured awareness programmes, confidential counselling services, targeted surveys and resource playbooks. These initiatives build on our commitment to promote resilience, reduce stigma and cultivate a culture of openness around mental health.

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 MHFAs 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.

Highlights

>4,000 employees engaged in at least one form of mental health initiative

10,624 responses received for Group-wide Mental Health Pulse Survey

EMPOWERING OUR PEOPLE

KEY MENTAL HEALTH INITIATIVES

Initiative	Description	Progress and Impact
#WeCare Helpline/ Direct Call	Provides immediate and confidential assistance for employees in distress, staffed by trained Mental Health First Aiders (MHFAs).	• 24 calls received and addressed promptly.
Counselling Sessions (Face-to-Face & Virtual)	Offers basic psychological support or counselling by in-house MHFAs.	• 271 sessions conducted for 212 employees.
Dedicated Mental Health Mailbox/Email Support	Enables employees to seek advice or referrals from the Mental Health team confidentially.	• 67 queries received.
C.A.R.E. Circle Support Groups	Facilitates small-group discussions where employees can share experiences and coping strategies in a safe space, including sharing on physical health conditions.	• 51 attendees participated in sessions.
Mental Well-being Webinars	Provides educational sessions focused on resilience, emotional regulation and personal well-being.	• 299 employees attended.
Mental Health Outreach Sessions	Delivers outreach talks and workshops to raise awareness and equip employees with mental wellness strategies.	• 42 sessions held with 4,154 instances of participation.
Human Library	Encourages empathy and understanding through peer-led storytelling sessions on personal mental health journeys.	• 63 attendees participated.
Mental Health First Aider (MHFA) Training & Upskilling	Enhances the capabilities of MHFAs through advanced training such as counselling skills and emotional regulation.	• 93 instances of participation Group-wide.
Leaders' and Employees' Well-being Playbooks	Introduced two dedicated Well-being Playbooks — one for leaders and one for employees — to serve as guidance tools on recognising signs of distress.	• 1,847 employee visits recorded for the playbooks.
Health & Wellness Week (Singapore)	Held a four-day wellness initiative featuring health screenings, wellness talks, personalised health coaching and a multi-location Health & Wellness Bazaar.	• 875 employees reached across Singapore offices.

EMPOWERING OUR PEOPLE

SUPPORTING OUR PEOPLE THROUGH TOTAL REWARDS

Employee well-being extends beyond the workplace; it is about ensuring financial security, personal growth and a sense of belonging. With this in mind, our **Total Rewards Framework** is designed to support our people across every stage of their professional and personal journey.

This framework anchors our **Talent Management Strategy**, ensuring that compensation, benefits and development opportunities reinforce motivation, inclusivity and long-term sustainability. Grounded in fair pay, equitable opportunity and ESG principles, our approach promotes a high-performance culture that rewards contribution, supports diversity and prioritises employee well-being as a foundation for enduring success.

Our framework is structured around three integral pillars:

- 1 **Total Compensation** 
- 2 **Well-being and Recognition** 
- 3 **Development and Career Opportunities** 

TOTAL COMPENSATION

Maybank 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, to retain, motivate and reward our talents. Our holistic approach to total compensation includes fixed pay and variable pay, with the latter comprising variable bonuses, incentives and long-term awards. This dynamic framework is designed to reflect targeted pay mix levels, intricately calibrated to align with the organisation's long-term performance goals and objectives while motivating and rewarding employees based on their achievements and contributions.

Fixed Pay

- Competitive and equitable pay to attract and retain talent.
- Reviewed annually through benchmarking against peers, market dynamics and individual factors like performance, responsibilities and skillsets.

Variable Pay

- **Variable Bonus/Incentive:** Reinforces a pay-for-performance culture and adherence to Maybank's core values, T.I.G.E.R., based on individual, business and Group performance. This is premised on the balanced scorecard (BSC) approach (financial and non-financial KPIs), driving desired behaviours and performance levels to create long-term shareholder value.
- **Long-Term Incentive Awards:** A key component for senior management, aligning with the Group's strategy and promoting sustainable risk management. ESG-related Key Performance Indicators (KPIs) have been integrated into the vesting criteria at the Group level, alongside financial metrics such as Return on Equity (ROE) and Relative Total Shareholder Earnings (TSE) Rank. The incorporation of ESG metrics reinforces our dedication to embedding sustainable business practices into our compensation strategy.
- **Deferral Policy:** Bonuses/incentives exceeding thresholds are deferred, aligning employee incentives with long-term goals. Deferred amounts lapse if employment is terminated, except in cases like illness or redundancy of death.
- **Clawback Provision:** The Board can adjust or recover bonuses or incentives in cases of risk mismanagement, financial errors, fraud or misconduct.

WELL-BEING AND RECOGNITION

At Maybank, we believe that true success begins with the holistic well-being of our people — physical, mental, financial and social. In today's rapidly evolving world, resilience and adaptability require more than competitive pay; they demand a benefits ecosystem that empowers individuals to thrive both professionally and personally.

Our benefits programme is designed to provide comprehensive support across every dimension of well-being, including:

- **Extensive healthcare and wellness coverage** for peace of mind.
- **Mental wellness initiatives** to nurture emotional resilience.
- **Family-friendly policies** that support work-life harmony.
- **Competitive employee financing and protection coverage** to ease financial commitments.
- **Meaningful recognition programmes** that celebrate success, contributions and desired behaviour.
- **Flexible benefits options and arrangements** tailored to diverse needs, enabling our people to balance work and life seamlessly.

We are committed to creating an environment where every employee can thrive both professionally and personally — because their well-being is our priority.

EMPOWERING OUR PEOPLE

Health and Wellness

Maybank provides extensive range of health and wellness benefits designed to support employee well-being and drive sustained productivity.

- **Medical Coverage:** Extends inpatient, specialist and outpatient care to employees and eligible dependents, while employees' disabled children are covered without age limit.
- **Preventive Health Screening:** Provides biennial medical examination and covers any follow-up treatment or subsequent additional test as recommended by specialist.
- **Mental Health Care:** Provides confidential counselling, support from certified Mental Health First Aiders and access to mental health support through digital tools and various resources.
- **Dental & Optical:** Cost of dental and optical expenses provided in flexi spending account for employees' ease to utilise according to need.
- **Discounts & Privileges:** Exclusive discounts and privileges provided to employees and their dependents at selected pharmacies, to access supplements and other health-related products to support their ongoing wellness needs
- **Healthcare Support:** Employees have the flexibility to convert additional employer EPF contributions into comprehensive medical insurance, either as a top-up plan during employment or as an independent medical plan post-retirement.

Financial Assistance and Protection

To support employees' financial stability, Maybank provides multiple forms of financial assistance:

- **Educational Support:** Financial assistance supports employees earning RM5,000 or below with children's tertiary education, ranging from RM500 to RM3,000.
- **Interest-Free Loans:** "Back-to-School" loans for educational expenses from pre-school through higher education and other interest-free loans on compassionate ground.
- **Welfare and Emergency Aid:** The Maybank Staff Welfare Fund (*Tabung Kebajikan Kakitangan Kumpulan Maybank*) provides financial assistance to employees and their family members for situations such as accidents, illnesses, or loss of property and/or life due to natural disasters (e.g. floods, fires) to ease their financial burden.
- **Festival Aid:** Provides festival aid during major festive seasons for executives and below, in addition to an interest-free festival advance for all employees.
- **Preferential Staff Loans:** Housing, vehicle and sustainable financing options at highly competitive interest rates, designed to support your lifestyle and future goals.
- **Insurance:** Protection plans that safeguard employees against life risks and personal accidents, ensuring financial security and peace of mind for them and their loved ones.

Growth and Recognition

Maybank values continuous learning and professional development with ample recognition through:

- **Study/Examination Leave:** Allows time for exam preparation to support further education.
- **Academic Awards:** Recognises employees who acquire skills that benefit the Group as well as their dependents who excel in their studies.
- **Professional Membership:** Supports employees to enhance their personal and professional development.
- **Club Membership:** Supports employees to expand networking circles and foster relationships with industry leaders.
- **SPOT Award:** Recognition program that celebrates impactful behaviours in real time through accessible gestures like mini celebrations and vouchers, reinforcing a culture where employees feel valued for the difference they make.
- **Long Service Award:** Appreciation for long-serving employees, supporting smooth transition and continued engagement post-retirement.

Flexibility and Work-Life Harmony

Policies designed to provide flexibility and support employees' need to recharge, grow and contribute meaningfully – both at and outside of work.

- **Annual Leave:** Encourages rest and rejuvenation.
- **Sabbatical Leave:** Up to 24 months for personal growth or community service.
- **Pilgrimage Leave:** Offered to Muslims performing Umrah and non-Muslims engaging in spiritual activities.
- **Additional Leave:** Diverse additional leaves covering marriage, bereavement, disaster, prolonged illness and special events – reinforcing empathy and care during life's key moments.
- **Volunteerism and Sustainability Leave:** Supports employees in contributing back to the communities – supporting volunteerism, mental health and community engagement.
- **Flexi Work Arrangements:** Offers variety of flexible work options designed to meet the needs of different life stages, helping employees achieve better harmony between professional and personal commitments.
- **Flexible Benefits:** Employees are enabled to select benefits that best suit their lifestyle and personal needs, offering flexibility and empowerment across different life stages.

Family Care Support

Provide a supportive workplace culture that enables employees to manage family responsibilities with confidence and ease.

- **Maternity and Parental Leave:** Provides 98 days of maternity leave, with the option to extend up to 365 days, and parental leave for both biological and adoptive children.
- **Childcare Benefits:** Includes leave, subsidies and child-friendly facilities for working parents.
- **Childcare Support:** Access to affordable childcare through the Maybank Tiger Cubs Childcare Centre (MT3C) and Dataran Maybank Childcare Centre (DMCC), to mitigate challenges in sourcing immediate help during unexpected situations.
- **Nursing Room:** Access to fully equipped nursing rooms for nursing mothers.

EMPOWERING OUR PEOPLE

As Maybank continues to evolve with its people, we introduce new benefits that celebrate health, inclusion and sustainable living – ensuring every Maybanker feels supported both at work and beyond.

Development and Career Opportunities

Career development is a vital dimension of employee well-being, enabling Maybankers to grow with purpose and confidence in a rapidly evolving world of work. Through our structured Learning and Development programmes, we equip employees with the knowledge, leadership skills and digital capabilities needed to perform effectively in their current roles while preparing for future opportunities aligned with the Group's strategic priorities under M25+.

Our approach to development integrates formal learning with on-the-job experiences, coaching and mentorship, ensuring that employees gain both the knowledge and practical exposure required to progress. We also support personal growth by enabling employees to advance their education and professional standing through study and examination leave, academic awards and professional memberships. Participation in industry associations and networking platforms further strengthens leadership capabilities and professional networks.

Together, these development opportunities and platforms support lifelong learning, meaningful career progression and workforce agility, ensuring that Maybankers remain capable, future-ready and inspired to contribute with excellence and purpose throughout their careers.

CREATING A SUPPORTIVE AND EQUITABLE WORKPLACE

We ensure that every employee, both clerical and non-clerical, have access to fair compensation, essential support and opportunities to build a better quality of life. Our rewards and benefits framework therefore extends beyond competitive pay to address the diverse financial realities of our workforce, ensuring that no Maybanker is left behind. By embedding equity and dignity into our pay and benefits structures, we help reduce financial vulnerability, strengthen morale and enhance long-term engagement.

Living and Minimum Wage

We uphold strict adherence to minimum wage requirements in all countries of operation and go further by maintaining living-wage principles that safeguard employees' purchasing power and uphold the dignity of work.

In 2025, all Maybank employees in Malaysia are earning above the living wage threshold of RM3,100 per month as benchmarked against the Employees Provident Fund's (EPF) Belanjawanku guide. By aligning with national priorities such as the Ekonomi MADANI framework, we continue to promote shared prosperity and build a resilient, future-ready workforce.

OUTLOOK

Looking ahead, we will continue to advance our preventive and proactive approach to employee well-being, with a focus on both physical and mental well-being. Our key priorities include expanding access to preventive healthcare, strengthening ergonomic workplace design to minimise health risks and introducing fitness and wellness programmes that promote long-term physical and mental resilience. In parallel, we will continue to support employee growth through development and career opportunities, alongside competitive and inclusive rewards, benefits and compensation practices that recognise performance. These initiatives will reinforce our commitment to a healthier and more engaged workforce.

EMPOWERING OUR PEOPLE

 HUMAN RIGHTS

Protecting human rights and dignity is fundamental to building an inclusive financial system. Upholding these rights ensures that every individual connected to our business is treated fairly and empowered to thrive. Guided by international standards, we continuously strengthen our policies, due diligence and grievance processes to ensure that respect for human rights guides how we do business, everywhere we operate.

Key Highlights

Zero Penalties

for human right violations

16,800 Maybankers

completed the mandatory Human Rights e-Learning module

OUR GUIDING APPROACH

Maybank’s commitment to human rights is governed through a robust structure that ensures accountability from the Board to operations. Oversight is anchored by the Human Rights Working Group (HRWG), a senior management-led, cross-functional committee reporting to the ESC, BSC and ultimately the Group Board.

The HRWG drives the integration of human rights principles into Group-wide decision-making, business conduct and stakeholder engagement. Its role is to anticipate, prevent and address potential human rights impacts linked to Maybank’s activities, products or services, while promoting continuous improvement across all markets.



The HRWG’s core responsibilities include:

- Implementation and Review:** Implement the GHRP at strategic, tactical and operational levels, including reviewing ongoing human rights initiatives and identifying future focus areas for continuous improvement.
- Policy and Oversight:** Guide the development of policies, procedures and initiatives, considering salient risks across sectors and geographies, stakeholder engagement, partnerships and communication of performance and targets.
- Integration and Monitoring:** Ensure human rights considerations are integrated into business strategies, frameworks and risk management systems, while tracking progress and ensuring regulatory compliance.

POLICIES & FRAMEWORKS

We have a suite of policies and frameworks that translate our principles into practice. The **Maybank Group Human Rights Policy** serves as the overarching foundation, supported by complementary policies that reinforce ethical conduct and accountability across our workforce and value chain.

- Maybank Group Human Rights Policy (GHRP):** The Group’s primary policy on human rights. It defines how we identify, prevent and mitigate human rights risks across our operations, financing activities and value chain. The GHRP aligns with the United Nations Guiding Principles on Business and Human Rights (UNGPs, 2011), the International Bill of Rights, and the ILO Declaration on Fundamental Principles and Rights at Work (1998). Where international standards exceed local laws, Maybank aligns with the higher standard while considering local context and sensitivities.



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2. **Maybank Group ESG Risk Management Framework (ESGRMF):** Provides guidance on assessing and managing social risks within the supply chain, focusing on labour standards, workplace safety and the prevention of forced labour. This ensures suppliers and business partners uphold ethical and responsible practices.

For details on our supply chain, refer to page 151.

3. **Maybank Group Dignity Policy (MGDP):** Introduced in 2023, the MGDP aims to protect employee rights and promote a safe, inclusive workplace. Built on the following core elements that reinforces a culture of dignity and accountability:



Respect: All employees are to be treated with dignity and respect.



Zero tolerance: Any form of unlawful discrimination, bullying, bias or harassment is not tolerated.



Safe environment: Employees are entitled to work in a safe and conducive environment.



Reporting: All incidents of sexual harassment must be reported to Group Human Capital for investigation.

4. **Maybank Group People Policies and Whistleblowing Policies:** These policies reinforce the GHRP by promoting a fair, inclusive and respectful workplace, while ensuring clear and confidential channels for reporting concerns. The People Policies set expectations on preventing unlawful discrimination, harassment and bullying, whereas the Whistleblowing Policy enables employees and external stakeholders to report any form of misconduct or human rights violation safely, with assurance of confidentiality and protection from retaliation.

For details on our whistleblowing process, refer to page 142.

COLLECTIVE BARGAINING: ENSURING WORKPLACE RIGHTS

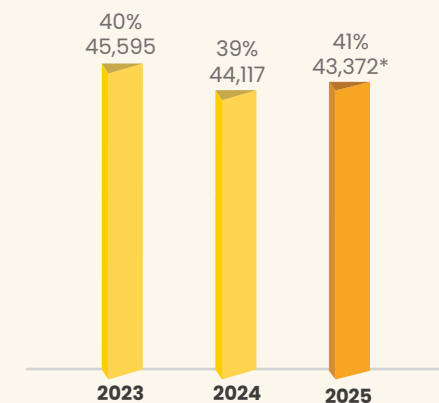
Collective agreements at Maybank are fundamental to ensuring fair working conditions and fostering mutual respect between management and employees. Through open negotiation between management and employee unions, we ensure that the terms of employment are set transparently and equitably. This process helps strengthen mutual respect and sustaining a productive, harmonious work environment.

Maybank's Collective Bargaining Agreement (CBA) supports employees' right to freedom of association, ensuring that their voices are heard and respected in workplace decisions. It embeds fairness and collaboration into Maybank's culture, aligning with our broader human rights commitments to dignity and respect at work.

The CBA also provides a structured mechanism to resolve employment matters constructively, thus preventing disputes, reducing workplace stress and supporting long-term industrial harmony across the organisation.

PROGRESS AND IMPACT

Percentage of employees covered by CBAs



* The percentage of employees covered by CBAs in 2025 is higher than 2024 although the number of employees is lesser due to a reduction in total workforce.

EMPOWERING OUR PEOPLE

PREVENTING UNLAWFUL DISCRIMINATION AND HARASSMENT

Protecting employees from unlawful discrimination and harassment is a core human rights priority at Maybank. We uphold every employee's right to work in an environment free from unlawful discrimination, harassment or intimidation – a principle embedded in our human rights and workplace integrity commitments.

In 2025, we received 44 complaints on human rights matters, each of which was addressed promptly and impartially under the Maybank Group Disciplinary Policy and in full compliance with applicable laws. A majority of these cases have been resolved, while the remainder are pending closure. Employees involved were assured of confidentiality, protection from retaliation and appropriate support throughout the process, reinforcing a culture of trust, fairness and accountability.

Breakdown of Substantiated Complaints on Human Rights Matters



7

Sexual Harassment



17

Harassment



10

Unlawful Discrimination



8

Bullying/Victimisation



2

Fighting/Physical Assault

Broader efforts to promote workplace diversity and inclusion are detailed in the Diversity, Equity, Inclusion and Belonging (DEIB) on page 109, while mechanisms for confidential reporting are outlined in Business Integrity and Ethics on page 142.

Maybank's internal framework encourages employees to report any form of misconduct through established confidential channels. Upon receipt of a complaint, an impartial investigation is conducted, and if the allegation is substantiated, appropriate disciplinary action is taken. Appropriate disciplinary action was implemented where possible and necessary, with mediation facilitated wherever possible.

To strengthen prevention and awareness, Maybank conducts an annual mandatory e-learning programme on sexual harassment for all employees. The training provides practical examples of unacceptable behaviour and clear guidance on how to report incidents safely and responsibly. In 2025, 88% of employees have completed the programme, enhancing their understanding of workplace boundaries, reporting channels and respectful conduct.

HUMAN RIGHTS AWARENESS

Building awareness and capability around human rights is essential to translate policy into practice. Beyond compliance, it ensures that employees at all levels understand how human rights intersect with their daily roles.

In 2025, Maybank continued to embed the GHRP through a range of awareness and training programmes, including, the Sustainability and myimpact Roadshows, the Maybank Group Induction Programme (MGIP), the GO Clerical Programme, the Maybank Protégé Ready to Work (RTW) Programme, the Manager Development Programme (MDP) and the MSPC White Belt Training Programme. These sessions helped employees recognise potential human rights risks in their operations and value chain, and how to address them in line with Maybank's ethical and sustainability standards.

To deepen understanding and application of the GHRP, all Maybankers were also enrolled in the mandatory Maybank Human Rights e-Learning module, designed to improve awareness of human rights principles and how they apply operationally. Complementing this, impact assessment workshops as part of the Maybank Sustainability Series (MSS) were conducted in Singapore, Indonesia, Cambodia, the Philippines and Hong Kong, with a high-level risk assessment being conducted in Greater China.

>16,800 Maybankers successfully completed the mandatory Human Rights e-Learning module.

Human rights awareness was also reinforced through engagement at key events such as Maybank Integrity Day 2025 and the R.I.S.E. Celebration of Disability Inclusion. At both events, interactive booths were set up to make the GHRP practical and relatable. The Integrity Day booth featured fun, educational games that highlighted ethical decision-making and workplace integrity, while the R.I.S.E. event offered inclusive activities designed for Persons with Disabilities, fostering empathy and accessibility. These initiatives created meaningful touchpoints for employees and stakeholders to connect with Maybank's human rights commitments in an engaging, experiential way.

 For more details on our awareness programmes, see pages 109 to 113.

EMPOWERING OUR PEOPLE

PROTECTING HUMAN RIGHTS ACROSS OUR VALUE CHAIN

Human rights risks can occur at any point along the value chain. Addressing these risks is essential not only to uphold individual dignity but also to ensure sustainable value creation and resilience across the Group. Our regional presence also gives us the responsibility and the opportunity to protect the rights of people connected to our business.

During the year, we strengthened our Human Rights Due Diligence (HRDD) process to identify, assess and address potential and actual human rights risks across our operations and value chain. Supported by external experts and informed by stakeholder consultations, we conducted a Human Rights Salience Assessment (HRSA) to determine the most significant areas of exposure based on severity (scope, scale and irremediability) and likelihood of occurrence, in line with UNGPs.

This enables the Group to prioritise areas where the potential impact on people is greatest — particularly among vulnerable groups such as contract workers, migrant labourers and local communities affected by our operations or financing activities. The HRSA identified 16 salient issues, which will inform targeted interventions and continuous monitoring as part of Maybank's human rights journey.

16 Salient Issues Identified Through The HRSA



Leveraging on our MSS sessions across multiple countries, we further strengthened the HRSA process by obtaining deeper operational insights and understanding of country-specific human rights impact.

➤ OUTLOOK

In 2026, we will continue advancing our human rights agenda through deeper integration, measurement, and accountability. Key priorities include completing the Human Rights Risk and Impact Assessment (HRRRA/HRIA) and embedding human rights considerations within existing business and risk management processes. We will also finalise the Living Wage Report and Gender Pay Gap Study, translating findings into actionable initiatives that promote fair and equitable employment across the Group. Concurrently, the Social Performance Indicators (SPI) will be operationalised to strengthen monitoring of social and human rights outcomes. Furthermore, we will develop specific human rights indicators for tracking progress and integrate a formal remediation process to ensure timely and appropriate responses to identified human rights impacts.



Social progress requires more than access to finance; it demands opportunity and collective care. With our broad reach across ASEAN, we have a responsibility to uplift the societies that have shaped our growth. Our impact must extend beyond customers to the broader communities we serve. That is why we invest in empowering people to shape their own futures and drive lasting progress. As communities become more empowered, they enhance trust, enable business resilience and drive long-term sustainability.

Material matters covered in this section:

Community Empowerment

(Page 127)

ENABLING OUR COMMUNITIES AND PEOPLE

Stakeholders



Related UN SDGs



Stories of Impact: Rebuilding Confidence, Creating Impact

Muji Kusananto | Indonesia

From a young age, Muji Kusananto faced significant challenges after losing the ability to walk due to polio. As an adult, he tried to make a living through a laundry business and later tailoring, but both ventures were unsuccessful. His journey began to change after joining Maybank's R.I.S.E. Programme.

Beyond business skills, Muji found strength in the consistent support of his mentor, who took time to listen and guide him through difficult periods. This support helped him cope with depression, rebuild confidence and regain a sense of purpose.

Empowered by his progress, Muji now extends the impact to others. He has taken over the Fofindis Foundation, where he shares knowledge gained from the R.I.S.E. Programme with other PWDs and helps raise funds for the organisation. His journey demonstrates how inclusive programmes can create lasting, community-level impact beyond the individual.



"To succeed in life, you must accept the hand you were dealt, and use this acceptance to build confidence and perseverance."

Monthly income before programme:

USD21

Monthly income after programme:

USD490



* As published in the 2025 R.I.S.E. book titled, "Breaking Barriers & Building Futures: A R.I.S.E. journey of empowering PWDs to Reach Independence through Sustainable Entrepreneurship".

ENABLING OUR COMMUNITIES AND PEOPLE

COMMUNITY EMPOWERMENT

As a financial institution deeply rooted in ASEAN, we recognise that our success is intertwined with the well-being of the societies we serve. Our community empowerment initiatives go beyond philanthropy. They are designed to strengthen social systems, enhance access to education and financial inclusion and enable individuals to thrive independently. These efforts reflect Maybank's purpose of Humanising Financial Services, ensuring that progress is inclusive and that no one is left behind as economies evolve.

While this chapter highlights key programmes led by Maybank Foundation and the wider Group, detailed impact data and beneficiary outcomes are published separately in our Social Impact Report (SIR), available on our corporate website.

OUR GUIDING APPROACH

Maybank's social impact agenda is anchored in its purpose of Humanising Financial Services, advancing socioeconomic growth and inclusive development across ASEAN. Aligned with global and Group-level sustainability agendas, our impact objectives are guided by the UN SDGs and regional frameworks such as the ASEAN Socio-Cultural and Community (ASCC) Blueprint 2025. We also apply globally recognised methodologies, including the World Bank's Guidance on Financial Inclusion, the Theory of Change methodology and the Business for Societal Impact (B4SI) Framework to ensure our programmes remain outcome-focused and measurable.

2025 Highlights



CONTRIBUTIONS:

- **RM38.71 million** invested in the community through Maybank Foundation programmes, across Education, Community and Environment pillars



LIVES TOUCHED:

- Over **645,139** lives impacted since 2010

Maybank's Social Impact

SOCIAL FINANCING

Under Social Financing, Maybank provides affordable and accessible financial solutions including mortgage, automobile financing and inclusive insurance offerings. Zakat contributions from Maybank Islamic and Etiqa further strengthen community empowerment through bursary and community-led initiatives.

Affordable Financing



Lower income segments

MSMEs

SOCIAL EMPOWERMENT

Through Social Empowerment, we focus on capacity building and skills development under three key pillars: Education, Community, and Environment. This includes initiatives in scholarships, tuition and bursaries, financial literacy, entrepreneurship and vocational training, sustainability awareness and environmental conservation. At the heart of this mission is Maybank Foundation, the Group's accredited social impact arm – the first and only financial institution accredited with ASEAN since 2021.

Education



Students

Youth

Community



Women

PWDs

Marginalised

Environment



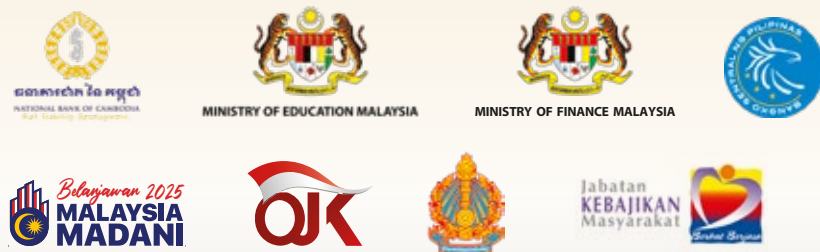
Planet

ENABLING OUR COMMUNITIES AND PEOPLE

Maybank Foundation, has been driving sustainable and inclusive development across ASEAN since 2010. In 2021, Maybank Foundation was accredited as an ASEAN entity, supporting the ASEAN Socio-Cultural Community Blueprint 2025 as an organisation that promotes, strengthens and helps realise the aims and objectives of the region's home and global trends. Maybank Foundation has cumulatively impacted over 645,139 lives across ASEAN through its Financial Inclusion and Empowerment initiatives, including 105,442 lives across ASEAN in 2025.

In 2025, we also expanded our regional partnerships, including collaborations with ANTHILL Fabric Gallery for the Maybank Women Eco-Weavers (MWEW) programme and the Education Development and Solutions Specialist (EDESS) for the MARK programme. These partnerships build on existing collaborations, reinforcing Maybank's long-standing commitment to advancing social and environmental progress through collaboration.

Endorsed and supported by multiple strategic stakeholders including:



Collaboration with valued partners including:



Key Partnerships:



EDUCATION



ASEAN
Partnership with
ASEAN Secretariat for
ASEAN-Maybank
Scholarships



**MoneyTree
Asia Pacific**
Partnership for
Cashville Kidz



**Education Development
And Solutions Specialist
(EDESS)**
Partnership for MARK
programme



COMMUNITY



ASEAN Foundation
Partnership with
ASEAN Foundation
for eMpowering
Youths Across ASEAN



**People Systems
Consultancy**
Partnership for
Reach Independence
& Sustainable
Entrepreneurship
(R.I.S.E.)



**Color Silk
Foundation**
Partnership for
Maybank Women
Eco-Weavers in
Cambodia



Sekar Kawung
Partnership for
Maybank Women
Eco-Weavers in
Indonesia



Tanoti House
Partnership for
Maybank Women
Eco-Weavers in
Malaysia



**Lao Sericulture
(Mulberries)**
Partnership for
Maybank Women
Eco-Weavers in Laos



**Institut Jantung
Negara**
Collaboration with
the MaybankHeart
for the "Heart2Heart"
Campaign



Kakiseni
Partnership for the
Balai Seni Art Series



ANTHILL Fabric Gallery
Partnership for
Maybank Women
Eco-Weavers in the
Philippines



**Right Track Education
Sdn Bhd**
Partnership for
Maybank Training
Learning Centre



ENVIRONMENT



WWF-Malaysia
Partnership for
Strengthening Tiger
Conservation in the
Belum-Temengor Forest
Complex



SEAD Industries Sdn Bhd
Partnership for Maybank
ASEAN Social Impact
Grant (MASIG) (Pilot 1)

ENABLING OUR COMMUNITIES AND PEOPLE

EDUCATION

Education remains one of Maybank's strongest levers for breaking intergenerational cycles of poverty and enabling inclusive socio-economic mobility. Through our education-focused programmes, we continue to nurture future-ready talent, strengthen financial literacy and open pathways for underserved communities to pursue higher education and lifelong learning.

PROGRESS & IMPACT

► **RM150.69 million**
invested in education
initiatives

► **376,580**
students and scholars
reached across ASEAN

Scholarship Programmes

By Maybank Foundation:

Maybank Group Scholarship Programme (MGSP)

The MGSP represents Maybank's long-standing commitment to nurturing high-potential students from diverse backgrounds by offering comprehensive financial assistance, including full tuition coverage, living allowances, book and laptop subsidies as well as insurance protection.

Beyond academic funding, the programme focuses on career development and employability. Scholars undergo internships within Maybank Group, receive structured leadership exposure and are guaranteed employment upon graduation, thus creating a continuous talent pipeline that strengthens Maybank's succession strategy and supports national human capital development.

Maybank Group Scholarship Programme's objectives are to:



Provide **financial assistance** to students with potential, especially those in the lower income bracket.



Create a **strong talent pipeline** comprising top graduates from local and foreign universities.



Reinforce Maybank's reputation as the **employer of choice** among fresh graduates.

PROGRESS & IMPACT

► **2,126** scholars supported since the programme's inception in 1972.

► **RM7.70 million** disbursed in 2025;
RM95.91 million since 2017.

► **253** total scholars:
• **63** new scholars in 2025
• **190** active scholars

ASEAN-Maybank Scholarship (AMS)

Maybank's AMS programme underscores our regional commitment to advancing ASEAN integration through education. In partnership with the ASEAN Secretariat, the programme identifies and supports exceptional young talents from ASEAN member states, enabling them to pursue undergraduate studies in leading universities within the region, outside their home country.

More than just financial support, the AMS fosters cross-border understanding and collaboration, nurturing a new generation of leaders who are globally aware yet regionally grounded. Scholars benefit from mentorship, leadership development and exposure to Maybank's sustainability-driven ethos, equipping them to champion inclusive growth within their communities.



PROGRESS & IMPACT

► **RM1.81 million** disbursed in 2025;
RM4.25 million since 2022.

									Total Scholars
2025	1	2	4	1	1	1	-	-	10
Cumulative	2	4	8	1	3	4	1	2	25

Other Initiatives:

Maybank Cambodia Scholarship Programme

Maybank Cambodia's Scholarship Programme continues to uplift promising youth from underprivileged backgrounds by enabling access to quality higher education at local universities. Scholars are selected based on strong academic performance, leadership potential and active involvement in extracurricular activities. The scholarship provides comprehensive support, including full tuition fees, monthly allowances, health insurance, a laptop and access to internships and career development opportunities within Maybank — helping students build a strong foundation for future employability.

PROGRESS & IMPACT

• **2** new scholars selected in 2025; **8** scholars supported to date.

ENABLING OUR COMMUNITIES AND PEOPLE

Financial Literacy Programmes

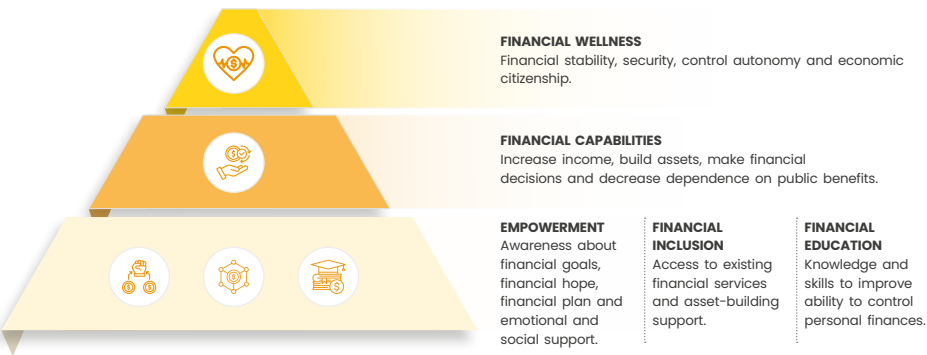
By Maybank Foundation:

Cashville Kidz

A flagship regional financial literacy initiative, Cashville Kidz is an animated educational series designed to teach children aged 9–12 about money management, savings and responsible spending. Developed in collaboration with MoneyTree Asia Pacific, the programme uses storytelling and relatable characters to make complex financial concepts engaging and accessible.

Recognised by the Ministry of Education Malaysia and endorsed by financial institutions across ASEAN, Cashville Kidz is instrumental in shaping early financial habits and building long-term economic resilience. By reaching students at a formative age, the programme creates a ripple effect of financial awareness that extends to families and communities.

The programme equips children with the following:



PROGRESS & IMPACT

	 Total Students Reached	 Total Schools Reached	 Countries Covered	 Programme Investment
2025	60,666* students	150 schools	Malaysia, Vietnam, Cambodia, Singapore, the Philippines, Indonesia, Thailand	> RM3.04 million
Since Inception (2013–2025)	433,938 students	1,529 schools	Malaysia, Vietnam, Cambodia, Singapore, the Philippines, Indonesia, Thailand, Myanmar and Brunei	RM17.94 million

* A total of 11,172 students from 20 schools across 8 states in Malaysia were impacted through the Ministry of Finance (MOF) Matching Grant 2025, amounting to RM360,000, for Cashville Kidz Malaysia.

MARK

Formerly known as Math for Rural Kids, the MARK programme has been refreshed to expand its focus beyond mathematics towards STEM subjects. The programme continues to bridge education inequities in Malaysia’s rural areas, providing educational assistance in Mathematics and Science tuition to B40 students in rural primary schools, boosting their understanding and passion for the subjects. By equipping children with foundational numeracy skills, MARK lays the groundwork for improved academic performance and expanded career opportunities in STEM fields. The programme also engages teachers and local communities to build a supportive learning environment, ensuring long-term educational continuity.

PROGRESS & IMPACT

 2,700* students benefitted across 155 schools since 2022.

 In 2025, MARK covered 32 schools expanding its reach to 1,400* students across rural districts in 8 states.



 Invested RM800,000 in 2025; RM2.15 million to date.

* A total of 600 B40 students from 32 schools across Malaysia were impacted through the Ministry of Finance (MOF) Matching Grant 2025, amounting to RM625,000 for the MARK programme.

ENABLING OUR COMMUNITIES AND PEOPLE

Financial Literacy Programmes

Other Initiatives:

Maybank KidSTART Saving Stars (MKSS)

The Maybank KidSTART Saving Stars (MKSS) programme is part of a three-year partnership between KidSTART Singapore and Maybank Singapore to help lower-income families build stronger financial foundations. Through matched savings, top-ups and practical financial literacy sessions, the programme supports parents in developing healthier money habits and empowering them to plan and save purposefully for their children's aspirations and families' long-term goals. The initiative also creates meaningful volunteer opportunities for Maybankers, fostering community connection and shared purpose.

PROGRESS & IMPACT

- ▶ **700+** unique families supported through matched savings, financial education and family engagement sessions.
- ▶ Families reported saving more after MKSS:
 - **82%** of returning families.
 - **69%** of new families.
- ▶ Families that continued depositing money:
 - **74%** of returning families.
 - **68%** of new families.
- ▶ **1,000+** volunteer hours contributed by Maybankers to support MKSS engagement activities.

Negeri di Awan

Negeri di Awan is a literacy movement in Indonesia that integrates community education with employee volunteerism. Delivered in collaboration with Indonesia's Ministry of Education, the Financial Services Authority (OJK) and literacy-focused community partners, the programme aims to broaden access to financial literacy and essential learning skills across diverse groups.

The programme is built around three key components:

1. **Maybank Indonesia Global CR Day**, which launches the annual literacy movement;
2. **Teachers' Literacy Training**, equipping educators with practical tools to strengthen classroom delivery; and
3. **Literacy Activities at Taman Baca Maybank**, supporting community reading spaces;

These activities are facilitated by employee volunteers through workshops, reading sessions and creative learning engagements.

PROGRESS & IMPACT

- ▶ **68** reading parks and **10** schools reached.
- ▶ **4,430** children and **1,162** adults benefitted.
- ▶ **2,822** employees contributing **13,258** volunteer hours.

The Glory of Knowledge

The Glory of Knowledge (*Semarak Ilmu*) is a Group-wide education empowerment programme designed to uplift underserved students by improving academic readiness, learning outcomes and overall educational excellence. The initiative provides structured academic support, learning tools and motivational programmes to reduce educational gaps and build long-term confidence among students from low-income communities.

PROGRESS & IMPACT

- ▶ **6,900** students reached nationwide.
- ▶ **RM3.50 million** invested to strengthen learning opportunities and support academic growth.

ELIC Charity

Etiqa Life Insurance Cambodia (ELIC) supports rural education access by equipping underprivileged students with essential learning tools, bicycles and school supplies. These projects address barriers such as distance to school and lack of materials, helping students continue their education with confidence.

PROGRESS & IMPACT

- ▶ Four school projects implemented across Cambodia, supporting **726** students from Grades 1–6.
- ▶ **USD9,917** invested, strengthening Etiqa's ongoing commitment to youth education in rural provinces.

Mastering Budgeting

Maybank Philippines' IT Sector partnered with Operations to deliver targeted financial literacy support to underserved workers. The programme focused on equipping janitorial and administrative staff with practical budgeting tools, including the 50/30/20 rule and zero-based budgeting, to strengthen day-to-day financial management and long-term goal setting. The sessions were supported by IT volunteer leaders and reinforced financial inclusion through savings challenges and account awareness.

PROGRESS & IMPACT

- ▶ Three workshops conducted for **19** janitorial and administrative staff participated.

Digital Literacy Training for TVET Scholars

As part of Maybank's Green Lab Financial Literacy Campaign, Maybank Philippines delivered an Anti-Scam digital literacy training to Technical and Vocational Education and Training (TVET) scholars. The programme strengthened online safety awareness while also assessing the school's computer lab capabilities.

PROGRESS & IMPACT

- ▶ **28** TVET scholars trained.
- ▶ This initiative was featured in the November 2025 issue of IT Interaction Philippines Inc. under the theme "Eco-Innovation with AI: Transforming Technology for Sustainability."

ENABLING OUR COMMUNITIES AND PEOPLE

COMMUNITY

Maybank’s community empowerment agenda focuses on unlocking opportunities for people to build sustainable livelihoods and resilient futures. Through Maybank Foundation and the Group’s wider network, we collaborate with partners across ASEAN to help individuals overcome structural barriers, nurture entrepreneurship and strengthen social mobility.

Our approach combines long-term capacity building with practical support, focusing on women, PWDs, youth and communities at large, ensuring that growth is both inclusive and enduring.

PROGRESS & IMPACT

- ▶ **RM31.46 million** invested in community initiatives
- ▶ **165,720** community members supported across ASEAN

Empowering Women

By Maybank Foundation:

Maybank Women Eco-Weavers (MWEW)

The Maybank Women Eco-Weavers (MWEW) programme is a regional initiative that weaves together cultural heritage, environmental sustainability, and women’s empowerment across Malaysia, Indonesia, Cambodia, Laos and the Philippines. The programme seeks to preserve traditional woven textile techniques while enabling women from underserved rural communities to build sustainable livelihoods and strengthen their economic independence through their craft.

Rooted in eco-conscious values, MWEW supports the traditional woven textile ecosystem across the supply chain, from mulberry, cotton and abaca farmers to the women weavers themselves. Through skills development, fair income opportunities and access to markets, the programme helps ensure that heritage weaving craftsmanship remains culturally relevant, economically viable, and environmentally responsible for future generations.

At its core, MWEW goes beyond weaving. It is about restoring dignity, strengthening communities and creating meaningful livelihood pathways for women across ASEAN.



PROGRESS & IMPACT

Regional Reach:

	Women weavers trained	Farmers supported	Investment	Mulberry trees cultivated	Cotton bushes cultivated	Training centres & galleries
2025	404*	559	RM3.36 million	169,050 trees	18,000 bushes	1 new centre (Argao, Philippines)
Cumulative to Date	2,307*	2,812	RM21.04 million	785,672 trees	37,990 bushes	12 centres + 1 gallery

* A total of 55 women weavers from Sabah and Sarawak states in Malaysia were trained and have commenced fabric production through the Ministry of Finance (MOF) Matching Grant 2025, amounting to RM240,000 for MWEW Malaysia.

By Other Business Units:

Mammograms for Underprivileged Women

Breast cancer remains one of the leading causes of death among Malaysian women, and early detection can dramatically improve survival rates. Recognising this, Etiqa partners with the National Cancer Society Malaysia (NCSM) to offer free mammogram screenings to women aged 40 and above from households earning below RM5,000. This initiative not only raises awareness but also removes financial barriers to early screening, ensuring that preventive healthcare is accessible to all.

PROGRESS & IMPACT

- ▶ **3,167** women screened nationwide.
- ▶ **>RM1.2 million** invested, contributing to early detection and timely treatment for at-risk women.

Cervical Cancer Screening Programme

Etiqa continues its fight against preventable cancers through a long-standing partnership with the ROSE Foundation. Now in its fifth phase, the programme offers free HPV screenings to underprivileged women across Malaysia. Beyond providing access to tests, the initiative emphasises awareness on women’s health and preventive action, particularly in rural and underserved areas where medical screening rates remain low.

PROGRESS & IMPACT

- ▶ **4,000** women screened through community clinics and outreach programmes.
- ▶ **RM980,000** invested, expanding screening coverage to new rural districts.

ENABLING OUR COMMUNITIES AND PEOPLE

Advancing Inclusion for Persons with Disabilities (PWDs)

By Maybank Foundation:

Reach Independence & Sustainable Entrepreneurship (R.I.S.E.)

Marking its 10th anniversary in 2025, the R.I.S.E. programme has become one of ASEAN's most impactful economic empowerment models for PWDs and marginalised communities. The initiative provides entrepreneurship training, mentoring and financial literacy support, enabling participants to build viable businesses and achieve self-sufficiency.

R.I.S.E. commemorated a decade of transformation with a special event officiated by YAB Dato' Seri Anwar Bin Ibrahim, Prime Minister of Malaysia, alongside Tan Sri Dato' Sri Ir. Zamzamzairani Mohd Isa, Chairman of Maybank Group & Maybank Foundation, and Dato' Sri Khairussaleh Ramli, President & Group CEO of Maybank. In conjunction with the International Day of Persons With Disabilities, Maybank also launched a commemorative book on the R.I.S.E. programme, which features a foreword by YB Dato' Sri Hajah Nancy Shukri, Minister of Women, Family and Community Development of Malaysia, providing insights into the programme's remarkable journey from its modest beginnings to its expansion across the ASEAN region.

PROGRESS & IMPACT

Regional Reach:

51,183*
participants
trained since
2014.

2025

Cumulative to Date



PWDs

7,640*

39,955



Marginalised individuals

2,158*

11,228



Investment

RM14.3 million

Over RM81.8 million



The top **40%** of participants recorded an average monthly income increase of **330.93%**.

* A total of 1,601 participants (1,174 PWDs and 427 marginalised individuals) were trained and empowered through the Ministry of Finance (MOF) Matching Grant 2025, amounting to RM3.6 million, for R.I.S.E. Malaysia.

Equipping Youths for Success

By Maybank Foundation:

eMpowering Youths Across ASEAN (eYAA)

The eMpowering Youths Across ASEAN programme underscores Maybank's belief in the power of youth to drive social and economic transformation. Partnered with the ASEAN Foundation, it equips young changemakers aged 19–35 with leadership training, mentorship and funding to implement community-based projects.

Through this platform, young changemakers are empowered to lead initiatives focused on environmental sustainability, social inclusion and innovation, reflecting ASEAN's regional priorities, including the ASEAN Socio-Cultural Community Blueprint 2025, and contributing to global development goals such as the UN SDGs. By strengthening leadership skills and fostering lifelong connections across cultures, eYAA prepares youth to be catalysts for positive, long-term change at both local and regional levels.

eYAA aims to cultivate socially responsible youth leaders by fostering cross-cultural collaboration, capacity building and immersive community engagement. The programme's core objective is to support inclusive and sustainable community development by connecting youth with civil society organisations and social enterprises to co-create grassroots solutions that address real community needs.

Now in its fifth cohort, the programme has evolved into a dynamic regional platform that fosters cross-border collaboration and a thriving alumni network of socially driven youth leaders.

PROGRESS & IMPACT

▶ **114,947** individuals positively impacted since 2019, including both beneficiaries and youth volunteers.

▶ **100** youth volunteers from 10 ASEAN member states deployed in **Cohort 5 (2025)**.

Number of projects implemented	3	2	2	1	1	1
Number of beneficiaries	15,086	4,232	4,011	539	752	443

▶ **RM3.74 million** invested in 2025; **>RM19.35 million** invested to date.

▶ Collaborated with **39** local civil society organisations and social enterprises, empowered **482** youth volunteers since inception, forming a strong alumni network for continued collaboration.

Maybank Training & Learning Centre (TLC)

Established in 2016, the Maybank Training & Learning Centre (TLC) equips young adults across the region with practical vocational skills that enable them to build sustainable livelihoods. The programme focuses on economic empowerment by providing hands-on training in high demand trades. In 2025, participants were trained across four key modules: Mobile Phone Repair, Air-Conditioning Service, Commercial Food Product Manufacturing and Digital Business Management.

To strengthen long-term outcomes, each participant is monitored over a six-month period to track business progress, income generation and entrepreneurial performance, ensuring the training translates into real economic opportunities.

PROGRESS & IMPACT

▶ **100** Malaysian youths trained in 2025, aged 19–35.

▶ **RM300,000** invested in 2025; **RM1.17 million** invested to date.

▶ **322** youths empowered since inception:



177



70



75

ENABLING OUR COMMUNITIES AND PEOPLE

Strengthening Communities Through Relief, Support and Cultural Engagements

By Maybank Foundation:

MaybankHeart

MaybankHeart is the Group's digital crowdfunding platform connecting donors, NGOs and causes across the region. It embodies Maybank's mission to Humanise Financial Services by creating accessible, transparent channels for public giving and fostering shared responsibility for social progress.

In 2025, MaybankHeart continued its Heart2Heart campaign to fund life-saving medical procedures for paediatric heart patients with Institut Jantung Negara (IJN), demonstrating how technology can amplify compassion and community action.



PROGRESS & IMPACT

- ▶ **RM288,893** raised in 2025 through 11 campaigns, of which RM251,925 was contributed via the Heart2Heart campaign.
- ▶ Impacted **719** beneficiaries in 2025, of which two paediatric beneficiaries were from Indonesia; bringing the cumulative Heart2Heart beneficiaries to nine across ASEAN since 2023.
- ▶ **28,292** lives impacted through **190** campaigns since 2016.
- ▶ **>RM7.14 million** raised in total donations to date.

Balai Seni Art Series (BSAS)

The BSAS programme champions artistic expression and cultural appreciation across the ASEAN region. Through curated thematic exhibitions and strategic collaborations, BSAS provides a dynamic platform for students, emerging artists and creative practitioners to showcase their work, promote social values and engage diverse communities. BSAS has empowered local and international artists and exhibitors, enabling them to share their stories and contribute meaningfully to cultural dialogue through art.

In 2025, BSAS continued to deliver impactful exhibitions and collaborations through key flagship initiatives, namely the MyTIGER Values Art Competition (MTVAC), Cultural Art Showcase & Bazaar (CASB) and the Maybank Foundation Artist Fellowship Programme (MFAFP).

PROGRESS & IMPACT

- ▶ **RM958,267** invested in 2025; **RM8.41 million** invested to date.
- ▶ Reached **>6,399** beneficiaries within the art and culture ecosystem. Beneficiaries include emerging artists, performers, students, programme participants, local art and craft artisans and local food and beverage vendors.
- ▶ The CASB programme has cumulatively generated **RM459,800** in income for participating emerging artists, students, artisans, vendors and exhibitors.

Maybank ASEAN Social Impact Grant (MASIG)

The MASIG programme reflects Maybank's commitment to advancing holistic environmental and social sustainability across ASEAN; encompassing a mandate to strengthen communities through initiatives that promote education, community empowerment, environmental stewardship and the safeguarding of local heritage.

MASIG Pilot Project #1 in Malaysia with SEAD exemplifies this targeted approach, aligning with all three of Maybank Foundation's pillars. Where the pilot focuses on biodiversity and nature-based related outcomes, it also supports Maybank's goal of championing Financial Literacy, Management and Empowerment, guided by the Social Impact Change Theory for the rural Orang Asli communities at Pos Raya and Pos Poi, Perak.

PROGRESS & IMPACT

- ▶ **RM59,551** invested in 2025; **RM224,268** invested to date since 2024.
- ▶ **88** Orang Asli have benefitted from the pilot project, out of which **46%** are women. The project has also helped facilitate direct business-to-community partnerships, market linkages and institutional collaborations.
- ▶ With an investment of USD50,000 by Maybank Foundation, the project has successfully formalised community structures via the formation of Community Action Groups (CAGs) for effective management of income-based activities.
- ▶ Throughout the project duration, participants attended various training modules which included organisation management, sustainable bamboo harvesting, commercialising agriculture products from the village and financial literacy to encourage diversification in their income generation. Produce includes bananas, cassava and lemongrass.
- ▶ To date, individuals trained under the MASIG project have achieved an average monthly income increase of RM1,000; benefitting at least **30*** households.

Through the implementation of the MASIG pilot project and the implementation of sustainable bamboo management practices, the forest management group involving Pos Poi and surrounding community forests successfully extended their Forest Stewardship Council (FSC) group certificate to include bamboo, making it **Malaysia's first FSC-certified bamboo under responsible forest management standards**. This certification recognises the community's adoption of rigorous social and environmental forestry practices, strengthening local capacity for sustainable natural resource management and opening up new opportunities for market access of responsibly sourced bamboo products.

* Supported by an additional RM47,000 under the Ministry of Finance (MOF) Matching Grant 2025 to further increase and diversify the incomes indigenous community members from Pos Poi and Pos Raya, Perak.

ENABLING OUR COMMUNITIES AND PEOPLE

Other Initiatives:

Etika Soup Kitchen

Through the Etika Soup Kitchen, in partnership with Feeding the Needy (FTN), employees volunteer to distribute meals and essential items to underserved communities. The initiative goes beyond food provision as volunteers also conduct *Bahasa Melayu* and *Pendidikan Islam* lessons, fostering learning and human connection among beneficiaries.

PROGRESS & IMPACT

- ▶ **6,178** beneficiaries reached across 15 Soup Kitchen editions held, including special Ramadhan and Raya sessions.
- ▶ **546** volunteers mobilised.

Maybank Momentum Grant (MMG)

The Maybank Momentum Grant is Singapore's first recyclable grant for charities, developed in partnership with The Majurity Trust. The programme promotes a "pay-it-forward" model, enabling charities to scale their impact while contributing back to a pool that supports future organisations. By strengthening organisational capacity and accelerating programme delivery, MMG helps charities deepen their long-term social impact.

PROGRESS & IMPACT

- ▶ **20** impact partners supported, benefitting over 8,000 individuals to date.
- ▶ **6** impact partners obtained Institute of Public Character (IPC) status after joining MMG.
- ▶ **13** impact partners have collectively paid forward over **SGD800,000**, including three impact partners that have fully paid forward their grants.

Maybank SG60 Silver Buddies @ South East Programme

Launched in July 2025 in collaboration with the South East CDC, this initiative engages seniors across the South East District through year-round volunteering, running from June 2025 to March 2026. Activities include communal dining, festive celebrations, grocery runs and home cleaning sessions. Maybank Singapore's efforts focused on fostering inclusion, companionship and well-being among seniors, particularly those from lower-income communities.

PROGRESS & IMPACT

- ▶ **>600** seniors engaged across the district to date.
- ▶ **>300** Maybank volunteers contributed **1,000+** volunteer hours to bring joy, companionship and practical support to the seniors.

Thye Hua Kwan Moral Charities (THKMC)

In 2025, Maybank Singapore and Etika Insurance Pte. Ltd. (EIPL) strengthened their community outreach through an ongoing partnership with THKMC, one of Singapore's non-profits supporting beneficiaries across five services, which include disability, early intervention for children, family, seniors' community and therapy.

Volunteers took part in a series of hands-on activities that uplifted seniors and fostered social inclusion:

- Meals on Wheels: Delivered freshly cooked meals to low-income seniors in East Singapore.
- Urban Farm Outings: Befriending sessions at City Sprouts, featuring garden visits and baking activities.
- Centre-Based Interactions: Engaged seniors at THKMC Active Ageing Centres through rope-weaving and baking workshops.

PROGRESS & IMPACT

- ▶ **184** volunteers participated across multiple engagements throughout the year.

Food from the Heart (FFTH)

In partnership with Food from the Heart (FFTH), a non-profit organisation dedicated to feeding those in need since 2003, Maybank Singapore and Etika Insurance Pte Ltd (EIPL) volunteers lent their time and energy to support food packing efforts for low-income families and seniors.

Volunteers participated in food packing sessions, helping to sort, check, and package essential food items. Through this initiative, Maybank Singapore and EIPL reinforced its commitment to addressing hunger, fostering empathy and supporting the well-being of underprivileged communities in Singapore.

PROGRESS & IMPACT

- ▶ **174** volunteers have contributed their time to pack food packs at FFTH's warehouse.

ENABLING OUR COMMUNITIES AND PEOPLE

Strengthening Communities Through Relief, Support and Cultural Engagements

Other Initiatives:

Energy 4Life Programme

The Energy 4Life Programme provides solar panels to underserved households in remote communities, improving access to basic electricity and enhancing quality of life. Through this initiative, Maybank supports long-term social upliftment by enabling safer living conditions, better study environments for children and improved household productivity.

PROGRESS & IMPACT

- ▶ **2,429** beneficiaries reached across Sabah.
- ▶ **RM1.89 million** invested in solar energy infrastructure.

Save A Child's Heart

Save A Child's Heart is a community empowerment initiative that offers financial and healthcare assistance to underprivileged children suffering from cardiac conditions. The programme ensures timely access to life-saving treatments and medical support, reducing financial hardship for affected families.

PROGRESS & IMPACT

- ▶ **67** child beneficiaries supported.
- ▶ **RM500,000** invested in critical medical assistance.

Maybank-Kabalikat Social Welfare Fund (MSWF)

Through the Maybank-Kabalikat Social Welfare Fund (MSWF), employees of Maybank Philippines contribute monthly to a pooled fund, with the Bank matching contributions on a 1:1 basis. The fund provides urgent assistance to employees affected by natural disasters or severe calamities, helping them recover quickly and maintain financial stability during crisis situations.

PROGRESS & IMPACT

- ▶ Medical assistance was delivered to **67** employees, totaling up to **PHP799,138.43**.

Regional Ramadhan Relief

The Regional Ramadhan Relief Programme is Maybank's flagship initiative to address malnutrition and ease the financial burden faced by vulnerable families during the fasting month. Through the distribution of essential food supplies across ASEAN, the programme strengthens community resilience while supporting households affected by rising living costs.

PROGRESS & IMPACT

- ▶ **9,682** families supported across the region.
- ▶ **RM2.29 million** invested in 2025 to provide essential food assistance.
- ▶ Maybank Cambodia extended support to **280** families in Phum Kampung 1, Khan Chroychangvar, Phnom Penh, distributing essential food packs as part of the regional effort.

Disaster Relief

Typhoon Kalmaegi (locally known in the Philippines as Typhoon Tino) affected Cebu in early November 2025, resulting in severe flooding, extensive damage to infrastructure and widespread service disruptions, including within the Maybank Women Eco-Weavers (MWEW) community. In Cebu alone, more than 1.1 million people were affected.

In response, Maybank Foundation mobilised disaster relief assistance to support the rebuilding of affected homes, provide essential supplies such as food, water, and hygiene items, and facilitate early-stage relief efforts for impacted MWEW families and surrounding communities in Cebu.

PROGRESS & IMPACT

- ▶ A total of **RM15,000** was disbursed to support the MWEW community in the Philippines.

ENABLING OUR COMMUNITIES AND PEOPLE

ENVIRONMENTAL

Maybank continues to advance biodiversity conservation and ecosystem restoration across the region, with a strong focus on protecting Malaysia's critically endangered Malayan tiger and sustaining the ecological integrity of its forest landscapes. Through long-term collaboration with WWF-Malaysia, government agencies and indigenous (Orang Asli) communities, Maybank's conservation work embodies its purpose of *Humanising Financial Services* — driving meaningful action that safeguards natural habitats while uplifting the lives of those who depend on them.

PROGRESS & IMPACT

- ▶ **RM1.55 million** invested in the tiger conservation initiative in 2025.
- ▶ **>100,000 km** patrolled by more than **150** Orang Asli rangers.

Environmental Initiatives

By Maybank Foundation:

Strengthening Tiger Conservation in the Belum-Temengor Forest Complex

The Belum-Temengor Forest Complex, recognised as a national priority site under the National Tiger Conservation Action Plan, remains the cornerstone of Maybank's environmental commitment. In partnership with WWF-Malaysia, efforts are directed toward conserving the Malayan tiger population through improved forest protection, restoration of ecological corridors and advocacy for sustainable forestry practices.

Beyond wildlife protection, the partnership engages the Orang Asli communities who live in and around the forest complex. Through awareness-building and sustainable livelihood programmes, these efforts create shared value by fostering community stewardship while ensuring long-term socio-economic benefits.

PROGRESS & IMPACT

- ▶ **>100,000 km** patrolled by **>150** Orang Asli rangers since 2016.
- ▶ **RM1.55 million** invested in 2025; **>RM13.66 million** invested to date.

Global Tiger Day 2025

To further raise awareness and public support for tiger conservation, Maybank and WWF-Malaysia co-hosted the second edition of the Run For Tigers event, in conjunction with Global Tiger Day celebration at Padang Semarak, Putrajaya Wetlands Park, Malaysia. This reinforced Maybank's long-standing partnership with WWF-Malaysia in advancing CAITS (Conservation Assured | Tiger Standards) accreditation for Malaysia, the first country in Southeast Asia to achieve this recognition. With the theme "Stride for Stripes, Stand for Coexistence", the event highlighted the interconnectedness between protecting wildlife and preserving Malaysia's forests and ecosystems.

The 3.5 km Fun Run drew a diverse group of participants, from families and fitness enthusiasts to conservation advocates; symbolising collective action for biodiversity. The event was officiated by YBhg. Datuk Dr. Ching Thoo A/L Kim, Secretary-General of the Ministry of Natural Resources and Environmental Sustainability (NRES), alongside Tan Sri Dato' Sri Ir. Zamzamzairani Mohd Isa, Chairman of Maybank Group and Maybank Foundation and Tan Sri Abdul Wahid Omar, Chairman of WWF-Malaysia. Distinguished guests also included members of Maybank's Board of Directors and Maybank Foundation's Board of Trustees.

Strong cross-entity collaboration was evident at the Fun Run, with Etiqa actively highlighting its insurance offerings, complemented by the local Maybank branch staff who engaged attendees on available financial products. The event also supported local entrepreneurs by featuring food trucks curated by Maybank's Sama-Sama Lokal platform.



PROGRESS & IMPACT

- ▶ Over **1,000** runners participated, including Maybank Board of Directors, employees, partners and community members.

ENABLING OUR COMMUNITIES AND PEOPLE

Environmental Initiatives

Other Initiatives:

Etiqa Clean Water Projects

Access to clean water is fundamental to health, dignity and sustainable living. Etiqa's Clean Water Projects, conducted in partnership with Islamic Aid Malaysia (IAM) and WaterAid Cambodia, enhance community resilience by providing sustainable water infrastructure and filtration systems. These efforts address waterborne diseases, reduce the burden on women and children who fetch water and improve overall quality of life in rural regions.

PROGRESS & IMPACT

- ▶ **Malaysia (Kelantan & Sabah):** New water catchments and up to 5 km of pipelines constructed, reaching **2,300** beneficiaries and ensuring access to clean, safe drinking water. (**RM658,330** invested).
- ▶ **Cambodia:** Implemented ELIC, the initiative supplied filtered water to **550** families in partnership with WaterAid Cambodia. (**USD40,000** invested).

Mangrove Livelihood Restoration

Mangroves are not only vital ecosystems for climate resilience, they are also a source of livelihood for coastal communities. In March 2025, Maybank Philippines collaborated with Fostering Education and Environment for Development Inc. (FEED) and its Living Legacy Group – One Child One Tree to combine ecological restoration with community upliftment.

Through this initiative, Maybank Philippines volunteers worked alongside community members from the Samahan ng Kapisanan ng mga Mangingisda ng Malolos (SKMM) and Bantay Dagat to rehabilitate degraded coastal areas. The collaboration not only strengthened ecosystem resilience but also created short-term employment opportunities for families reliant on fishing as their primary source of livelihood.

PROGRESS & IMPACT

- ▶ **33** volunteers participated in the mangrove restoration effort.
- ▶ **100** SKMM members benefitted through the sale of mangrove seedlings.
- ▶ **650** mangrove seedlings planted along the Malolos coastline.
- ▶ **5** Bantay Dagat members engaged in site preparation and planting, benefitting around **25** family members.

Tree and Bamboo Planting Initiatives

As part of its climate action and ecosystem protection efforts, Maybank Philippines mobilised employee volunteers across multiple functions to support reforestation and watershed protection initiatives. Conducted in collaboration with the Department of Environment and Natural Resources (DENR) and the Million Trees Foundation, the activities focused on strengthening ecological resilience in critical water catchment areas near the Watershed and Water Resources Research Development and Extension Center (WWRRDEC) in Baguio City and La Mesa Water Dam in Quezon City.

PROGRESS & IMPACT

- ▶ **111** volunteers re-bagged nearly **6,100** native tree and bamboo saplings.
- ▶ More than **100** trees planted in watershed and water resource areas.

Eco-Village

The Eco Village Programme – Gianyar Maggotpreneur helps manage organic waste through community-based maggot farming in Sanding Village, Gianyar, Bali, with around 3,000 residents. Residents learn to sort and manage waste while understanding how the Black Soldier Fly (BSF) facility operates. The programme engages the community to boost economic benefits and is expected to generate income through a waste bank and other benefits. Earlier this year, construction of the maggot house and cultivation facilities was completed. Additionally, the programme includes socialisation on organic waste processing using BSF, staff training and capacity building, the establishment of work structures and standard operating procedures for the maggot production house, and the initiation of the organic certification process. Operational trials have also been conducted, which involve waste shredding and the development of maggots that will serve as parent flies.

PROGRESS & IMPACT

- ▶ The facility successfully managed **150–200 kg** of organic waste per day to produce natural fertiliser for local farms.
- ▶ Producing approximately **360–450 kg** of maggots per month and providing additional income to **40** beneficiary operators from local community.

Mangrove Education Park

The UMT–ETIQA Mangrove Education Park represents a long-term investment in environmental learning and ecosystem protection. Etiqa Takaful is supporting Universiti Malaysia Terengganu in developing an interactive mangrove education hub that brings conservation to life for students, communities and visitors. The park provides hands-on learning spaces, nature trails and biodiversity demonstrations, helping to build public awareness of the ecological importance of mangroves while nurturing the next generation of environmental stewards.

PROGRESS & IMPACT

- ▶ **RM500,000** contributed to develop and maintain the Mangrove Education Park.

ENABLING OUR COMMUNITIES AND PEOPLE

ZAKAT CONTRIBUTIONS

Zakat is more than an act of faith; it is a catalyst for inclusive growth and social equity. Guided by the principles of *Maqasid Shariah*, Maybank Group Islamic Berhad (MGIB) continues to prioritise zakat to balance prosperity with purpose, ensuring that economic growth benefits those most in need.

In alignment with Maybank Group's Sustainability Commitment 2 which aims to improve the lives of two million households across ASEAN by 2025, MGIB channels zakat funds strategically across Education, Humanitarian Aid, Islamic Social Finance and *Ihsan* (benevolence). These efforts ensure efficient, transparent utilisation while delivering meaningful impact to communities throughout the region.

	2021	2022	2023	2024	2025
Zakat Contributions					
Total Zakat Funds (RM million)	13.2	25.5	26.3	51.2	53.25
Community Programmes					
Number of impactful programmes funded	19	32	36	36	63
Number of partners	13	25	33	39	59
Beneficiaries impacted	40,248	51,062	48,681	66,744	89,140
Distribution of Zakat Funds by Pillars					
Education	30%	25%	26%	33%	34%
Humanitarian Aid	20%	20%	14%	33%	34%
Islamic Social Finance	46%	50%	55%	29%	29%
Ihsan	5%	5%	5%	5%	3%

EMPLOYEE VOLUNTEERISM

Impact starts from within, inspired by Maybankers' passion to give back. By empowering employees to engage directly with the communities they serve, Maybank builds a workforce that is empathetic, socially aware and equipped to lead beyond the office.

Volunteerism at Maybank is anchored by two year-long flagship programmes — Cahaya Kasih (Ray of Love) and Maybank Global Corporate Responsibility (CR) Day — which mobilise thousands of Maybankers annually across ASEAN and home markets to engage in community and environmental initiatives. Together, they exemplify how collective employee action can generate meaningful outcomes that extend far beyond the workplace.

PROGRESS & IMPACT

- ▶ Over **107,090** volunteer hours through **96** projects.
- ▶ **18,412** beneficiaries reached.
- ▶ **12,015** trees planted.

Flagship Programmes

Cahaya Kasih (Ray of Love)

The Cahaya Kasih (CK) programme continues to serve as Maybank's year-long employee volunteerism platform, encouraging staff at all levels to design and lead community-based initiatives. Each project is locally tailored to address specific needs — from education support and livelihood training to environmental clean-ups, ensuring that the impact is both relevant and measurable. In 2025, a total of 96 initiatives were executed across the Group as part of the second year of the CK challenge with accordance of three pillars — Community, Education and Environment.

KEY INITIATIVES:

Ray of Love: At SK Bandar Seri Putra, Maybank's Cards department launched Ray of Love to empower *Pendidikan Khas* (PPK1) students through hands-on learning in sustainable farming, renewable energy and STEM. Building on the 2024 Taman Solar project, the 2025 phase introduced a solar- and kinetic-powered fertigation greenhouse, fostering inclusive learning and environmental stewardship.

Negeri di Awan Literacy Movement: A Cahaya Kasih literacy initiative supported by employee volunteers through activities such as teacher training, student notice boards and year-long literacy support in reading parks.

For more information on Negeri Di Awan initiative, refer to page 131 in this report.

ENABLING OUR COMMUNITIES AND PEOPLE

Maybank Global Corporate Responsibility (CR) Day

Maybank's annual Global Corporate Responsibility (CR) Day brings together employees across all its markets for a single, coordinated day of regional impact. The initiative unites the Group's global workforce under a shared cause — creating visible, measurable contributions to local communities while strengthening team cohesion and civic leadership.

In 2025, Global CR Day was celebrated across regions, featuring activities such as environmental restoration, youth mentorship and financial literacy workshops. The initiative demonstrated how collective effort across borders can amplify impact and align everyday employee action with Maybank's broader sustainability ambitions.

KEY INITIATIVES:

-  **The Kindness Market:** Supported over 2,000 lower-income families and seniors, providing S\$100 *Kindness Credits* for groceries and essentials, alongside a budgeting exercise. 1,400 Maybankers volunteered as registration assistants, senior befrienders and personal shoppers, strengthening inclusivity and promoting financial literacy.
-  **Trees Coral:** Around 15 Maybankers collaborated with local schools and partners to plant 250 baby corals at Mabul Island, Semporna, while another 200 volunteers conducted beach clean-ups across Kudat, Lahad Datu, Semporna and Tawau. Conservation-themed signage were posted to promote marine sustainability and local awareness.
-  **Silk-weaving:** In collaboration with Color Silk, >400 Maybank volunteers were mobilised across two silk-weaving centres to sustain Cambodia's silk-weaving ecosystem by planting 2,200 mulberry trees, strengthening financial confidence among women weavers and farmers, and engaging children through creative and confidence-building activities.
-  **Community Initiatives:** Maybank Philippines contributed 1,899 volunteer hours from 372 employees, delivering 13 community initiatives such as financial literacy sessions, food donation support to the homeless, tree-planting and coastal clean-ups.
-  **Mangrove Conservation:** 400 Etiqa employees volunteered to participate in a nationwide beach cleanup and mangrove replanting activities. 1,810 mangrove seedlings were planted to restore degraded coastlines and >300 kg of waste was collected to protect marine habitats and reduce pollution.

OUTLOOK

Over the next phase, Maybank will continue to strengthen its role in driving inclusive community development through both Maybank Foundation and the wider Group. The focus will be on scaling impact through better coordination, data-driven decision-making and innovation in programme design and delivery.

At the Group level, Maybank is developing a Social Impact Framework to provide clearer structure and alignment across all community initiatives. The framework will:



Map and rationalise Group-wide programmes to a unified social impact narrative, enabling better coordination and shared outcomes.



Track the long-term journey of selected beneficiaries across different Maybank initiatives — with the aim of building pathways toward financial independence and improved livelihoods.



Introduce consistent measurement tools and data consolidation mechanisms to strengthen reporting, impact assessment and accountability across markets.

In parallel, Maybank Foundation will continue to evolve its programmes through innovation and digitalisation — from enhancing end-to-end delivery processes to leveraging technology for wider outreach and engagement. These enhancements will enable more inclusive participation, improve operational efficiency and strengthen the Foundation's ability to scale impact across ASEAN.

Additionally, employee volunteerism will transition towards a more strategic, long-term model focused on creating lasting change. This includes a growing emphasis on skills-based volunteering, where employees leverage their professional expertise to deliver higher-value impact such as mentoring, coaching, financial literacy training and digital skills workshops. By transferring knowledge and building community capabilities, these initiatives move beyond short-term aid to foster lasting empowerment and resilience.



DEMONSTRATING CORPORATE RESILIENCE

Stakeholders



Related UN SDGs



BUSINESS INTEGRITY AND ETHICS

Trust is built through conduct. For Maybank, integrity defines how we earn, safeguard and sustain that trust every day. As a Group that serves millions across diverse markets, we recognise that responsible business conduct is inseparable from business success. Through uncompromising ethical standards and transparent practices, we protect our stakeholders and reinforce accountability across the Group.

2025 Highlights

100%

of operations assessed for
corruption-related risks.

129,227

training hours conducted for
Anti-Bribery & Corruption, Anti
Money Laundering and Counter
Financing of Terrorism.

All

employees, governance body
members and suppliers
communicated to on AB&C
policy and procedures.

CORE POLICIES AND FRAMEWORKS

- 1. Group Code of Ethics & Conduct:** This Code outlines the standards of conduct for all employees, guiding behaviour in line with Maybank's responsibility as a custodian of public funds. It emphasises conflict of interest avoidance, data privacy, fairness and adherence to legal and ethical obligations, fostering a culture of integrity across the Group.
- 2. Business Ethics Charter:** The Charter reinforces Maybank's pledge to fairness and transparency in all dealings — from customers and partners to employees and the wider community. It underscores courtesy, data protection and conflict-of-interest prevention, embedding ethical thinking in every business transaction and interaction.

Resilience is what enables Maybank to stay steady when the world shifts. It is built on strong governance, ethical leadership and systems that protect our customers, data and value chain. By embedding responsibility into every decision, we ensure continuity not just for our business, but for the millions who rely on us every day. Our ability to anticipate challenges and respond decisively reinforces the trust that defines Maybank — trust earned through transparency, integrity and reliability.

Material matters covered in this section:

Business Integrity & Ethics
(Page 141)

**Responsible Data Privacy
and Security**
(Page 146)

Sustainable Procurement
(Page 150)

DEMONSTRATING CORPORATE RESILIENCE

CORE POLICIES AND FRAMEWORKS (CONTINUED)

3. **Whistleblowing Policy:** To support open and responsible reporting, Maybank provides a secure channel for employees and external parties to raise concerns on misconduct such as fraud, abuse of power or corruption. The policy ensures confidentiality, protection from retaliation and clear remedial steps for validated reports.
4. **Anti-Money Laundering/Counter Financing of Terrorism (AML/CFT) Policy:** This policy upholds Maybank's role in safeguarding the financial system through robust controls to detect, prevent and mitigate money laundering and terrorist financing. It controls customer due diligence, transaction monitoring and ongoing training to ensure compliance across all operations.
5. **Anti-Bribery and Corruption (AB&C) Policy:** Maybank adopts a zero-tolerance stance towards bribery and corruption across all business activities. The AB&C Policy prohibits the giving or receiving of bribes, facilitation payments and improper inducements, while mandating strict compliance with both internal and legal standards. Identified issues are addressed through investigation, corrective action, and continuous training to strengthen controls.

KEY FEATURES OF AB&C POLICY

- ▶ Leadership commitment by the Board and Senior Management to uphold zero tolerance towards bribery and corruption.
- ▶ Comprehensive communication and training for employees and key stakeholders.
- ▶ Regular risk assessments conducted across all entities, consistent with Bursa Malaysia's Main Market Listing Requirements (Chapter 15).
- ▶ Due diligence processes covering third parties, associated persons and customers to mitigate corruption risks.

6. **Group Compliance Procedure:** This procedure governs how potential compliance breaches are escalated and resolved. It ensures that any incident of non-compliance is promptly reported to Senior Management, the Board and relevant regulators, with follow-up actions implemented swiftly and transparently.

Maybank also integrates human rights considerations within its core policies and framework to uphold responsible business practices and protect stakeholder rights.

For more information, refer to the Human Rights section on page 122.

REPORTING AND ADDRESSING MISCONDUCT

Maybank maintains a strong culture of accountability by providing secure and confidential channels for stakeholders to report any suspected misconduct. These whistleblowing mechanisms reinforce transparency and integrity, allowing individuals to raise concerns without fear of retaliation.

Our process ensures that reports are handled with fairness, impartiality and discretion, while safeguarding the rights of all parties involved. Regular reviews and stakeholder feedback are conducted to ensure that the channels remain effective, accessible and responsive to evolving needs.

Chaired by an Independent Non-Executive Director, the Whistleblowing Governance Committee ensures that all disclosures are treated with independence, thorough investigation and appropriate action. Group Audit also performs periodic testing of the whistleblowing process and governance structure to ensure it remains robust and effective.

To maintain confidence in the system, Maybank tracks the effectiveness of its whistleblowing mechanisms through annual compliance culture surveys, which gather anonymous feedback on employees' awareness, trust and willingness to use the whistleblowing channel. Sector results are presented to the Board and EXCO for oversight, helping to identify potential gaps and strengthen employee trust in the process.

Stakeholder input is actively incorporated in the design and refinement of the whistleblowing system, ensuring it remains responsive and inclusive. This is achieved through ongoing consultations with the Whistleblowing Governance Committee and other internal stakeholders during periodic reviews of the framework and related policies.

Once a report is submitted, Maybank's structured response framework ensures that every case is managed in accordance with regulatory requirements and internal standards, leading to fair and transparent outcomes.

Whistleblowing Channels & Process

Maybank offers multiple secure channels for reporting concerns, available to both internal and external stakeholders:

- **Automated Hotline:** Toll-free at **1-800-38-8833** or international **603-20268112**
- **Email:** whistleblowing@maybank.com
- **Mail:** **Group Compliance, P.O. Box 11635, 50752 Kuala Lumpur**



Maybank Group Whistleblowing E-Form

Governance Committee Oversight:

Chaired by an independent non-executive director, the Whistleblowing Governance Committee ensures that all disclosures are treated with independence, thorough investigation and appropriate action.

DEMONSTRATING CORPORATE RESILIENCE

Maybank Group Disciplinary Policy



Investigation

Each case of alleged misconduct undergoes a thorough investigation, including fact-gathering, interviews and document review, ensuring a fair outcome. Where negative impacts are identified, corrective actions are proposed to mitigate risks and prevent recurrence.



Disciplinary Action

Disciplinary measures are implemented based on findings, aligning with Maybank's Disciplinary Policy. These actions may include termination of contracts, suspension, warning letter, additional training or counselling.



Support and Realignment

Where applicable, support like counselling or training is offered to help employees impacted or involved in the misconduct.

In 2025, 100% of our operations have been assessed for corruption-related risks. During the year, two cases of corruption were confirmed. The first case involved misconduct within one of our overseas operations, where an employee was found to have engaged in improper practices during loan origination, including the receipt of kickbacks and document falsification. The second case involved vendor-related control lapses, including invoice irregularities and misuse of funds. As a result, both incidents were reported in accordance with applicable local and regional regulatory requirements and appropriate actions have been taken. Controls were strengthened to enhance vendor governance, payment approvals and supervisory oversight.

PREVENTING FINANCIAL CRIME AND FRAUD

Financial crime poses significant risks to the integrity of the financial system and the trust placed in banks. To safeguard our customers, we enforce stringent controls and governance measures to detect, prevent and respond to financial crime and fraud across all operations.

Our approach aligns with the Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001 (AMLA) and equivalent regulations across our markets. These measures are embedded throughout our operations to ensure compliance, accountability and ethical conduct in every transaction.

KEY MEASURES AND CONTROLS

To uphold robust anti-financial crime governance, Maybank has implemented the following key measures:

Know Your Customer (KYC) Protocols

Rigorous due diligence is conducted to verify client identities and ensure that all accounts and transactions comply with regulatory standards. Enhanced onboarding procedures are applied to higher-risk customers.

Onboarding and Review Committee

Chaired by the PGCEO, this committee assesses and determines the onboarding and retention of clients with elevated financial crime risks, strengthening overall governance and accountability.

Transaction Monitoring

Continuous monitoring systems track unusual or suspicious transactions across all entities. Any identified activities are promptly escalated to Bank Negara Malaysia or the relevant authorities.

Cyber and Fraud-Risk Safeguards

Measures such as but not limited to malware detection on client devices, sudden change in transaction patterns, sudden change in transaction patterns and transaction-limit cooling-off periods protect customers from unauthorised or fraudulent fund transfers, particularly across digital channels.

DEMONSTRATING CORPORATE RESILIENCE

STRENGTHENING AML/CFT COMPETENCY

Effective financial crime prevention depends on people as much as systems. All employees receive mandatory Anti-Money Laundering and Counter Financing of Terrorism (AML/CFT) training, equipping them with the knowledge to identify red flags and act in accordance with regulatory and internal requirements.

Employee Training on AML/CFT	2023	2024	2025
Employee participation in AML/CFT training	38,962	37,215	32,821
Total training hours	98,865	89,879	86,053

BUILDING A CULTURE OF INTEGRITY

We continue to invest in shaping an ethical culture where doing the right thing is instinctive, not instructed. Sustaining integrity across a large and diverse organisation requires consistent reinforcement through training and awareness programmes that help stakeholders recognise ethical dilemmas, exercise good judgement and uphold accountability in every decision.

Our approach focuses on three groups that shape how we do business every day:

👉 Employees: The First Line of Defence

Maybank mandates annual Anti-Bribery & Corruption (AB&C) training for all employees, reinforcing its commitment to ethical conduct and regulatory compliance. This programme is delivered through a combination of e-learning and in-person sessions to ensure comprehensive awareness.

In addition, Maybank conducts targeted AB&C training, including role-based training for higher-risk roles and mandatory AB&C training for new hires as part of the onboarding process. The 2025 annual AB&C e-learning programme was launched in October 2025.

Employee Training on AB&C	2023	2024	2025
Employee participation in AB&C training	34,698	36,193	29,512
Total training hours	49,701	68,480	54,774

👉 Leadership: Setting the Tone from the Top

The tone from the top is central to an ethical culture. We ensure our Board of Directors and EXCO Members are aligned with the Group's anti-corruption commitments. Governance members receive targeted training and communication on Maybank's AB&C Policy upon their appointment.

- **100% of governance body members** have been communicated with regarding AB&C policies and procedures across our markets.
- **100% of governance body members** have received training on anti-corruption.

👉 Partners: Integrity Across the Value Chain

Suppliers and business partners play a critical role in how risks manifest in practice. To safeguard integrity across the value chain, we actively communicate AB&C expectations to all business partners and embed relevant requirements into engagements and contracts where applicable.

100% of our business partners have been communicated with regarding AB&C policies and procedures.

DEMONSTRATING CORPORATE RESILIENCE

Maybank Integrity Day 2025: Turning Commitment into Action

Integrity Day 2025 brought Maybankers together around a clear purpose – Strengthening a culture where integrity is lived, not just learned. Over two days, employees across the Group engaged in sharing sessions, interactive exhibits and hands-on activities that spotlighted real-world ethical decision-making.

Leadership set the tone early, opening the event with a strong message on responsibility and transparency. The launch of new governance tools and the reaffirmation of Group-wide commitments created a unifying theme: integrity is everyone's business and it starts with the choices we make every day.

The event also emphasised openness and participation. Employees visited booths, learned from case scenarios and exchanged experiences on embedding ethical judgement into daily work. The energy of the sessions reflected a shared belief – Doing the right thing strengthens the organisation far beyond compliance.



KEY HIGHLIGHTS:

- ▶ **Achieved Global ABMS Certification:** Maybank secured ISO 37001 Anti-Bribery Management System certification across all entities regionally, reinforcing strong, globally recognised anti-bribery controls.
- ▶ **Organisational Anti-Corruption Plan (OACP):** The newly launched OACP sets out clear, actionable strategies aligned with the National Anti-Corruption Strategy, strengthening Group-wide accountability and integrity governance.
- ▶ **Leadership's Corruption-Free Pledge:** Board and Senior Management recited and signed the *Ikrar Bebas Rasuah*, publicly affirming their commitment to uphold and champion integrity at every level of the organisation.

CONFLICTS OF INTEREST

We maintain a strict approach to managing conflicts of interest, anchored in our strong governance frameworks. All members of the Board and Senior Management are required to declare any actual, potential or perceived conflicts of interest and to abstain from deliberations where their independence may be compromised. Declarations are reviewed in accordance with local regulations and Group governance requirements.

For more information on how we manage conflicts of interests, see pages 75, 137 and 157 of the Integrated Annual Report 2025.

SOCIALLY RESPONSIBLE TAXES

As a responsible corporate citizen, Maybank recognises that paying fair taxes is a direct contribution to the economies and communities we serve. Our taxes help fund essential public services, infrastructure and social programmes that foster sustainable economic and social development.

Our Group Tax Strategy continues to guide responsible tax practices across all markets, ensuring that we uphold the highest standards of governance while supporting long-term, inclusive growth.

We adopt a structured and risk-based approach to managing tax compliance, aligned with evolving international tax developments such as the Global Minimum Tax. This includes proactive monitoring of regulatory changes, continuous upskilling of tax teams, and strengthened internal controls to ensure accurate, timely and ethical tax reporting.

In 2025, the Group paid RM3.5 billion in income taxes (excluding deferred taxes) and zakat, reaffirming our role as a key contributor to economic growth and nation-building within our operating markets.

OUTLOOK

Looking ahead, we will continue strengthening our governance framework to ensure that ethical conduct remains central to how we operate. As regulatory expectations evolve and our business grows in complexity, we aim to enhance our internal controls, capacity building programmes and monitoring mechanisms to proactively identify, address and prevent ethical risks to ensure that our actions consistently reflect the values and responsibilities of a leading financial institution.

DEMONSTRATING CORPORATE RESILIENCE

 RESPONSIBLE DATA PRIVACY & SECURITY

Safeguarding trust begins with protecting information. At Maybank, data privacy and cybersecurity form the foundation of how we protect personal data and digital assets – keeping them secure, confidential and responsibly managed. Our approach extends beyond compliance to active stewardship, combining strong privacy governance that upholds customer rights with advanced cybersecurity measures that anticipate and counter emerging threats.

2025 Highlights

Zero identified leaks, thefts or loss of customer data

90%
of employees completed Data Privacy e-learning

100%
of substantiated customer privacy complaints promptly investigated and resolved in line with regulatory timeline

OUR GUIDING APPROACH

Maybank’s data protection and cybersecurity approach is anchored in a unified Group-wide framework that safeguards customer, employee and partner information across all markets. This framework is guided by key policies and complemented by governance documents that strengthen consistency, compliance and internal controls.

Guiding Policies and Governance Framework	
Maybank Group Data Privacy Policy Defines principles for managing personal data, ensures regulatory compliance and sets out protection measures to prevent misuse or breaches.	Maybank Group Personal Data Protection Policy Aligns Group practices with the Personal Data Protection Act (PDPA) and equivalent laws, supported by clear reporting and escalation channels for privacy risks.
Maybank Group Management of Customer Information and Permitted Disclosures Governs authorised handling and disclosure of customer information to prevent unauthorised access or loss.	Maybank Group Information Risk Management Guidelines Establish principles for confidentiality, integrity and availability of information assets across operations.

In 2025, as we embrace emerging technologies such as Cloud and AI, we have strengthened our cybersecurity posture by enhancing IT security policies and standardising practices across the Group.

DEMONSTRATING CORPORATE RESILIENCE

DATA PRIVACY

We continue to uphold the highest standards of privacy across all markets, guided by the Maybank Group Data Privacy Policy and local regulations. The Group ensures data privacy through stronger encryption, improved identity and access controls, tighter monitoring of high-risk activities and more structured data governance practices across entities.

MALAYSIA



Malaysia anchors the Group's data privacy governance, with enhanced focus on employee awareness, ethical conduct and industry leadership. Efforts centred on strengthening privacy culture, reinforcing accountability and sharing best practices internally and externally.

In 2025, we continue to enhance employee awareness on data privacy through Maybank's EMPCOMM channels and our Group-wide Data Privacy 2025 e-learning. We also participated in the townhall organised by Jabatan Perlindungan Data Peribadi (JPDP) Malaysia to foster greater collaboration in the areas of data privacy.

SINGAPORE



Singapore applies a locally customised privacy framework aligned with PDPA and MAS expectations, reinforced by strong cyber governance and layered security controls.

In 2025, Maybank Singapore updated its IT Security Policy to align with the Group's and enhanced key security tools such as the Secure Web Gateway (SWG) and Privileged Access Management (PAM) to ensure secure access to systems and stronger protection of sensitive information. A defence-in-depth cybersecurity approach is in place to protect systems and data from multiple angles, supported by better access controls, monitoring and management of external risks.

INDONESIA



Indonesia maintains a comprehensive privacy regime aligned with Indonesia Personal Data Protection (PDP) law, supported by robust governance structures and privacy processes.

This year, Maybank Indonesia appointed a Data Protection Officer (DPO) to ensure PDP compliance and implementation. Maybank Indonesia also ensures full visibility of how personal data is used by maintaining Records of Processing Activities (RoPA), assesses higher-risk activities by conducting Data Protection Impact Assessments (DPIA) and upholds individuals' data rights. These measures extend across internal operations and third-party partners, supporting responsible, ethical and secure handling of personal data in line with applicable laws.

PHILIPPINES



Maybank Philippines strengthened its privacy and cybersecurity posture to meet evolving regulatory expectations under the Data Privacy Act of 2012 and BSP guidelines.

In 2025, Maybank Philippines strengthened information security risk assessments, improved encryption protocols for information and increased oversight of third-party partners. Preventive measures were also put in place to reduce the risk of data misuse or loss, while aligning with ISO/IEC 27001:2022 and National Institute of Standards and Technology (NIST) controls to support strong governance and responsible data management.

CAMBODIA



Cambodia ensures strong privacy protection despite the absence of a standalone national data privacy law, by aligning with Group-wide requirements and National Bank of Cambodia (NBC) expectations.

Maybank Cambodia maintained strong data protection practices by complying with internal and regulatory security frameworks, enforcing safeguards over systems and personal data and integrating privacy considerations into broader operational and technology risk frameworks. Maybank Cambodia also leveraged Group-level security capabilities and adhered to Payment Card Industry Data Security Standard (PCI-DSS) requirements to ensure responsible handling of consumer data.

DEMONSTRATING CORPORATE RESILIENCE

ADVANCING CYBERSECURITY RESILIENCE

To safeguard stakeholder trust and ensure operational resilience, Maybank continuously strengthen our cybersecurity ecosystem through proactive monitoring, robust governance frameworks and advanced defense capabilities. We also conduct regular mandatory cybersecurity e-learning to raise awareness and deliver simulation exercises to test employees against realistic attack scenarios. Our strategy emphasises early vulnerability detection, rigorous control validation and seamless incident response across all digital environments.

Group-wide Developments

Proactive Exposure Management

We have shifted from occasional checks to a continuous approach that helps us stay ahead of risks. This means we can quickly identify important systems, spot potential weaknesses and take action before issues arise. With automated tools, we keep a real-time view of our security, ensuring faster response and stronger protection across the Group.

Integrated Cyber Risk Governance

Cybersecurity risks are fully embedded within Maybank's Enterprise Risk Framework, ensuring alignment with business objectives and decision-making. Enhanced monitoring and contractual safeguards were also implemented across third-party vendors and supply chains, reducing external risk exposure.

Identity and Access Security

We strengthened identity safeguards through advanced Identity and Access Management (IAM), Multi-Factor Authentication (MFA) with Single Sign-On (SSO) and Privileged Identity Management (PIM). These measures enhance access governance and minimise the risk of internal compromise.

Zero Trust Architecture (ZTA)

Maybank expanded our Zero Trust approach across the modern workplace, guided by the principle of 'Never Trust, Always Verify.' This multi-layered model combines intelligent monitoring and strict access controls to strengthen security and prevent risks from spreading.

Cloud Security Transformation

To support Maybank's digital and multi-cloud operations, we introduced advanced security and monitoring solutions. These tools provide real-time alerts, detect unusual activities and ensure consistent protection and data privacy across all platforms.

Continuous Security Validation

We continuously test our security measures to keep systems safe. By simulating real-world cyberattacks in a controlled way, we identify weaknesses, confirm protections and prioritise improvements — all without disrupting daily operations.

Regional Implementation

SINGAPORE

- **Defence-in-Depth Architecture:** Applied multi-layered protection across physical, network, endpoint, server, application and data layers to prevent single-point failure.
- **Secure Web Gateway (SWG):** Implemented SWG for all users and servers to enhance malware filtering, URL control and safe web access.
- **Privileged Access Management (PAM):** Upgraded PAM with tighter access boundaries and session monitoring for users with elevated permissions.
- **Enhanced Incident Response:** Updated incident response procedures to strengthen speed, coordination and containment during cyber incidents.

INDONESIA

- **Cyber Threat Prevention Programme:** Implemented targeted initiatives to improve cyber defence capability maturity, including upgraded detection and response tools, improved information resilience and enhanced governance reliability.
- **Data Backup & Recovery:** Maintained robust backup, disaster recovery and business continuity mechanisms aligned to regulatory expectations.
- **International Standards Alignment:** Assessments on the Bank's resilience & security level as well as the Bank's Digital Maturity Assessment (DMAB) are conducted annually in accordance with regulations. The Bank also completed an upgrade of its internationally based Information Security Management System (ISMS) certification from ISO 27001:2013 to ISO 27001:2022.

CAMBODIA

- **Multi-Layered Cyber Protection:** Implemented layered security controls — covering networks, systems and data — to safeguard against unauthorised access and cyber threats.
- **Technology Risk Mitigation:** Applied structured identification, assessment and mitigation processes for technology and cyber risks across business units.

DEMONSTRATING CORPORATE RESILIENCE

FOSTERING A CULTURE OF SECURITY

Data privacy and security are shared responsibilities across the Group. Building a strong security culture ensures that our workforce remains vigilant, informed and equipped to respond effectively to evolving threats.

In 2025, we continued to strengthen awareness and accountability through continuous learning initiatives that integrate behavioural science, practical simulations and targeted communication. These efforts cultivate a proactive mindset where every employee serves as the first line of defence in protecting the Bank's data and digital assets.

Group-wide Mandatory Cybersecurity Awareness E-learning

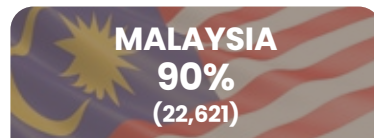
Maybank continues to record strong coverage of our mandatory cybersecurity awareness e-learning across the Group.

Overall Completion

30,723 employees
completed the course

91% Group-wide
completion rate

Completion Rate by Top Markets



Note: We also achieved 100% completion rate of the cybersecurity awareness e-learning in our operations in Laos, Thailand, UAE, UK and USA.

TRAINING & AWARENESS PROGRAMMES 2025:

Programme	Implementation
Data Privacy e-Learning	The enhanced module provides a thorough and engaging learning experience on data privacy principles, effective information handling and regulatory compliance. Completed by 27,539 employees Group-wide.
Microlearning Modules	Delivered short, digestible lessons based on monthly themes and current IT security threats via EMPCOMM and Group Technology channels.
Simulated Phishing Exercises/ Simulated Attacks	Conducted bi-yearly to test employee vigilance, identify knowledge gaps and strengthen resilience against social engineering.
Performance Integration	Integrated cybersecurity KPIs into performance reviews to strengthen accountability and continuous improvement.
MCIPD Awareness Campaign	Conducted our annual campaign to strengthen employee understanding of confidentiality standards under BNM's Management of Customer Information and Permitted Disclosure (MCIPD).
Certified Professional Training	Provided professional development pathways that enable employees to strengthen expertise in privacy, governance and compliance.



Maybank Singapore launched an in-house cybersecurity e-learning platform designed for accessibility, including audio narration, screen-reader compatibility, keyboard only navigation, high contrast mode and adjustable text size to support diverse employee needs. Cybersecurity webinars and podcasts are also conducted, featuring real-world cyber cases, fraud vectors and secure behaviour practices.

OUTLOOK

We are committed to strengthening cyber resilience by adopting advanced technologies and frameworks that improve visibility, intelligence, and long-term security readiness. Our focus areas include proactive risk management, integrated governance, secure identity controls, Zero Trust principles, cloud security transformation and continuous validation of our defenses.

ADDRESSING CUSTOMER PRIVACY COMPLAINTS

As digital adoption accelerates, customer privacy risks are increasingly prominent. Maybank remains vigilant in monitoring and addressing these risks to safeguard customer data and maintain trust.

In 2025, Maybank received 19 substantiated complaints regarding customer information breaches, 84% of which were fully resolved and reported to BNM in line with regulatory requirements. The remaining complaints are pending resolution, with customers assured of appropriate support throughout the process. This reflects Maybank's strong governance and security measures in protecting customer information.

DEMONSTRATING CORPORATE RESILIENCE



SUSTAINABLE PROCUREMENT

Maybank's responsibility does not end within its own walls. The way we source goods and services directly shapes livelihoods, business integrity and environmental outcomes across our value chain. Through responsible procurement, we manage risks, promote ethical practices and ensure our partners uphold the same high standards we set for ourselves. At the same time, we open pathways for local businesses to grow and contribute to a more inclusive regional economy.

Key Highlights

96.3%
of active suppliers meet
our ESG criteria

100%
of newly onboarded and
renewed suppliers
underwent thorough ESG
assessment

**RM3.14
billion**
invested into local
suppliers across key home
markets

OUR GUIDING APPROACH

Our procurement approach ensures that every partner in our value chain upholds the same ethical, environmental and social standards that guide Maybank. Anchored by our Sustainable Procurement Principles (SPP), we embed governance, transparency and accountability into every stage of the procurement lifecycle – from supplier onboarding to continuous performance monitoring.

The SPP serves as the overarching framework that integrates all related policies and procedures, including:

- **Supplier Code of Conduct (SCoC):** Sets out the standards of behaviour expected from all suppliers, covering environmental management, human rights and labour practices, anti-bribery and corruption (ABC), product and service quality and information protection. Compliance with the Code is mandatory for all suppliers and business partners.
- **Group Procurement Manual:** Establishes the framework for procurement procedures and processes across the Group – from supplier selection and evaluation to contract management. The manual was reviewed and enhanced in 2025 to strengthen governance, transparency and sustainability alignment across procurement activities.
- **Watchlist Supplier Committee (WSC):** Formed in 2023, the WSC oversees the identification, monitoring and management of high-risk suppliers. In 2025, the committee enhanced its own Terms of Reference, further aligning accountability, escalation protocols and corrective action procedures to ensure suppliers uphold Maybank's standards.

To ensure responsible and sustainable sourcing, we also proactively identify, assess and mitigate risks throughout the procurement process. Our approach includes:

Responsible Procurement Practices

Reviewing our suppliers' practices to ensure that our suppliers are not subjected to undue pressure that could inadvertently lead to human rights violations or environmental concerns.

Proactive Risk Management

Requiring suppliers to identify and take appropriate actions to address any actual or potential adverse impacts associated with their products and services.

Enhanced Supplier ESG Due Diligence

Strengthening our existing processes, with a particular focus on sustainable practices.

DEMONSTRATING CORPORATE RESILIENCE

SUPPLIER ESG DUE DILIGENCE

We have a responsibility to ensure that our partners uphold the same ethical, social and environmental standards that guide our own operations. To achieve this, we take a structured approach that embeds ESG principles across supplier selection, monitoring and capability building – strengthening alignment, trust and resilience across our value chain.

Summary of Supplier Screening

Supplier Category	Total Screened	Passed (%)
Active Suppliers (Existing and Newly Onboarded)	1,326	96.3%
Potential Suppliers	1,338	89.6%
Total	2,664	

Note: This covers our suppliers in Malaysia, Singapore, Indonesia, Cambodia, Philippines and Greater China.

ESG SCREENING & PERFORMANCE

We embed ESG criteria into every stage of supplier selection and evaluation. This ensures that business decisions account not only for cost and quality but also for environmental impact, labour practices and governance integrity.

To ensure sustained progress, we set a target for 100% of our active suppliers to meet ESG criteria by 2030 – and we are on track to achieve it.

ESG RISK ASSESSMENT

Supplier performance does not end at onboarding. Using a risk-based approach, Maybank continuously monitors suppliers' ESG practices, with greater scrutiny applied to high-risk industries.

Active suppliers found to have limited or no social or environmental risk measures receive targeted guidance and support to enhance their ESG performance and promote sustainable growth. These suppliers are engaged regularly to review current practices, provide tailored recommendations and track progress against agreed actions.

ESG ENGAGEMENT

Active suppliers requiring closer supervision are placed under the WSC monitoring, where they undergo structured improvement plans and receive capacity-building assistance. Suppliers that demonstrate tangible progress graduate from the watchlist.

This proactive engagement model reinforces accountability and continuous improvement, giving suppliers a fair and transparent pathway to strengthen their sustainability practices.



In 2025, **100%** of suppliers on the watchlist for Malaysian operations improved in their ESG scores following supplier engagements with targeted improvement plans.

From Compliance to Commitment: An Example of a Supplier's Transformation

Maybank continued to strengthen responsible supply chain practices by working closely with one of its cleaning service partners responsible for window and façade maintenance. During the supplier engagement session, an opportunity to further enhance the supplier's health and safety (H&S) practices was identified and communicated, prompting proactive collaboration to uplift standards and align expectations for continuous improvement.

Within two months, the supplier delivered measurable progress, including:



- ▶ Rolled out comprehensive **H&S training** for all employees.
- ▶ Introduced an environmental policy to use eco-friendly cleaning products, cutting pollution risks.



- ▶ Equipped workers with full personal protective equipment (PPE).
- ▶ Enrolled senior managers for **ISO certification** training to strengthen long-term standards.

This case shows how proactive engagement and accountability can turn compliance issues into opportunities for progress and sustainable business practices across Maybank's supply chain.

DEMONSTRATING CORPORATE RESILIENCE

ESG CAPABILITY BUILDING

To strengthen sustainable procurement practices across the organisation, Maybank invests in building internal and supplier capability. In 2025, we conducted the Maybank Sustainable Procurement Workshop (MSPW) under the Maybank Sustainability Series (MSS) banner, bringing together procurement teams and partners to deepen understanding of ESG governance and performance standards.

The initiative focused on capacity building and knowledge sharing to ensure a consistent approach to sustainable procurement Group-wide. It also provided a structured platform for overseas units to exchange insights and challenges in implementing ESG governance and performance standards within their respective markets.

- ▶ Capacity building sessions were conducted at key home markets as well as selected overseas units:



- ▶ Conducted dedicated sessions with more than ten key suppliers per overseas unit, enabling direct engagement with various suppliers across the region.

* Commencing FY2025, disclosed data has been expanded to include the Philippines and Greater China.

ADVANCING SME AND MINORITY PARTICIPATION

Inclusive growth requires equitable access to opportunities. That is why we continue to expand our engagement with small and minority-owned enterprises – empowering them to participate in and benefit from our business ecosystem.

We have set a target for **40%** of our engaged suppliers to be SMEs or minority group suppliers by 2025 in selected procurement categories and are proud to have exceeded this target.

- ▶ An average of **47.6%** of our engaged suppliers Group-wide are SMEs or from a minority group.

EMPOWERING LOCAL BUSINESSES

Local procurement is one of the most direct ways we contribute to national growth. By sourcing from domestic suppliers, we strengthen local value chains, create jobs and keep economic benefits circulating within the communities where we operate.

In 2025, Maybank's engagement with local suppliers generated over RM3.14 billion in economic value across our key home markets.

Percentage of Spending on Local Suppliers (%)	2023	2024	2025
Malaysia	89.9	89.3	83.2
Singapore	91.9	86.7	89.9
Indonesia	95.6	63.7	88.6

OUTLOOK

In 2026, Maybank will enhance the Maybank Group Procurement Policy (MGPP) by embedding the SPP across all entities. This unified policy will guide end-to-end procurement practices, ensuring consistency, accountability and alignment with the Group's broader sustainability objectives.

Building on current progress, Maybank will also strengthen its ESG oversight and supplier engagement through several key initiatives:

- Develop systems to measure and manage Scope 3 emissions
- Enhance sustainable procurement through external assurance
- Expand the WSC initiative to our overseas units

Additionally, we will continue providing tailored ESG support to suppliers, while expanding capacity-building programmes and opportunities for SMEs and minority-owned businesses across our regional markets.



DRIVING ENVIRONMENTAL STEWARDSHIP

Stakeholders



Related UN SDGs



As we continue to drive economic growth across the region, we remain equally focused on enabling our clients to strengthen their environmental performance – from lowering emissions and adopting cleaner technologies to managing environmental resources more responsibly. At the same time, we are advancing our own transition by improving resource efficiency, reducing waste and minimising our ecological footprint, reinforcing the environmental foundations that underpin long-term growth.

To reflect the urgency and scale of this work, we have a thematic Environmental Report that provides a detailed view of our climate and nature-related strategy, performance and impact.

Material matters covered in this section:

Environmental and Climate Action
(Page 154)

Biodiversity and Nature
(Page 158)

For more comprehensive insights, please refer to Maybank's Environmental Report 2025.

Stories of Impact: Restoring Land, Rebuilding Livelihoods

Maybank-FRIM Bidor Afforestation Project | Perak, Malaysia

For years, the ex-mining land in Bidor sat barren – a quiet reminder of a livelihood once central to the community. When Maybank and FRIM began restoration efforts in 2025, local residents joined workshops, planting activities and knowledge-sharing sessions that reconnected them to the land and transformed the project from a technical initiative into a collective community effort. Along the way, communities gained new skills and supplementary income opportunities through FRIM's restoration-related trainings and engagement programmes, making the site's renewal both an environmental and social revival.

In 2025, the community planted **1,500 native trees** across **two hectares**, contributing directly to the area's ecological renewal.



For years, it was unutilised and experienced prolonged disuse. Today, it has become a place of renewal... a sustainable green asset that rebuilds biodiversity, enriches the soil, and enhances water storage to support long-term ecological resilience."

Datuk Shahril Azuar Jimin,
Maybank's Group Chief Sustainability Officer

For more information on the Maybank-FRIM Afforestation Project, please refer to page 188 of this report.

DRIVING ENVIRONMENTAL STEWARDSHIP



ENVIRONMENTAL AND CLIMATE ACTION

At Maybank, we recognise that climate change and environmental degradation are among the most urgent challenges shaping the future. Our response begins with our own footprint, where we are actively improving our resource efficiency and decarbonising our operations as we work toward carbon neutrality for Scope 1 and 2 by 2030.

At the same time, we recognise that our greatest opportunity to create impact lies in how we mobilise capital. By supporting clients to transition while financing renewable and resource-efficient solutions, we are accelerating a lower-carbon, more sustainable future across ASEAN, thus keeping us firmly on track toward net zero emissions by 2050.

Key Highlights

Enhancing Climate Risk Management



- ▶ **Climate Risk Policy:** Implemented Group-wide Climate Risk Policy, standardising climate risk assessment and management across all markets.
- ▶ **Climate Risk Stress Test:** Completed CRST exercise across Malaysia, Singapore and Indonesia, analysing potential credit loss impacts from transition and physical risks under multiple climate scenarios.
- ▶ **Climate Risk Analytics:** Enhanced assessment of physical and transition risks by identifying areas exposed to climate-related physical impacts, undertaking scenario analysis to evaluate potential outcomes, and incorporating climate-related considerations into credit risk ratings and broader risk management processes.

Decarbonising Financed Emissions



- ▶ **Net Zero Pathway:** Expanded the pathway to include Automotive and Commercial Real Estate sector, with all six sectors currently on track to reach its 2030 interim target.
- ▶ **Net Zero Operationalisation Process (NZOP):** Formalised the NZOP which include the integration of clients' emissions consideration in credit evaluation and risk assessment processes.

Minimising Operational Emissions



- ▶ **GHG Reduction:** Achieved **57.8%** initiative-based reduction for Scope 1 and 2 emission against 2019 baseline.
- ▶ **Procurement of RECs: 80,000 MWh** of Malaysian Renewable Energy Certificates (mRECs) from TNBX Sdn. Bhd.
- ▶ **Carbon Offsetting:** Purchased **6,760tCO₂e** of carbon credits via Bursa Carbon Exchange (BCX).

OUR GUIDING APPROACH

Maybank's environmental agenda is driven by a practical, science-aligned approach that combines climate action with responsible resource use. Our long-term ambition is to achieve net zero by 2050, while progressively reducing our broader environmental footprint through circularity, resource efficiency and responsible consumption.

We focus on three interconnected priorities:

- **Strengthening environmental and climate risk management** to safeguard portfolios and enable informed decision-making;
- **Supporting client transition** by financing resource-efficient and low-carbon solutions; and
- **Reducing operational impact** through efficiency and renewable energy initiatives toward carbon neutrality in Scope 1 and 2 by 2030, as well as focus on broader environmental considerations like water, waste and paper.

ENVIRONMENTAL RISK MANAGEMENT

Through the Enterprise Risk Management Framework (ERMF) and ESG Risk Management Framework (ESGRMF), Maybank integrates sustainability risks with emphasis on climate considerations into core risk processes to ensure responsible lending, investment and operational decisions. This integration enables the Group to identify emerging risks early, quantify portfolio exposure, strengthen scenario planning and stress-testing, embed climate criteria into credit assessments and client due diligence and ensure transparent reporting to the Board and regulators.

In 2025, we embedded climate considerations more deeply into lending, investment and portfolio management processes. Key advancements included:

Maybank Group Climate Risk Policy

A formal policy that sets out clear governance, assessment and reporting standards for climate-related risks across all markets and business units.

Net Zero Operationalisation Process (NZOP)

Integrated risk controls into credit origination to ensure new financing aligns with the Group's Net Zero Pathway.

Net Zero Carbon Calculator (NZCC)

Deployed across Malaysia, Singapore and Indonesia, covering Power, Palm Oil and CRE sectors.

Land Assessment Geoportal

A geospatial tool used to screen financed asset for exposure to physical hazards, expanded the indicators to include key biodiversity areas, water-stress/drought maps and enhanced flood layers.

Climate Risk Stress Test (CRST)

Completed and reported the stress-testing exercise for Malaysia (banking and insurance), Singapore and Indonesia to evaluate potential impacts from transition and physical risks based on prescribed regulatory requirements.

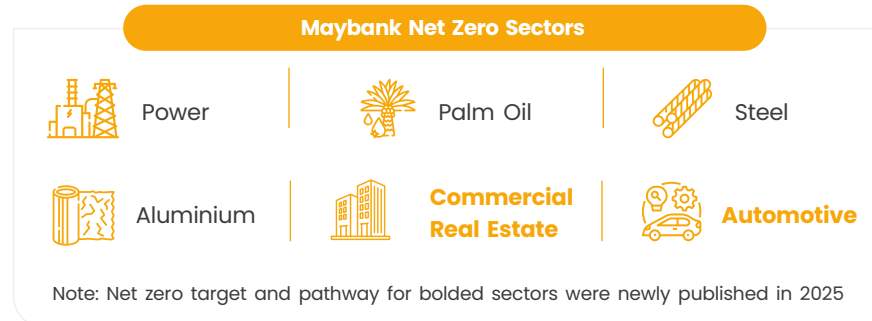
DRIVING ENVIRONMENTAL STEWARDSHIP

FINANCED EMISSIONS

For Maybank, addressing financed emissions remains a significant lever in achieving our net zero ambition. In 2025, we strengthened this agenda through two major enhancements: expanding sectoral target coverage and improving the depth, quality and consistency of financed emissions data across the Group.

MAYBANK NET ZERO PATHWAY

To broaden our decarbonisation reach, we extended our Net Zero Pathway sectoral targets beyond the initial high-emitting sectors to now include two new sectors:



Through the Net Zero White Paper, we formalised interim targets and sectoral decarbonisation pathways for all six priority sectors, Power, Palm Oil, Steel, Aluminium, Commercial Real Estate (CRE) and Automotive. These pathways are calibrated to regional sector dynamics to balance ambition with realism and ensure that the transition remains feasible for clients operating across diverse markets.

Operationalisation efforts also advanced significantly during the year, through the formalisation of the Net Zero Operationalisation Process. Net zero considerations were integrated more deeply into credit evaluation, data governance, portfolio monitoring and risk assessment processes. These enhancements were supported by updates from the NZCC, which strengthened the consistency and comparability of sector level estimates and reinforced the technical foundation for transition-aligned decision making.

PROGRESS ACROSS SECTORAL DECARBONISATION PATHWAYS

Portfolio performances across the six priority sectors continue to be monitored against the committed decarbonisation target and pathways. In 2025, five sectors recorded reductions in their physical emissions intensity (PEI) relative to baseline levels, while the Aluminium sector experienced a slight increase attributable to client production mix, though performance remains well below the 2030 target trajectory. Overall, progress across all sectors reflects improving client transition readiness, clearer sectoral guidance and greater deployment of sustainable finance solutions.

Our Sectoral Targets and Decarbonisation Pathways

Sector	Power	Palm Oil	Steel	Aluminium	Commercial Real Estate	Automotive
Emissions Scope	- Scope 1 (emissions for generation companies) - Scope 3 (downstream emissions for construction engineering companies)	- Scope 1 and 2 (primary production) - Scope 3 (upstream emissions included for palm oil mills that procure fresh fruit bunches (FFB) from third party growers)	Scope 1 and 2 (crude steel production process)	Scope 1 and 2 (upstream aluminium production)	- Scope 1 and 2 (whole building) - Scope 3 (from lessees/tenants)	Scope 1, 2 and 3 (tail pipe emissions)
Value Chain	- Generation: both renewable and non-renewable - Construction and engineering: only companies tied to power generation	Primary palm oil production (growing and milling)	Crude steel production (BF-BOF, EAF (Scrap) and/or DRI-EAF methods)	Primary aluminium production (alumina refining and primary aluminium production plant)	Operational emissions: building development, operator and REITs	- Commercial: midstream and downstream for passenger cars - Retail: Auto vehicle loan for passenger cars and light commercial vehicles
Reference Scenario	IEA NZE + IEA SDS	SBTi-FLAG + NGFS REMIND	Mission Possible Partnership (MPP) Tech Moratorium (TM), SEA – 1.5°C	Mission Possible Partnership (MPP) Global – 1.5°C	Regionalised Hybrid – Carbon Risk Real Estate Monitor (CRREM) V2 – 1.5°C scenario and IEA Announced Pledges Scenario (APS)	IEA NZE passenger cars pathway
Measurement	kgCO ₂ e /MWh	tCO ₂ e /tCPO	tCO ₂ e /tSteel	tCO ₂ e /tAluminium	kgCO ₂ e/m ²	gCO ₂ /vehicle-km
2030 Target	272	1.40	0.99 ²	12.05 ²	56.0	94
Baseline (as of)	442 (June 2023)	1.47 (June 2023)	0.80 (December 2023)	2.36 (December 2023)	80.5 (December 2023)	150 ¹ (December 2023)
2025 Progress	376 (↓)	1.31 (↓)	0.75 (↓)	3.40 ³ (↓)	73.3 (↓)	141 (↓)

¹ Revised baseline with enhanced mapping approach of emissions intensity against vehicle type, prioritising localise regional emission source.

² To stay well below the reference pathway.

³ Aluminium sector PEI increase from its baseline due to client's production profile for the year, however its performance is still significantly well below the 2030 target.

DRIVING ENVIRONMENTAL STEWARDSHIP

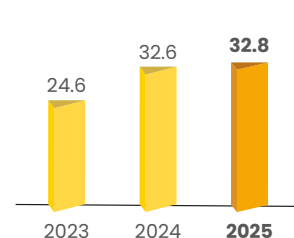
FINANCED EMISSIONS PERFORMANCE

Our financed emissions footprint for 2025 stands at 32.8 million tCO₂e (including LULUCF), with emission intensity of 40.0 tCO₂e/RM million, reflecting broader data coverage and refined estimation methodologies across priority sectors.

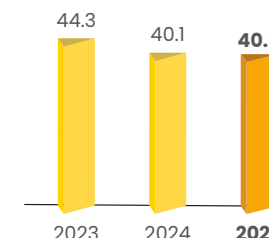
Greater visibility across the portfolio has sharpened our understanding of where transition risks and opportunities sit. Enhanced data integrity supported by stronger client disclosures and more refined modelling assumptions now enables clearer identification of sectoral hotspots and transition readiness. This insight strengthens targeted client engagement, allowing frontline teams to tailor decarbonisation support, financing structures and sustainable finance solutions to sector-specific needs and transition maturity.

Financed Emissions Performance

Absolute Emissions (million tCO₂e)



Emission Intensity (tCO₂e/RM million)

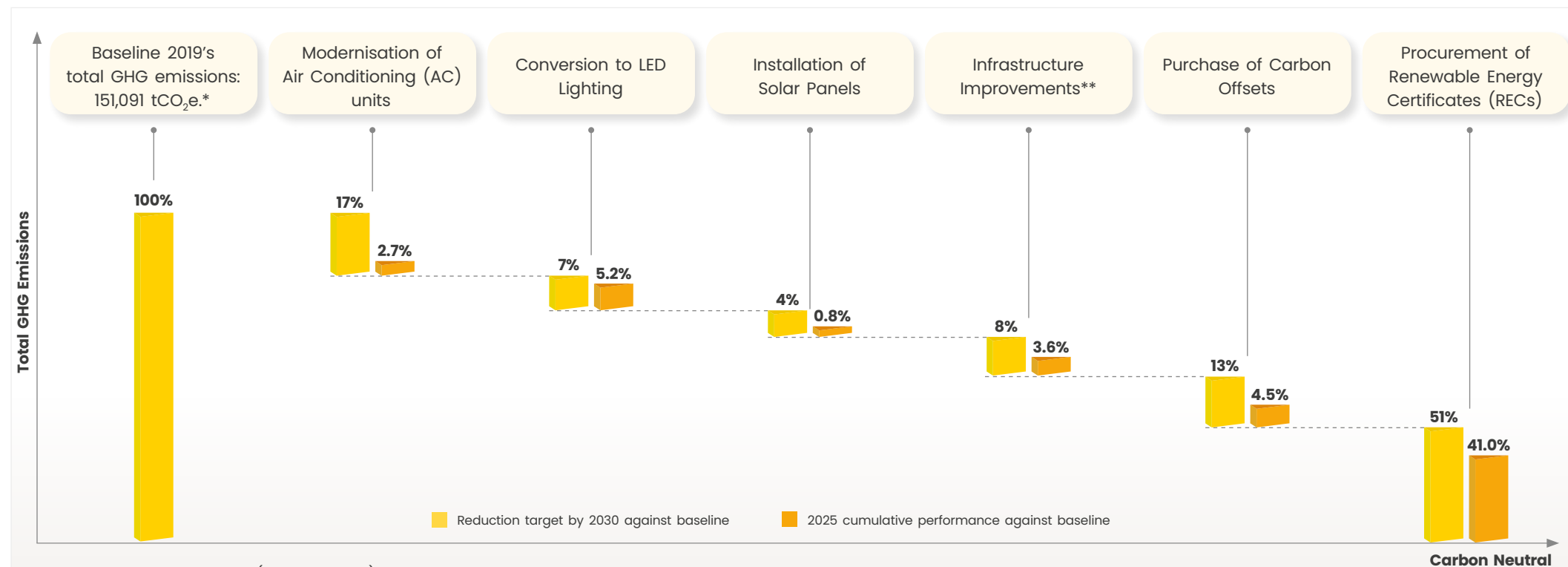


Note: We report asset class 7 – sovereign bond starting from 2024, and the absolute emissions reported includes land use, land use change, and forestry (LULUCF).

OPERATIONAL EMISSIONS

We continue to walk the talk on sustainability by transforming how we operate. As part of our commitment to achieve carbon neutrality across Scope 1 and 2 by 2030, we are driving greater efficiency in energy consumption across our regional network of branches and offices. With over 80% of operational emissions arising from electricity use, the Group has made energy efficiency and renewable energy adoption its central priorities.

We maintain steady progress toward carbon neutrality by advancing reduction initiatives alongside renewable energy adoption and the use of verified nature-based carbon credits. This balanced approach ensures that progress is both environmentally credible and technology viable.



* The Group's 2019 Baseline (Scope 1 and 2) has been subjected to an external limited assurance by an independent third party in 2023.

** Infrastructure improvements include upgrading chillers, monitoring premise downsizing and managing the closure of selected premises.

DRIVING ENVIRONMENTAL STEWARDSHIP

ENVIRONMENTAL MANAGEMENT

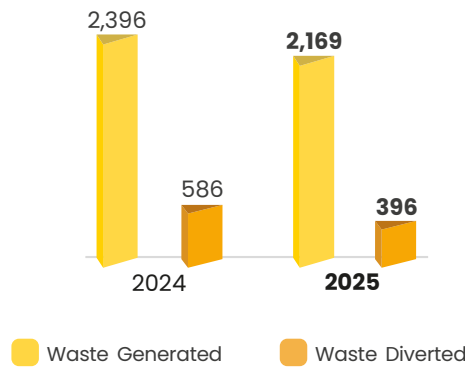
Our commitment to environmental stewardship extends beyond carbon reduction to the responsible management of natural resources. We recognise that the way we manage waste, water and paper plays a critical role in advancing our broader sustainability objectives. By embedding resource efficiency into our operations, we aim to minimise environmental impact, achieve cost efficiencies and foster a culture of accountability and resource consciousness across the organisation.

Our approach centres on efficiency, circularity and accountability.

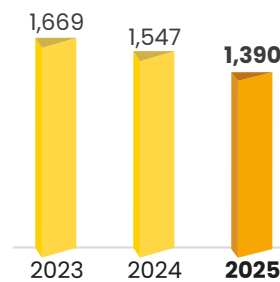
- **Waste Management:** Focused on reducing waste through digitisation, with proper segregation and recycling for unavoidable waste. All waste, including e-waste, is managed responsibly through licensed providers.
- **Water Efficiency:** Water-saving fixtures and systems are being progressively installed across our premises, with consumption tracked and managed through regular monitoring.
- **Paper Reduction:** Continued digital transformation and workflow automation have reduced reliance on printed materials, supported by stronger printing controls and a Group-wide shift toward sustainably sourced paper.

Environmental Metrics Performance

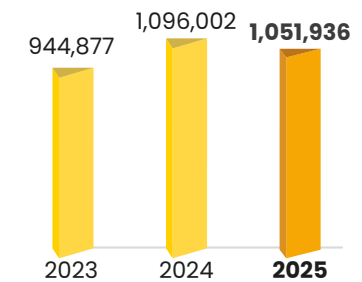
Waste (t)



Paper Consumption (t)



Water Consumption (m³)



OUTLOOK

Looking ahead, we remain steadfast in achieving our carbon neutrality target and our commitment to environmental management, guided by our strategic initiatives. We will regularly monitor the performance of these initiatives, verifying their effectiveness for continuous improvement. Maybank will continuously enhance our financed emissions estimation methodology by leveraging on digitalisation and aligning ourselves with evolving technologies, frameworks and guidelines. As part of the ongoing efforts towards achieving our committed net zero sectoral targets, Maybank intends to progressively expand the NZOP to cover all the six sectors, and further advance the NZCC tool to support wider regional coverage.

DRIVING ENVIRONMENTAL STEWARDSHIP



BIODIVERSITY AND NATURE

ASEAN is home to some of the world's richest biodiversity; from its dense tropical rainforests to unique species such as the critically endangered Malayan tiger, which also symbolises Maybank's identity and spirit. Yet, this natural heritage faces growing threats from deforestation, land encroachment and climate change.

The accelerating loss of biodiversity is not only an environmental issue but a systemic risk that undermines community resilience, ecosystem services and long-term economic stability. Recognising this, we are integrating biodiversity and nature considerations across our sustainability strategy to ensure that ecosystems are not only protected but actively restored.

Key Highlights

- **RM1.55 million** invested in the tiger conservation initiative in 2025, with over **RM13.66 million** in cumulative investments since 2016.
- **Planted 1,500 native trees** across two hectares on a degraded ex-mining site as part of Phase 1 of **Maybank-FRIM Afforestation Project**.
- Reinforced Maybank's long-standing partnership with WWF-Malaysia in advancing **CAITS (Conservation Assured | Tiger Standards)** accreditation for Malaysia, the first country in Southeast Asia to achieve this recognition.

OUR GUIDING APPROACH

Maybank recognises biodiversity loss as both a physical and systemic risk with material implications for business continuity, particularly in sectors dependent on land, water and natural resources. Our approach is guided by the Group's Risk Appetite Statement and ESG Risk Management Framework, which embed biodiversity and land-use considerations into financing decisions. This includes:

- 1** Requiring clients in high-impact sectors to comply with No Deforestation, No New Peat, No Exploitation (NDPE) principles.
- 2** Integrating environmental due diligence into credit assessments to identify biodiversity-sensitive areas.
- 3** Developing actionable insights that enable proactive management of nature-related risks.

In 2025, the Group enhanced its Risk Acceptance Criteria (RAC) to integrate nature and biodiversity considerations. Assessments on Key Biodiversity Areas (KBA), Biodiversity Protected Areas (BPA) and Water Stressed Areas (WSA) were piloted as a criteria within all RACs. The pilot, which began with corporate clients in Malaysia was designed to collect key data on the Group's current exposure to KBA, BPAs and WSA which would then be used to inform future enhancements to our RACs and development of upcoming nature-related frameworks and policies. The Group then rolled out the pilot in Singapore later in the year with plans to expand the pilot test to Indonesia and other countries in coming years.

DEVELOPMENT OF NATURE AND BIODIVERSITY PRIMER

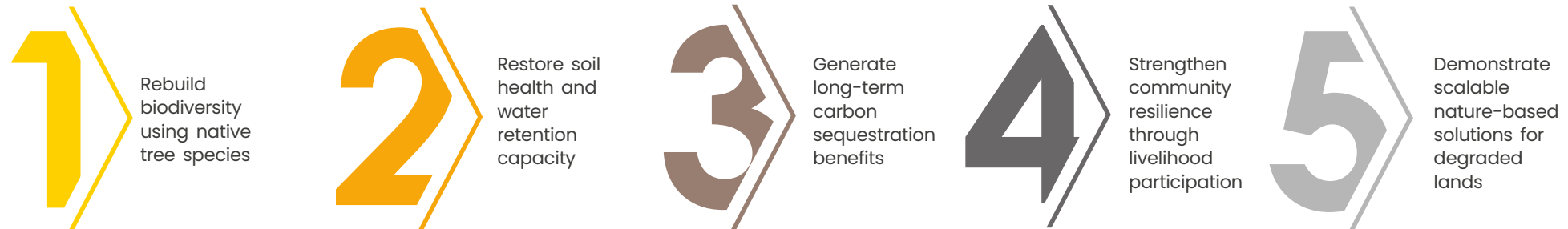
Recognising the importance of nature and biodiversity, as well as the growing impacts of the climate-nature nexus, the Group developed a Nature and Biodiversity Primer at the end of 2025 to upskill internal stakeholders. The Primer serves as a clear and accessible reference on the core concepts, key drivers and policy landscape shaping the global nature agenda, thereby establishing a common baseline of knowledge. It also complements the Group's efforts to integrate biodiversity considerations into risk assessments, enabling more informed and robust decision-making. This sets the foundation for stronger nature and biodiversity developments in the years to come.

DRIVING ENVIRONMENTAL STEWARDSHIP

RESTORING DEGRADED LANDS THROUGH NATURE-BASED SOLUTIONS

Degraded and abandoned lands remain a persistent ecological challenge, weakening biodiversity while exposing surrounding communities to long-term risks. To address this, we partnered with the Forest Research Institute Malaysia (FRIM) to rehabilitate a five-hectare ex-mining site in Bidor, Perak; transforming it into a regenerative natural asset that supports ecosystem recovery, carbon removal and community livelihoods.

Objective: The initiative focuses on restoring a landscape long impacted by tin mining, where soil quality, hydrology and vegetation cover have been severely degraded. The project aims to:



To ensure transparency and credibility, Bureau Veritas Certification Sdn Bhd will verify the project's carbon removal potential in accordance with the Greenhouse Gas Protocol. This verification will contribute to Maybank's operational decarbonisation journey, complementing energy efficiency and renewable energy efforts across the Group.

FIVE-YEAR AFFORESTATION PROGRAMME:

PHASE 1

(Completed)

2025

2
HECTARES

1,500
NATIVE
TREES

- Site preparation (soil conditioning, hydrology checks)
- Planting of Merbau, Ipoh, Keranji, Sentul & other native timber species
- Environmental monitoring setup
- Community workshops for local livelihood participation

Timeline

Area Covered

Tree Count

Key Activities

PHASE 2

(Upcoming)

2027

3
HECTARES

2,250
NATIVE
TREES

- Expansion to remaining degraded land
- Continued species diversification
- Additional community trainings
- Strengthened monitoring of biodiversity & carbon metrics

OUTLOOK

In the coming years, Maybank will enhance its biodiversity governance through the development of a Nature and Biodiversity Framework aligned with the Taskforce on Nature-related Financial Disclosures (TNFD). This framework will:

- Provide a structured approach to identify, assess, and manage nature-related risks and dependencies;
- Strengthen reporting transparency and investor confidence; and
- Support the scaling of nature-based solutions across portfolios and operations.



MAYBANK ENVIRONMENTAL REPORT 2025

APPROACH TO THE ENVIRONMENTAL REPORT

As a leading regional financial institution headquartered in Malaysia with operations across Southeast Asia, we play a central role in advancing sustainability through our banking, insurance and asset management activities. Our business model enables us to influence the real economy by directing capital, managing risk and supporting our clients and communities as they navigate a changing environmental and economic landscape. Guided by our M25+ strategy and three core sustainability pillars, we integrate sustainability consideration in directing capital towards sustainable finance, supporting the low-carbon transition, promoting financial inclusion and upholding strong governance practices.

The Environmental Report sets out our approach to managing and disclosing climate- and environment-related risks and opportunities, and to inform our progress and forward looking strategy in addressing these areas. In addition to climate, this report reflects a gradual deepening of our focus on biodiversity and nature-related considerations. Building on prior disclosures, we recognise the increasing importance of nature-related risks, dependencies and impacts within the broader environmental context. While our approach to nature-related disclosure continues to evolve, this modular report signals our intention to progressively enhance our transparency and accountability to our stakeholders.

APPROACH TO IFRS S1 AND S2

The Environmental Report is prepared in accordance to IFRS S1 and S2 (to the extent of climate-related disclosures), in line with Malaysia's National Sustainability Reporting Framework (NSRF). It builds on our earlier TCFD-aligned reporting, reflecting the integration of TCFD into the ISSB framework. In 2025, we have applied IFRS S2 requirements on a phased basis, using transition reliefs provided by the standards. We focus on areas where we are sufficiently mature and have made meaningful progress in strengthening our climate governance, strategic integration, risk identification and management, and the use of targets and metrics in tracking our climate-related efforts.

While our understanding of climate-related risks and opportunities continues to deepen, disclosures on the financial impacts of these factors as required by the IFRS S2 standard are largely qualitative. We are actively enhancing our capabilities and resources, with the aim of providing more quantitative financial information in future reporting cycles. We remain committed in continuously improving and enhancing the quality of our disclosures ensuring full alignment with IFRS S2 within the NSRF transition timeline.

 For more information on the IFRS Index outlining our current level of alignment, areas for further development and transition reliefs applied, please refer to pages 246 to 260 of this report.

OVERVIEW

HIGHLIGHTS

Governance

- **Integrated Climate Oversight:** Embedded climate governance across the Board and Senior Management committees, reflecting strong commitment and strategic focus on climate-related matters.
- **Climate-Linked Remuneration:** Linked leadership performance assessment to specific climate-related key risk indicators, reinforcing accountability for net zero progress and climate risk management.

Risk Management

- **Climate Stress Testing:** Completed Bank Negara Malaysia's Climate Risk Stress Test, incorporating multiple long-term climate scenarios and a short-term flood event to assess portfolio resilience.
- **Risk Acceptance Criteria (RAC):** Strengthened risk screening across seven high-risk sectors through 639 assessments, covering RM143.98 billion in funding.

Strategy

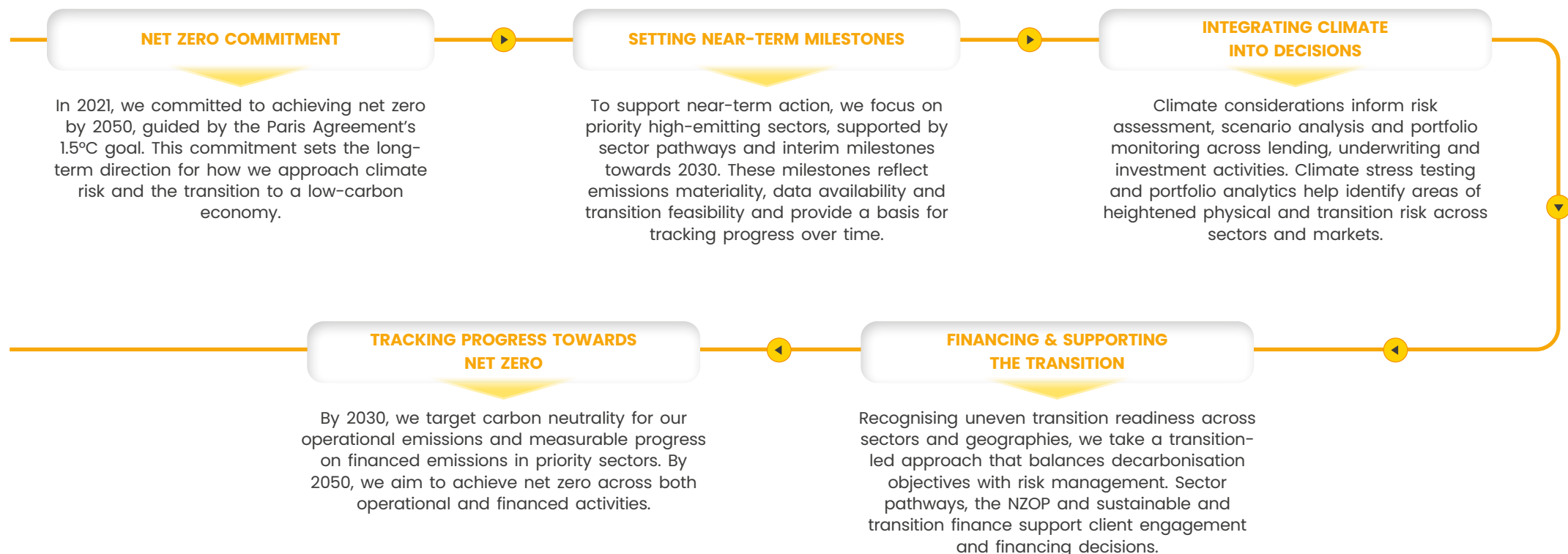
- **Enhanced Frameworks and Guideline:** Updated the Maybank Group Sustainable Product Framework and Maybank Group Transition Finance Framework, ensuring alignment with evolving standards and regulations.
- **Net Zero Operationalisation Process (NZOP):** Embedded carbon emissions into credit consideration, reflecting alignment of financing with net zero pathways.

Metrics & Targets

- **Sectoral Performance Tracking:** Reported progress across all six net zero in-scope sectors, with overall movement aligned to the targets set in the Net Zero White Paper.
- **Financed Emissions Performance:** Recorded Financed Emissions of 32.8 million tCO₂e (including LULUCF), with emission intensity of 40.0 tCO₂e/RM million, reflecting broader data coverage and refined estimation methodologies across priority sectors.
- **Operational Emissions Trending Downwards:** Achieved 57.8% initiative-based carbon reduction for Scope 1 and 2 emissions compared to the 2019 baseline, driven by energy efficiency initiatives and adoption of renewable energy.

JOURNEY TOWARDS NET ZERO

Climate change is reshaping risk, opportunity and capital allocation across Southeast Asia, with uneven decarbonisation progress across sectors. Our journey towards net zero reflects this reality. It translates long-term ambition into sector pathways, interim milestones and disciplined execution, while supporting a just and orderly transition in the real economy.



GOVERNANCE

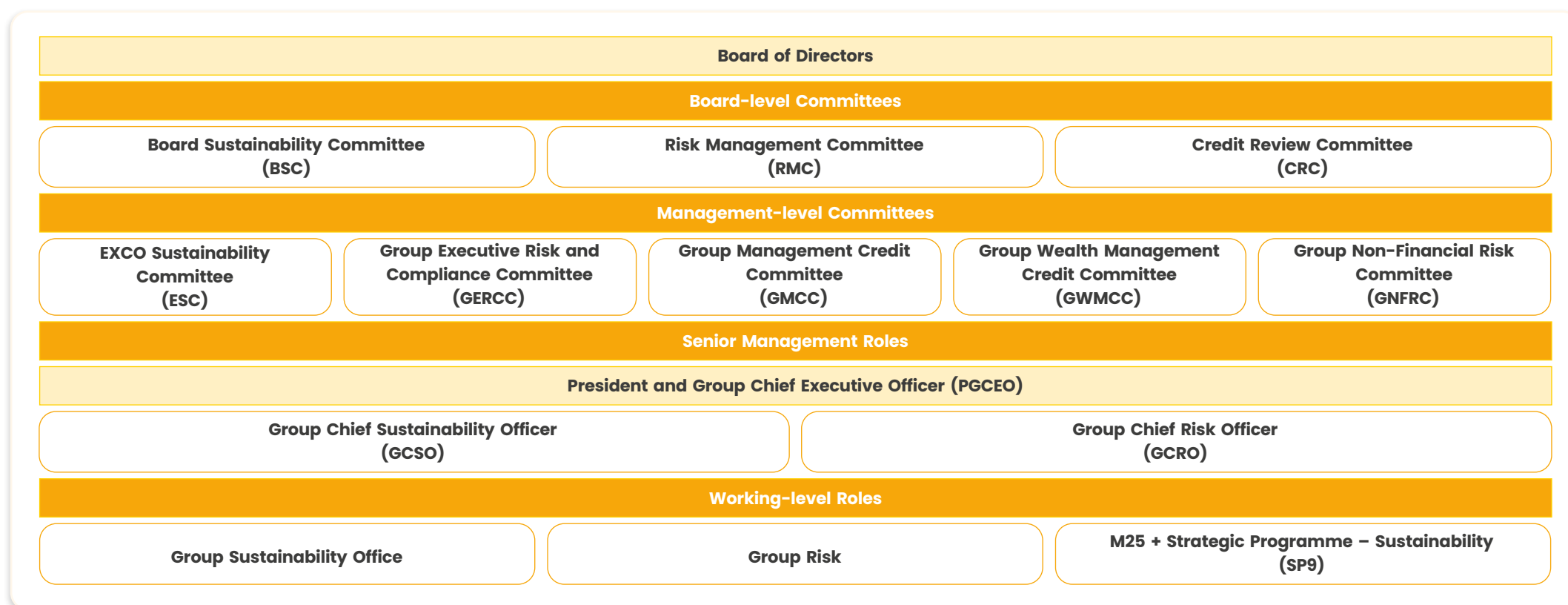
As a bank deeply embedded in Southeast Asia's real economy, Maybank finances sectors with direct exposure that face significant climate and environmental risks. These risks affect borrower resilience, asset values and the long-term performance of the Group's portfolio. Robust governance forms the foundation to manage these exposures, support an orderly transition and uphold Maybank's position as a trusted institution in a rapidly changing landscape.

CLIMATE GOVERNANCE

Maybank's climate governance is anchored at the Group level through the Board and Senior Management, reflecting how climate and environmental risks are integral to the Group's overall performance. Rather than operating through a standalone climate committee, climate considerations are embedded within the Group's Sustainability Governance framework and existing Board and Management committees. This integrated structure ensures that climate-related risks and opportunities are assessed alongside broader enterprise and sustainability risks, enabling coherent oversight, clear accountability and consistent decision-making across strategy and day-to-day operations.

Oversight at the Group level is supported by senior executives, with the Group Chief Sustainability Officer (GCSO) leading the integration of sustainability across the Group and the Group Chief Risk Officer (GCRO) overseeing climate-related financial and non-financial risks. Both executives co-chair the M25+ Strategic Programme 9 (Sustainability), translating Board direction into coordinated execution across sustainability, climate and risk functions.

At the regional and market levels, climate and environmental matters are governed through management committees such as sustainability councils, senior management committees and risk management forums. These bodies are responsible for implementing Group-wide climate-related policies and frameworks, monitoring progress against targets and commitments and ensuring alignment with local regulatory requirements. Where climate-related matters are material, issues are escalated through established reporting channels to Group Management and the Board, maintaining consistency between Group-level oversight and market-level execution.



 For further details on sustainability governance, including the collective skills, competencies and expertise of the Board and Senior Management in overseeing environmental and climate-related matters, please refer to pages 43 to 44 of this report.

The table below summarises the key governance bodies involved and the climate-related decisions or discussions arising at each level.

Legend: Chaired by Members Meeting frequency

COMMITTEES

ROLES AND RESPONSIBILITIES

Board of Directors

Non-Independent
Non-Executive Director

Members of the Board

Monthly

Oversees the Group's business, ensures strategies and policies remain aligned with climate and broader ESG priorities and risk considerations and supervises Board-level sustainability governance.

Key Items Discussed

- Reviewed the Group's climate transition progress and noted the strengthening of Maybank's external ESG standing, highlighted by MSCI's upgrade to its highest "AAA" rating.
- Reviewed the climate-related papers tabled to the Board in 2025 including the Net Zero White Paper for the Automotive and Commercial Real Estate sectors, Maybank's NDPE stance, and the Group's sustainability progress reports.
- Reaffirmed its commitment to the Group's Net Zero ambition despite shifts in the global ESG landscape, such as the transition of the NZBA into a framework-based initiative, and was satisfied that the Group remains on track with its Physical Emission Intensity (PEI) glidepath across the priority sectors of Palm Oil, Power, Steel and Aluminium.
- Recognised Management's efforts to build internal sustainable finance capabilities and noted Maybank's expanding role as a climate and sustainability thought leader among clients and regional stakeholders.

Board Sustainability Committee (BSC)

Independent Non-Executive Director

Selected members of the Board,
including PGCEO

At least four times per year

Steers sustainability strategy and execution, reviews governance structure, priorities and targets, ensuring environmental and climate-related risks and opportunities are considered across the Group.

Key Items Discussed

- Endorsed the Net Zero White Paper for the Automotive and Commercial Real Estate sectors.
- Reviewed the Group's NDPE stance.
- Strengthened ESG risk management including climate risk management and supported ESG initiatives across the Group.
- Endorsed the Sustainability and Environmental Reports.
- Oversaw net zero initiatives, financed emission performance, climate risk stress testing and carbon offset projects.
- 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.

Risk Management Committee (RMC)

Independent Non-Executive Director

Members of the Board

At least eight times per year

Provides oversight of ESG and climate-related risks within the Group's enterprise-wide risk management framework, including review of risk exposures and emerging risks.

Key Items Discussed

- Reviewed climate-related risk appetite and key risk indicators as part of the Group's risk appetite monitoring.
- Reviewed Climate Scenario Analysis, which include climate-related stress testing outputs as part of the Group's enterprise-wide stress testing process.
- Assessed the Climate Risk Dashboard, aligned with Bank Negara Malaysia's Climate Risk Management and Scenario Analysis (CRMSA) framework, focusing on transition and physical risk indicators and the management actions arising from them.

GOVERNANCE

Legend:

Chaired by

Members

Meeting frequency

COMMITTEES

EXCO Sustainability Committee (ESC)

PGCEO

Selected Group EXCO members and Senior Management

Bi-annually

Group Executive Risk and Compliance Committee (GERCC)

PGCEO

Selected Group EXCO members and Senior Management

At least nine meetings annually, with additional meetings held when required.

ROLES AND RESPONSIBILITIES

Leads the Group’s sustainability agenda, develops and implements strategy and policies, endorses plans and oversees transformation programmes.

Key Items Discussed

Endorsed the pre-deal calculator, designed to enable impact assessment of clients on the Group’s overall portfolio.

Approved Key Risk Indicators for all six hard-to-abate sectors as in the Group’s Net Zero White Paper.

Reviewed the Group’s NDPE policy in phases, commencing with the peat component.

Reviews and recommends Group Risk and Compliance frameworks, Risk Appetite Statement (RAS) and Key Risk Indicators (KRIs), and reviews key risk assessment outcomes, issues and regulatory developments for escalation to the relevant Board committees.

Key Items Discussed

Endorsed the ESG Risk Management Framework updates for Board committees’ approval.

Endorsed climate RAS and KRIs prior to approval by Board committees.

Reviewed the Climate Risk Dashboard which includes physical and transitions risks and updates on progress of implementation of climate risk across Group’s operations.

Endorsed the update to Climate Risk Policy prior to approval by Board committees.

Endorsed the compliance status to BNM’s CRMSA Policy Document prior to approval by Board committees.

Endorsed the results of BNM’s Climate Risk Stress Test prior to approval by Board committees.

For more information on the overall sustainability governance, please refer to page 46 of this report.

ESG RISK MANAGEMENT FRAMEWORK

Through the ESG Risk Management Framework, the Group integrates ESG risks into its enterprise-wide risk management processes and evaluates them alongside financial and operational risks. The framework applies across all entities and business activities, supporting the early identification, assessment and management of ESG risks that may affect the Group’s financial performance, regulatory standing, reputation and long-term resilience.

The Group escalates ESG and climate-related risks through established governance and reporting structures to senior management and the Board. This enables the Board and senior management to exercise oversight over material ESG and climate risk exposures, support timely and informed decision-making and ensure accountability for risk responses in line with regulatory expectations and the Group’s sustainability and risk objectives.

For more information on our ESG Risk Management Framework, please refer to page 54 of this report.

BOARD CAPABILITY AND COMPETENCY

Strong governance begins with an informed and skilled leadership team. As environmental and climate-related continues to evolve, Board members must remain equipped to interpret developments and their implications for Maybank's strategy, portfolios and growth. Strengthening the Board's environmental capability and competency therefore forms a core part of Maybank's sustainability governance.

LEADERSHIP TRAINING AND ENGAGEMENTS

To ensure effective oversight of Maybank's environmental and climate priorities, Board and senior executives participate in structured learning programmes that deepen technical understanding and broaden strategic awareness. These programmes fall into two categories:

Technical Trainings

Formal and technical programmes that strengthen leaders' ability to oversee environmental- and climate-related matters at a governance level.

Trainings	Description
Directors Masterclass Series: Carbon Pricing and Markets	Provided practical insights into the European Union Emissions Trading System (EU ETS) and the Carbon Border Adjustment Mechanism (CBAM), outlining the evolution of EU carbon pricing, monitoring and verification (MRV) requirements and implications for Malaysian businesses.
National Climate Governance Summit (NCGS) 2025 : Transition Finance: The Foundation of the Transition Economy	Explored transition finance fundamentals, regulatory and governance expectations and the role of capital mobilisation in supporting corporate transition pathways.
EU Sustainable Finance Data Architecture: EBA's Pillar 3 Data Hub	Introduced the European Banking Authority's Pillar 3 Data Hub for ESG disclosures, highlighting its role in improving transparency, data comparability and accessibility through a harmonised reporting platform and demonstrating how financial institutions can benefit from structured public data sources such as the European Single Access Point (ESAP).
Food Security in the Face of Climate Change – The Next Green Revolution	Examined how climate change affects agriculture and food security, demonstrating how plant biology research can support more resilient crops and lower agriculture-related emissions, including a case study on the environmental impact of excessive fertiliser use.
Sustainable Finance	Provided an overview of sustainable finance fundamentals, covering key drivers of ESG investing, evaluation approaches, product assessment, greenwashing risks and evolving regulatory expectations for financial products.
Pollution Reduction and Management in Banking: Guidance for the Agriculture and Building & Construction Sector	Outlined how banks can address pollution-related risks and opportunities across high-impact sectors, introducing UNEP FI's new guidance for agriculture and for buildings and construction and highlighting regulatory trends, public-private collaboration and next steps for piloting the guidance.
Assessing and Disclosing Physical Climate Risks for Financial Institutions: A Key Step Towards Climate Adaptation	Demonstrated practical approaches to identifying, assessing and reporting physical climate risks, showing how risk assessments strengthen portfolio resilience and inform adaptation strategies as part of the Climate Adaptation Innovation Learning project.
ESG Champion Kick-Off – Maybank Indonesia	Strengthened Maybank Indonesia Board members' ESG leadership capabilities by positioning them as the "Shark Tank" judges on environmental impact assessment fundamentals, social responsibility themes and governance ethics in sustainable finance. This approach sharpened leadership-level judgement in assessing both ESG opportunity and risks, while enabling them to evaluate and challenge the ESG Champion on Sustainable Finance deals.

GOVERNANCE

External Engagements

Industry dialogues, summits and thought-leadership platforms that expose leaders to policy shifts, regional market signals and global sustainability trends.

Trainings	Description
Climate Governance Malaysia (CGM) Global Summit 2025	Explored climate governance challenges, the private sector's role in shaping climate policy and practical interventions to raise climate ambition and resilience, highlighting how collective action supports Malaysia's net zero goals.
Climate Transaction in 2025: Regulatory Frameworks and Beyond	Examined evolving regulatory frameworks and market developments shaping climate-aligned transactions, including expectations for disclosure, transition planning and financial sector readiness.
CSS Research Day From Principle to Practice: Advancing Sustainability Together	Showcased sustainability research and lessons from the P&G Smallholder Programme, bringing together policymakers, academics and smallholders to discuss traceability, certification, good agricultural practices and no-deforestation approaches, alongside a demonstration of the Sawit360 digital traceability tool.
Controversy Rating in the Age of Double Materiality	Explained how organisations can assess and manage ESG-related controversies under a double materiality lens, illustrating financial and stakeholder impacts, key risk factors and methods for tailoring risk thresholds to strengthen decision-making.
CGM Nuclear Webinar Series, Ep.5: Climate Efficiency of Nuclear Energy	Explored the role of nuclear energy in global climate mitigation, covering lifecycle carbon footprint, potential for low-carbon electricity generation and ESG policies and compliance considerations for nuclear projects.
Climate First... or Last? (ASB Session)	Explored how listed companies assess and disclose sustainability-related risks and opportunities, drawing on findings from a study of over 300 companies across Malaysia, Singapore and Australia and outlining key questions for boards when evaluating their materiality processes.

Note: All sessions listed were attended by at least one (1) Board-level representative, except where specified in page 51 of this report.

 For the full list of board trainings, please refer to pages 135 to 142 of the Corporate Governance Report.

BOARD EFFECTIVENESS EVALUATION

The annual Board Effectiveness Evaluation assesses how effectively the Board applies its collective knowledge and experience in overseeing strategic, environmental and climate-related matters on top of the overall key sustainability matters. It incorporated a dedicated self-assessment of directors' ESG knowledge and a review of the adequacy of Board's attention to key sustainability matters.

The evaluation found performance to be satisfactory across all directors, indicating adequate climate and sustainability-related knowledge and oversight capability.

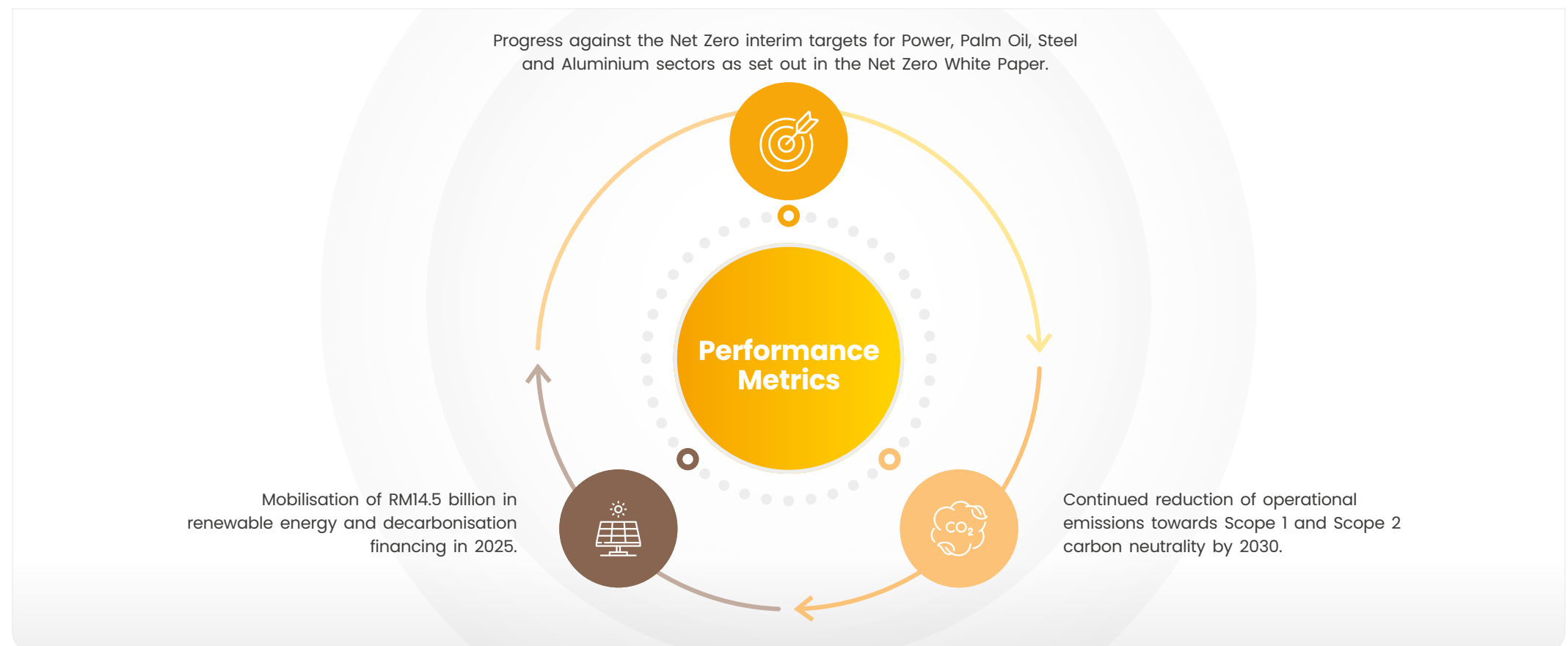
 For more information on the overall competency, expertise and training of the Board and Senior Management in overseeing the sustainability-related matters, please refer to page 52 of this report.

CLIMATE-RELATED REMUNERATION

As the Board strengthens its oversight capabilities, climate-related responsibilities are also cascaded to senior management through performance expectations and remuneration frameworks. Integrating climate-related objectives into their remuneration strengthens accountability for delivering the Group's transition priorities and reflects the financial relevance of climate risks to Maybank's long-term resilience.

Building on the foundations laid in 2024, the remuneration framework was refined in 2025 to better align incentives with the Group's Net Zero climate goals. The Sustainable Finance KPI previously applied was replaced with a decarbonisation KPI. This shift reflects the evolution of Maybank's climate strategy, sharpening the focus on emissions reduction outcomes and strengthening the link between remuneration and the delivery of climate priorities.

Within the four ESG sub-KPIs set for the senior management remuneration, three are based on climate-related metrics.



For more information on the overall sustainability-linked remuneration, please refer to page 52 of this report.

STRATEGY

At Maybank, our environmental strategy is anchored in climate transition; the most material environmental risk facing our region. However, we recognise that climate, nature and biodiversity are deeply interconnected, with disruptions in one accelerating vulnerabilities in the other. Guided by this view, our net zero ambition forms the core of our approach, supported by complementary actions that protect nature, strengthen resource efficiency and build ecosystem resilience across ASEAN.

CLIMATE STRATEGIC APPROACH

Anchored by the M25+ strategy and the Maybank Group Sustainability Framework, we have established a robust climate transition strategy that outlines clear steps toward achieving our net zero commitment by 2050. We recognise that while banks cannot single-handedly solve the climate crisis, we play a pivotal role within the broader ecosystem by enabling and accelerating the transition to a low-carbon economy. Through active engagement and innovative financial solutions, we believe we can empower clients in their own decarbonisation efforts and support the adoption of sustainable practices. By aligning with government-led climate policies and supporting real economy emission reductions, we strive to act as catalysts for systemic change and helping to bridge ambition with action across industries and communities. As the sustainability landscape evolves, we aim to build on this foundation and embed nature-positive principles into our strategy, ensuring our actions contribute to both a stable climate and a thriving natural environment. This integrated approach enhances our ability to manage environmental risks across operations, financing and value chains.

 For more information on our Sustainability Framework and how the M25+ strategy supports our environmental and climate priorities, please refer to page 39 of this report.

Maybank's Climate Goals: Net Zero by 2050

Pillar 1 Support clients to decarbonise.	Pillar 2 Accelerate differentiated investment in sustainable financing.	Pillar 3 Take industry leadership position in building capabilities and solutions.
	Key Actions/Focus Areas	
- Engagement with clients to support their decarbonisation journey, provide sustainable/transition financing to top-emitting clients. - Limit exposure to new and existing high-emitting clients.	- Incentivise green projects. - Finance innovative technologies that help to reduce emissions. - Finance nature-based solutions. - Set KPIs for sustainable/green financing.	- Build partnerships and collaborations. - Establish research team to develop thought leadership.
	Strategic Description	
- Acknowledges that net zero will only be achieved in partnership with clients. - Focuses on assisting and supporting clients in decarbonising operations to meet carbon reduction targets. - Prioritises clients in high-emission and hard-to-abate sectors.	- Emphasises accelerating business growth and investments in sustainable finance and solutions through commitment to mobilise RM80 billion in sustainable finance by 2025. - Continuous enhancement of the Maybank Group Sustainable Product Framework to guide the sustainable finance growth. - Focuses on solutions linked to sustainability performance targets and incentivising clients' portfolio transition.	Focuses on proactively developing internal capabilities, nurturing strategic partnerships and collaborations and providing Maybank's expertise to clients where needed.

Supporting Foundation and Enablers

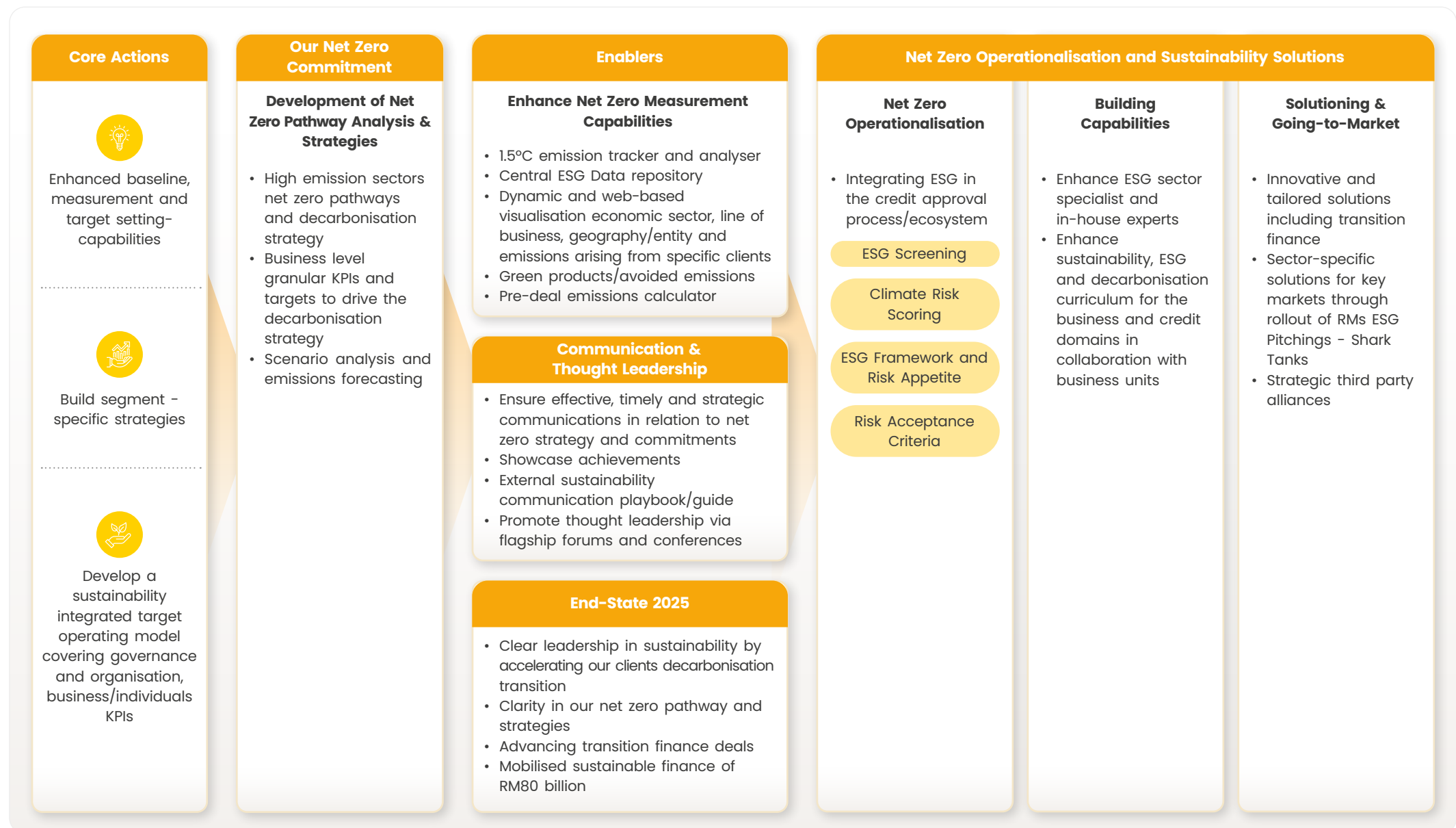
Governance	Technology, Data and Analytics	Policy and Framework	Training Strong Supporting Foundation: Group and Business Team
Progress and Achievements			
- Inclusion of Senior Management Remuneration based on the Net Zero interim targets - Net Zero Operationalisation Process - Net Zero Pre-deals Assessment	- Net Zero Carbon Calculator - Portfolio Management Tool	- Maybank Group Sustainable Product Framework - Maybank Group Transition Finance Framework - Maybank Group Sustainability-Linked Product Guidelines - Maybank Group Net Zero White Paper	- Shark Tanks - Client Engagement Guidebook - Relationship Manager's ESG Upskilling Programme

STRATEGY

OPERATIONALISING THE STRATEGY

M25+’s Strategic Programme on Sustainability (SP9) serves as a key driver in operationalising our climate-related strategy. It focuses on accelerating clients’ transition to net zero whilst strengthening the Group’s position as a leading sustainability-driven financial institution in ASEAN.

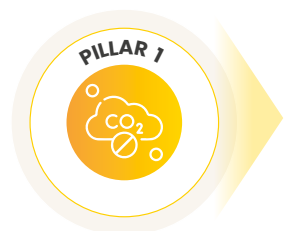
Through SP9, we translate our net zero ambitions into action, from developing science-based Net Zero Pathway and building the region’s first Net Zero Carbon Calculator, to advancing regional implementation, capability building and sectoral collaboration across our business units.



STRATEGY

PILLAR 1: SUPPORTING OUR CLIENTS TO DECARBONISE

Acknowledges that net zero will only be achieved in partnership with our clients. It focuses on supporting our clients in decarbonising their operations to meet carbon reduction targets, particularly in sectors with the highest emissions or hardest-to-abate activities.



Engagement with clients to support their decarbonisation journey

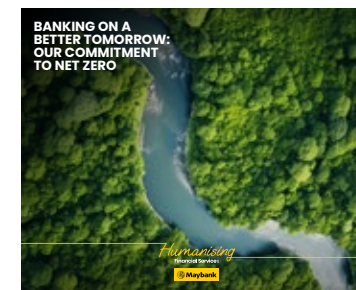
Provide sustainable/transition financing to top-emitting clients

Limit exposure to new and existing high-emitting clients

SUPPORTING HARD-TO-ABATE SECTORS THROUGH NET ZERO PATHWAY

As part of the Group's broader strategy to drive the transition to a net zero economy, we have published our third series white paper titled, "Banking on a Better Tomorrow: Our Commitment to Net Zero" to include the Commercial Real Estate and Automotive sectors, highlighting our science-based interim targets and leadership in driving emissions reductions for critical industries in February 2025. It establishes a transparent, science-based approach to assessing the emissions of our clients, setting sectoral baselines and defining reduction trajectories for high-emitting sectors. The Net Zero Pathway guides how we develop sector-specific financed emissions targets, ensuring that our decarbonisation plans remain credible, regionally relevant and aligned with a just transition. It also provides a clear basis for ongoing engagements with clients as they progress on their own transition journeys.

We prioritise sectors that are central to ASEAN's growth and account for a significant share of regional emissions. Our priority sectors reflect those identified in the UNEP FI guidelines, with emphasis on Power, Palm Oil, Steel, Aluminium, Commercial Real Estate and Automotive, which represent key transition levers in our portfolio.



Carbon-Intensive Sectors	Total Lending and Investment (RM million)	Financed Emissions (million tCO ₂ e)	Share of Financed Portfolio (%)
Agriculture (excl. Palm Oil)	8,612.89	1.49	1.25
Palm Oil*	9,394.36	3.18	1.37
Aluminium*	231.68	0.02	0.03
Cement	515.14	1.63	0.08
Coal	3.36	<0.00	<0.00
Commercial & Residential Real Estate*	312,462.29	5.40	45.51
Iron & Steel*	757.04	0.16	0.11
Oil & Gas	9,746.08	1.54	1.42
Power Generation*	11,843.77	2.50	1.73
Transport (incl. Aviation)	6,324.97	0.28	0.92
Automotive*	97,552.16	3.59	14.21

* Maybank's Net Zero Sectors.

Note: All figures are as of December 2025 and covers more than 50% of total financed emissions of the Group.

For more information on Net Zero Pathway sectoral progress and financed emissions performances, please refer to pages 210 to 218 of this report.

For more information on the sectoral targets, please refer to "Banking on a Better Tomorrow: Our Commitment to Net Zero" White Paper. <https://www.maybank.com/en/sustainability.page>.

Net Zero Operationalisation Process

Following the first publication of the Net Zero White Paper series in 2024, we launched the Net Zero Operationalisation Process (NZOP), formerly known as the Net Zero Emission Intensity Analysis (NZEIA) to strengthen engagement with high-emitting sectors clients, where transition needs are most urgent.

NZOP translates sectoral pathways into deal level requirements, enabling Relationship Managers and Approvers to assess carbon emissions impacts, guide clients toward viable transition actions and ensure financing decisions remain aligned with our net zero commitments. To support this, we leverage enhanced analytics and targeted advisory to help clients identify feasible transition levers while keeping our financing aligned with science-based pathways and the just transition priorities. Our sectoral profile highlights where climate-related risks and transition needs are most concentrated within our portfolio, ensuring that engagement efforts are focused where they matter most.

As the primary client touchpoints, Relationship Managers apply these processes at the transaction level, embedding sectoral considerations into financing decisions and driving consistent action across high-emitting industries.

Approach



1. Identify Relevant Deals

Relationship Managers determine whether a financing deal falls within NZOP's in-scope sectors, triggering the need for carbon emissions impact analysis.



2. Conduct Carbon Simulation

For in-scope deals, Relationship Managers must use the Net Zero Carbon Calculator (NZCC) to estimate the project's carbon emissions profile.



3. Align with Emission Targets

Cross-check the carbon emissions impact against Maybank's Physical Emission Intensity (PEI) targets to ensure alignment with our net zero goals.



4. Document for Approval

Attach the NZCC results to approval documents as evidence that PEI considerations were factored into the credit decision.

Features

When a proposed deal's PEI falls within a pre-determined internal threshold, it is escalated through the Group Global Banking Pre-Deal Clearance platform for review and decision to proceed. The Net Zero Portfolio Manager consolidates results, reports outcomes to governance committees and monitors overall portfolio alignment.



1

Benchmark proposed transactions against annual sector PEI targets.



2

Escalate deals exceeding or nearing thresholds through the Pre-Deal Clearance platform for further review.



3

Document all PEI calculations and Pre-Deal Assessments in credit papers as evidence of climate due diligence.



4

Monitor portfolio alignment and performance via periodic reporting to relevant management committees for governance.

STRATEGY

Net Zero Carbon Calculator (NZCC)

The Net Zero Carbon Calculator has been deployed across Malaysia, Singapore and Indonesia. It is the first automated pre-deal net zero carbon calculator of its kind in the region. The tool supports RMs by providing transaction level emissions insights and integrating emissions considerations into front-line business processes. The NZCC initially covered the Power and Palm Oil sectors. In 2025, the scope was expanded to include Commercial Real Estate, with implementation initially commencing in the Singapore market with planned expansion to Malaysia in 2026. The NZCC ensures that:

- High-emitting sectors, which account for the majority of Maybank’s financed emissions, are accounted for.
- Robust and consistent emissions measurement enables effective portfolio management and informed decision-making.
- Reliable data bridges Maybank’s climate ambitions with actionable outcomes.

Features

- Integrates financial data across high-emitting sectors through a user-friendly interface for front-end business use.
- Supports pre-deal PEI assessment for NZOP, using algorithms to analyse the emissions impact of business deals on the Group’s overall emissions.
- Generates emissions insights to support decision-making aligned with Maybank’s sustainability goals.
- Provides automated monthly tracking of the Power, Palm Oil and CRE sectors’ PEI and financed emissions.

Portfolio Manager Tool

The Portfolio Manager Tool enables Net Zero Portfolio Managers to monitor and manage carbon emissions performance across its financed assets through a consolidated, Group-wide view of exposures. It aggregates portfolio data by sector and geography, providing the Portfolio Managers with a cumulative emissions intensity at the Group level.

Features

- Provides a consolidated view of all financed deals across the Group, broken down by sector and geography.
- Measures and monitors PEI across the portfolio, showing how carbon-intensive financed activities are based on physical output.
- Allows Portfolio Managers to assess how a new or existing deal affects the Group’s overall PEI, supporting decisions on whether a transaction can proceed, needs adjustment, or should be declined.
- Tracks portfolio performance against sector-specific decarbonisation pathways and internal targets.

Client Engagement Guidebook

To support the decarbonisation efforts of our clients, we developed the Client Engagement Guidebook. The Guidebook is an internal, sector-agnostic tool that supports client-facing teams in structuring sustainability and transition financing discussions. It reinforces our net zero alignment through client collaboration and strategic engagement, supporting an orderly and inclusive transition.

The Guidebook equips Relationship Managers to:

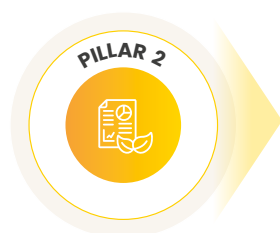
- Engage large and medium corporate clients on sustainability and climate-related matters.
- Leverage the proper tools and resources at their disposal to strategically identify potential financing/advisory opportunities prior to engaging with clients.
- Facilitate meaningful discussions by guiding RMs to ask the right questions.
- Translate engagement insights into relevant financing or advisory solutions to support clients’ transition journeys.

This engagement approach follows a structured five-step process, supporting consistent and strategy-aligned client engagement across the Group.

Process	Purpose	Outcome
 Understand	Build a clear view of the client’s business model, sustainability practices, strategic priorities and transition plans.	Analysis of client’s existing practices compared to global best practise and identification of sectoral risks and transition opportunities.
 Engage	Understand the client’s sustainability ambitions, transition efforts and challenges and financing needs.	Strengthen client understanding and trust and position Maybank as a key partner in their decarbonisation journey.
 Curate	Consolidate and interpret engagement insights to inform next steps.	Development of financial solutions which meets clients’ needs.
 Activate	Re-engage the client to pitch potential solution.	Obtain client buy-in and mandate to mobilise sustainable and transition finance.
 Monitor	Maintain dialogue on progress against agreed milestones and next actions.	Support accountability and long-term partnership through continuous engagement.

PILLAR 2: ACCELERATE DIFFERENTIATED INVESTMENT IN SUSTAINABLE FINANCING

Emphasises the need to accelerate business growth and investments in sustainable finance and solutions. Anchored by our commitment to mobilise RM80 billion in sustainable finance by 2025, this pillar focuses on products and solutions that are linked to measurable sustainability performance targets and incentivise clients' portfolio transitions.



Incentivise green projects

Finance innovative technologies that help to reduce emissions

Finance nature-based solutions

Set KPIs for sustainable/green financing

FRAMEWORKS AND GUIDELINES

The Group applies a set of frameworks and product guidelines to govern how sustainable and transition finance solutions are classified, structured, approved and reported. These cover eligibility criteria, approval requirements and product-specific expectations, and apply across markets and business lines for green, social, sustainable, sustainability-linked and transition products and transactions.

Maybank Group Sustainable Product Framework

The Maybank Group Sustainable Product Framework (SPF) guides the development of themed Green, Social, Sustainable and Sustainability-linked Products that reference specific use of proceeds. Consequently, the SPF outlines the methodology and associated procedures to classify and report financial products and services offered by Maybank as sustainable finance.



FEATURES

- Governs the classification of green, social, sustainable and sustainability-linked products.
- Outlines the classification logic, eligibility criteria, verification process and exclusion criteria for financing to be classified as sustainable finance.
- Applies across all product lines, including corporate lending, trade financing, retail financing, insurance, asset management and debt & equity capital markets.
- Provides governance and oversight mechanisms to support consistent implementation across the Group.
- Updated periodically to reflect evolving market standards.

PROGRESS & IMPACT

- Inclusion of new eligible activities which are aligned to regional and global taxonomies, to cater to the dynamically evolving sustainable finance landscape.
- Enhancement to the Asset Management & Wealth Management classification logic to improve consistency of assessment.

STRATEGY

Maybank Group Sustainability-linked Product Guidelines

The Sustainability-linked Product (SLP) Guidelines guides RMs on the approach, requirements and key considerations in structuring SLPs. First developed in 2022 and refined in 2023 and 2025, the guidelines ensure that products labelled as sustainability-linked are robust, transparent and aligned with our sustainable finance standard.

FEATURES

- Assists and empowers RMs to identify material sustainability KPIs and develop ambitious Sustainable Performance Targets (SPTs).
- Requires GCSO approval on KPIs and SPTs for all SLPs that do not possess a Second Party Opinion (SPO) validating the materiality and the ambitiousness of the SPTs.
- Guides RMs with the relevant approval process when dealing with SLPs.

PROGRESS & IMPACT

- Developed a new FAQ document to address frequently asked queries based on precedent transactions.
- Developed a new SLP readiness assessment checklist to assist RMs to identify the readiness of clients to take up an SLP, particularly for RMs in the mid-cap and SME segment.
- Enhanced the Guidelines with detailed examples to guide RMs on how to structure ambitious SPTs.
- Enhanced the approval template to capture additional relevant data for reporting purposes.

Maybank Group Transition Finance Framework

The Maybank Group Transition Finance Framework (TFF) outlines our approach to classifying and recognising financing solutions offered as transition finance. It provides a transparent and consistent basis for identifying, assessing and reporting such financing, supported by clear guiding principles, due diligence processes and classification logic.

In practice, the TFF guides the development of credible transition finance solutions across the Group, aligned to regionally and globally accepted guidances, principles, taxonomies and Maybank's own sectoral decarbonisation pathways, while supporting clients' transition towards low-carbon and sustainable operations.



FEATURES

- Establishes multiple pathways for transition finance recognition, including:
 - Principles-based approach
 - Pure-play approach
 - Eligible activities approach
 - Net Zero Strategies and Essential Criteria approach
- Sets out guiding principles to demonstrate credibility and transparency of our approach towards transition finance.
- Includes robust guardrails to govern transition finance mobilisation involving the managed phase-out of assets to support a just transition and prevent asset stranding.
- Aligned with Maybank Group's Net Zero White Paper and complements the SPF, with periodic updates to reflect evolving market standards and regulatory developments.

PROGRESS & IMPACT

Executed Maybank's maiden transition finance transaction by serving as a Joint Sustainability Structuring Advisor for YTL PowerSeraya Pte Ltd's 600MW Hydrogen-ready Combined Cycle Gas Turbine (CCGT) that is designed to be 50% hydrogen capable upon completion. This transaction is Singapore's first transition finance deal that is aligned with the Singapore-Asia Taxonomy for Sustainable Finance (SAT) under the Amber category. Maybank Singapore, together with other peer banks in Singapore have extended SGD500 million in transition financing to YTLPS to part finance the construction cost of the new CCGT.

STRATEGY

FINANCING CLIMATE OPPORTUNITIES

Shifts in energy use, supply chains and consumer behaviour are creating clear openings for financing that supports lower-carbon outcomes across ASEAN. Clients are adopting cleaner technologies, improving efficiency and rethinking long-term resilience. These shifts translate into steady demand for sustainable and transition financing, demand that continues to grow as climate considerations become part of commercial and policy decisions.

Our SPF and TFF provide the structure for identifying and evaluating these opportunities. They guide how we classify climate-positive activities, assess the credibility of transition plans and structure solutions that balance client needs with long-term climate goals.

The opportunities emerging across the region are most visible in the following areas – transition financing, renewable and clean energy and green consumer ecosystems. Activity across these areas contributes to Maybank's broader aim of scaling sustainable and transition financing, while supporting clients as they navigate their own decarbonisation priorities.

Financing Opportunities in 2025

Transition
Finance

Features

- Financing hard-to-abate sectors through sustainability-linked and transition instruments.
- Applying sector-specific pathways and emission-intensity targets to guide decision making.

Potential Impact

- Channels capital towards clients with credible transition plans.
- Strengthens portfolio resilience by managing high-emitting exposures.
- Positions Maybank as a regional transition finance leader.

Progress

- **YTL PowerSeraya Transition Financing:** Served as a Joint Sustainability Structuring Advisor for the development of a 600MW hydrogen-ready combined-cycle as turbine to support Singapore's energy transition.

Renewable &
Clean Energy
Growth

Features

- Scaling investments in solar, and grid-modernisation projects across ASEAN.
- Supporting clients in developing renewable generation capacity and energy efficiency solutions.

Potential Impact

- Accelerates regional energy transition and energy security.
- Contributes to Maybank's decarbonisation target.

Progress

- **Solar Financing:** Mobilised **RM53.04 million** in solar financing as retail and SME customers increased adoption of rooftop solar solutions.
- **SESI/SEST premium:** Generated **RM2,475.78** in premium/contributions, with aggregate limit of coverage up to **RM82,324.82**.

Green Mobility
and Green Home
Financing

Features

- Introducing EV/HEV financing and insurance/takaful solutions.
- Promoting low-carbon lifestyles through retail offerings.

Potential Impact

- Embeds sustainability in everyday banking.
- Enhances financial inclusion by enabling individuals to contribute to net zero outcomes.
- Supports the transition towards sustainable living by enabling customers to own environmentally responsible homes through preferential financing and bundled lifestyle solutions.

Progress

- **Green Mobility:** Mobilised **RM3,998.71 million** in EV/HEV financing across key markets, broadening access to low-carbon mobility options.
- **EV Motor Insurance/Takaful Coverage:** Generated **RM71.19 million** in gross premiums, with 20,235 policies issued, supporting consumers in adopting low-carbon mobility options.
- **EV Home Charger Coverage:** Recorded **7,207** policies and certificates supporting EV home charger protection.
- **Green Home Financing:** **RM1,140.39 million** in green homes across Maybank's key markets, underscoring our efforts in supporting sustainable housing and responsible property development.

STRATEGY

PILLAR 3: LEADING THE INDUSTRY AND BUILDING CAPABILITIES

Focuses on developing our internal capabilities, nurturing strategic partnerships and collaborations, as well as providing Maybank's expertise to our clients where needed. We also engage with a range of external stakeholders to gain insights on current trends and challenges regarding climate change.



Build partnerships and collaborations

Establish research team to develop thought leadership

STRATEGIC CLIMATE PARTNERSHIP

Collaboration is key to achieving a just and inclusive transition. Under Pillar 3, we work closely with organisations that bring regulatory insight, scientific expertise and on-ground experience to help address sustainability challenges most relevant to our markets. These partnerships strengthen our transition planning, enhance the management of climate- and nature-related risks and support clients and communities in adapting to a changing environmental landscape.

Our climate-related partnerships enable us to respond more effectively to evolving expectations on climate risk, transition planning and disclosure. Engagements with supervisory bodies, industry groups and technical experts have strengthened our assessment of climate exposure, interpretation of regulatory developments and understanding of emerging climate-related practices, while broadening the sustainability solutions available to clients.

Green Mobility

Accelerating Green Mobility and Sustainable Finance

Maybank's partnership with Gentari focuses on advancing green mobility, sustainable financing and integrated digital solutions to drive Malaysia's clean energy transition. As part of this collaboration, Maybank and Gentari work closely on credit card-based solutions that incentivise more sustainable consumer choices, including marketing campaigns and payment features that reward responsible spending and support the adoption of EVs.

PROGRESS & IMPACT

In 2025, the partnership was further strengthened through:

- ▶ The myimpact Credit Card x Gentari campaign, which rewards cardholders with up to 8% cashback for EV charging transactions at Gentari stations.
- ▶ InCharge credit rewards of up to RM300 for customers purchasing EVs or selected hybrid cars through Maybank's Islamic Auto Financing.

Advancing EV Transition

Maybank signed an MoU with BYD Malaysia, the official distributor for Denza. The agreement is a strategic collaboration to enhance financing accessibility and drive the adoption of EVs in Malaysia.

In parallel, Etiqa expanded its presence in the EV segment through targeted insurance offerings such as special commercial rates for EV buses and the Tesla Ensure plan, alongside partnerships with EV manufacturers and dealers including Great Wall Motor (GWM), Audi, BYD, Perodua EV, Proton eMAS, Jaecoo Malaysia and Lexus Malaysia.

PROGRESS & IMPACT

- ▶ Appointed as a preferred financier for DENZA, where customers have access to tailored financing solutions, including the Bank's exclusive Accelerated Repayment Package with competitive rates and fast-tracked approval process for financing applications.
- ▶ Generated RM71.19 million in premiums/contributions from EV-related initiatives with 20,235 EV policies/certificates sold.

Renewable Energy Access**Expanding Access to Renewable Energy**

Maybank works with a broad network of solar providers and technology partners to give customers reliable access to renewable energy solutions. These collaborations support households and businesses that want clearer information, trusted installation options and easier routes to adopt rooftop solar systems.

**Solar Partner Network**

Partnerships with nine solar firms broaden customer access to credible installers and a wider range of certified solutions across the country.

**Digital Advisory Tools**

Collaboration with Kumi Analytics enables the use of Solscanner, allowing customers to check rooftop suitability and understand basic installation requirements more easily.

**SME Engagement Support**

Relationship Managers use the Consistent, Accurate, Responsive, Excellence (CARE) system and dedicated advisory materials to follow up on SME enquiries and guide interested businesses.

Etiqa is a pioneer in Malaysia's green energy sector by introducing a first-of-its-kind insurance/takaful product, Solar Energy Shortage Insurance (SESI) and Solar Energy Shortage Takaful (SEST) that cover financial losses from lower-than-expected solar energy production, ensuring stable revenue for solar farm operators.

PROGRESS & IMPACT

- ▶ **RM53.04 million** disbursed in solar financing.
- ▶ SESI/SEST premium of **RM2,475.78**, with aggregate limit of coverage up to **RM82,324.82**.

STRATEGY

National Decarbonisation Enablement

Empowering Malaysia's Green Ecosystem

In collaboration with the Malaysian Green Technology and Climate Change Corporation (MGTC) under the Ministry of Natural Resources and Environmental Sustainability (NRES), Maybank continues to strengthen Malaysia's green ecosystem through capacity building, certification and financing initiatives.

Key initiatives include:



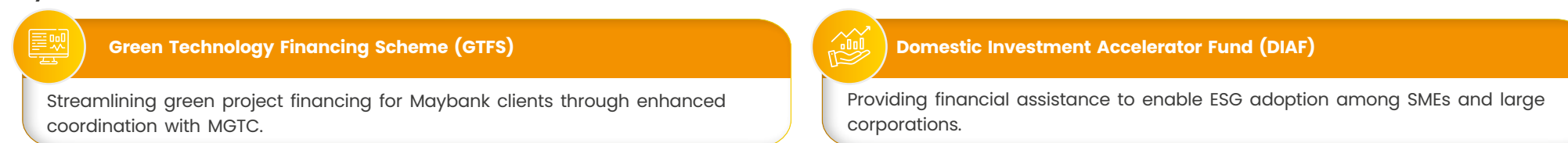
PROGRESS & IMPACT

- ▶ In 2025, Maybank and MGTC co-hosted SME Trade Talk sessions for 63 SMEs in Johor and Melaka, guiding them on green certification (myHIJAU) and the Government Green Procurement (GGP) programme.

Strengthening Access to Green Finance

Maybank's collaboration with the Malaysian Investment Development Authority (MIDA) alongside MGTC, supports Malaysia's industrial decarbonisation and sustainable investment agenda. MIDA will leverage its investment facilitation capabilities and policy coordination mandate, while Maybank will draw on its financial advisory expertise and regional network to mobilise domestic and foreign capital into Malaysia's high-growth sectors.

Key collaboration areas include:



In 2025, Maybank participated in the International Greentech & Eco Products Exhibition and Conference Malaysia (IGEM) alongside MIDA, offering green financing solutions and advisory services to SMEs. The collaboration was formalised through an MoU to expand joint green finance support for sustainable industry growth.

Strategic Intent:

The partnership is designed to accelerate high-value, sustainable investments in Malaysia by leveraging the combined networks, expertise and resources of Maybank and MIDA. These include:

- ▶ Supporting a national Green Investment Strategy aligned to the National Energy Transition Roadmap (NETR) and the New Industrial Master Plan 2030 (NIMP 2030).
- ▶ Driving promotion of green investments across seven strategic levers under MIDA's Green Investment Strategy.
- ▶ Enhancing investor access to incentives such as the GITA and Green Income Tax Exemption (GITE).
- ▶ Streamlining end-to-end facilitation to help investors adopt green technology, ESG practices and Industry 4.0 solutions.

SME and Corporate Transition Enablement

Advancing Decarbonisation Collaboration

Maybank signed an MoU with Chemsain Konsultan, a leading Malaysian environmental and sustainability consultant. The partnership focused on collaboration across decarbonisation and sustainability projects, including carbon credit initiatives across Malaysia. It aimed to leverage both parties' expertise and networks to develop innovative solutions, create sectoral decarbonisation roadmaps and establish industry best practices.

PROGRESS & IMPACT

- ▶ Established a collaborative framework to co-develop sectoral decarbonisation roadmaps and support clients in adopting ESG practices at the early stages of their sustainability journey.
- ▶ Engaged solution partners to guide clients in adopting and embedding ESG practices, including through support for sustainability-linked financing initiatives.

Enabling Early-Stage Sustainability Adoption

Maybank launched the Sustainability-Linked Loan (SLL) Programme for eligible Commercial Banking clients at the early stages of their sustainability journey. The programme provides a structured pathway to sustainability-linked financing, supported by predefined key performance indicators and sustainability performance targets aligned with Malaysia's and regional sustainability priorities. This is complemented by end-to-end guidance to support implementation.

Strategic Intent:

Through the SLL Programme, Maybank focuses on:

- ▶ Facilitating access to sustainability-linked financing for Commercial Banking clients that are new to sustainability or are late adopters.
- ▶ Enabling consistent application of sustainability-linked financing through predefined indicators and targets.
- ▶ Supporting the integration of ESG considerations into clients' core business strategies.

Supporting the Blue Economy Agenda

Maybank signed an MoU with the Sabah State Government to introduce sustainable financing for the Blue Economy as part of efforts to strengthen the state's marine, maritime and coastal-based economic sectors. The initiative supported Sabah's agenda by driving sustainable growth in marine, coastal and ocean-linked sectors while advancing community development, particularly for SMEs.

Strategic Intent:

Through this collaboration, Maybank and the Sabah State Government will focus on:

- ▶ Facilitating financing solutions aligned to Sabah's Blue Economy agenda.
- ▶ Supporting sustainable growth in marine, coastal and ocean-linked economic activities.
- ▶ Expanding opportunities for SMEs to participate in Blue Economy value chains.
- ▶ Strengthening collaboration to identify projects that contribute to Sabah's long-term socio-economic and environmental objectives.

STRATEGY

Strengthening SME Sustainability Data, Measurement and Reporting Capabilities

To strengthen sustainability readiness among SMEs, Maybank Singapore collaborated with digital solution providers and technical experts that support emissions measurement, data submission and validation. These partnerships form part of our myimpact SME ecosystem and specifically support the myimpact SME SLL programme by helping businesses improve the accuracy, quality and usability of their sustainability information. Under the programme, participating customers prepare their ESG disclosure reports through ESGpedia or Gprnt and obtain independent assurance from Bureau Veritas.

Key Partners:

- ▶ **Gprnt:** Launched by the Monetary Authority of Singapore, Gprnt is a digital platform for sustainability disclosures and verifiable ESG data. Through our collaboration under myimpact SME, we support businesses in making sustainability reporting more accessible and actionable.
- ▶ **ESGpedia:** A digital platform that helps SMEs calculate greenhouse gas emissions, establish baselines and generate sustainability disclosures.
- ▶ **Bureau Veritas:** A global leader in inspection, certification and laboratory testing services, who provides independent assurance to help organisations manage quality, safety, environmental and sustainability challenges, including the verification of sustainability and emissions data for SMEs engaged in sustainability-linked loans.

PROGRESS & IMPACT

- ▶ Accepted and approved nine myimpact SME SLL deals, amounting to SGD61.4 million.

Fuelling Change Forum

Maybank Philippines collaborated with the Malaysian Chambers of Commerce and Industry and the Department of Energy to support SME awareness and readiness for clean-energy transition through targeted capacity-building initiatives.

PROGRESS & IMPACT

- ▶ Conducted the Fuelling Change Forum in 2025, gathering 71 SMEs to explore renewable energy opportunities and transition pathways toward low-carbon business models.

 For more information on our partnerships, please refer to page 13 of this report.

STRATEGY

MEMBERSHIPS AND ASSOCIATIONS

Through participation in industry bodies and technical committees, we gain early visibility into evolving sustainability standards and regulatory developments, strengthening the insights needed for our research and thought leadership efforts. These memberships also allow us to contribute financial sector perspectives to national and regional sustainability discussions and ensure our approaches remain aligned with broader market expectations.

Malaysia

Joint Committee on Climate Change (JC3)

A national platform convened by BNM and SC that builds climate resilience across the financial sector, with Maybank represented across all five sub-committees, including serving as deputy chair and lead secretariat for SC4.

- ▶ Maybank continued its leadership role in JC3 by co-hosting Transition Planning (TP) Clinics 2, 3 and 4, strengthening industry-wide capability in climate transition planning. These clinics brought together banks, insurers and regulators to develop practical, sector-aligned pathways that accelerate Malaysia's net zero readiness.
- ▶ Chaired and served as editor-in-chief for the development of JC3's Sustainable and Transition Finance Guidance – providing guidance on the recommended sustainable and transition finance principles that banks should adhere to when mobilising sustainable and transition finance to real economy companies.
- ▶ Etiqa is a member of the JC3 SC1 and co-lead the CCPT implementation working group and lead CCPT sub-work stream on underwriting.

Institute of International Finance (IIF)

A global association of the financial industry with a mission to support the financial industry in the prudent management of risks, develop sound industry practices, advocate for regulatory, financial and economic policies that are in the broad interests of its members and foster global financial stability and sustainable economic growth.

- ▶ Hosted our third annual IIF-Maybank Sustainable Finance Forum 2025 in Kuala Lumpur, bringing together over 130 financial leaders, regional and local corporates, senior policymakers, investors and sustainability experts from around the world for a one-day global platform of strategic dialogue and collaboration to advance credible transition pathways, climate and nature ambitions, and sustainable economic growth.

Malaysia Carbon Market Association (MCMA)

A national multi-stakeholder association supporting the development of a credible carbon market, with Maybank contributing through the Nature-Based Solutions sub-committee.

- ▶ Continued our efforts to advocate for and contribute to the growth of a credible and transparent carbon market ecosystem in Malaysia.
- ▶ Provided industry insights and policy recommendations to support the overall development of Malaysia's carbon market.

ASEAN Capital Markets Forum (ACMF) and ASEAN Working Committee on Capital Market Development (WC-CMD)

A regional policy forum focused on capital market development and transition finance guidance, with Maybank Investment Bank participating as an Industry Advisory Panel member.

- ▶ Contributed to the development of a joint ASEAN sustainable finance white paper supporting future guidance on channelling finance towards climate adaptation and resilience under Environmental Objective 2 of the ASEAN Taxonomy for Sustainable Finance.

STRATEGY

Singapore

Sustainable Energy Association of Singapore (SEAS)

A regional industry association for renewable energy and clean technology players, with Maybank Singapore participating as an affiliate member.

- ▶ Provided opportunities for Maybank Singapore to explore potential sustainable financing opportunities within the sector.

Singapore Sustainable Finance Association (SSFA)

A regional sustainable finance industry platform focused on policy alignment and capability building, with Maybank Singapore involved across selected working groups.

- ▶ Contributed to the Real Estate, Power and Transition Planning sub-groups through regular participation in workstream discussions.

Philippines

Green Finance Institute

An independent organisation that works with governments, financial institutions and real-economy stakeholders to develop and scale practical green finance solutions that support the transition to a clean and resilient economy.

- ▶ Participated in “Mobilising Climate Finance into the Philippines” through meaningful discussions on key insights on the barriers to mobilise private capital and proposed interventions in the transport and waste sectors. Convened by the Green Finance Institute and the UK Foreign, Commonwealth & Development Office through the British Embassy Manila.

Bangko Sentral ng Pilipinas (BSP) Sustainable Finance Taxonomy Guidelines – Technical Working Group

A BSP-led working group that reviews the Sustainable Finance Taxonomy Guidelines.

- ▶ Participated in discussions and review sessions while providing comments on the exposure draft for the Philippines Sustainable Taxonomy Guidelines as a member of BSP’s technical working group from Financial Institution Sector.

Philippine Sustainability Reporting Committee (PSRC)

A technical committee established under the Financial and Sustainability Reporting Standards Council to support the implementation of sustainability disclosure standards in the Philippines, including reviewing exposure drafts and providing input on sustainability reporting guidance.

- ▶ Participated in discussions and reviews and provided comments on the exposure draft of the Philippine sustainability reporting guidelines as part of the industry consultative panel.

 For more information on our Memberships and Associations, please refer to page 13 in this report.

BUILDING CLIMATE-RELATED CAPABILITIES

We continue to build climate-related capabilities across the organisation to ensure our teams are able to apply climate considerations in their day-to-day work. As Relationship Managers are often the first point of contact for clients, a key focus of our programmes is to equip them with the knowledge and tools needed to hold informed conversations on climate risks, sustainable finance and transition needs.

These efforts are supported by wider training for employees on climate risk, regulatory developments and transition planning. Strengthening these skills across the Group helps us respond more effectively to a changing operating environment.

Net Zero Operationalisation Process (NZOP)

Builds capability for Relationship Managers, Credit Risk Managers and Approving Managers to apply Maybank's Net Zero Pathways in credit processes. The programme introduces sector PEI targets, transition pathways and the Net Zero Carbon Calculator, supporting consistent application of new pre-deal requirements for in-scope sectors.

PROGRESS & IMPACT

- ▶ Trained staff on integrating PEI assessments and sector pathway considerations into credit evaluation and decision-making processes.
- ▶ Supported the rollout of new pre-deal requirements for in-scope sectors and the Group's ongoing monitoring of PEI in line with the 2030 interim and 2050 net zero targets.

Risk and Compliance: Forward-Looking Insights Programme – ESG Risk: Climate Resilience

Introduces key climate risk concepts, scenario considerations and integration approaches for frontline and risk teams.

PROGRESS & IMPACT

- ▶ Delivered a foundational level programme to Group Risk teams.
- ▶ Reached 41 participants through internal learning sessions.

Shark Tank

Provides Relationship Managers exposure to identifying sustainability-linked opportunities and articulating value propositions within priority sectors.

PROGRESS & IMPACT

- ▶ Delivered pitch-style learning sessions focused on sector-aligned sustainability engagement.
- ▶ Five Shark Tanks completed across Maybank Indonesia and Commercial Banking Division Malaysia, covering 40 bankers.

Solar Financing Training

Covers Maybank's solar financing propositions, including the Solar Sales Guidebook and engagement approach for solar companies and installers.

PROGRESS & IMPACT

- ▶ Delivered targeted training to 78 salespeople on solar solutions, strengthening expertise and supporting the adoption of solar products.
- ▶ Supported advisory readiness for solar-related financing conversations.

NTUC Learning Hub (LHUB) Training

Provides foundational knowledge on sustainable finance for Relationship Managers, covering basic greenhouse gases concepts, local and international disclosure requirements, and practical considerations for SME-focused client engagement. The training equips Relationship Managers to guide clients on carbon emissions reporting and engage in ESG-aligned discussions tailored to business needs.

PROGRESS & IMPACT

- ▶ Upskilled 79 Relationship Managers supporting SME clients.

STRATEGY

Internal Sustainable Finance Workshops

Introduces key sustainable finance concepts and practical considerations for business units, including Singapore-specific sustainability regulations, SPF, ESG/sustainable product offerings, relevant government grants for SMEs and the mechanics of the myimpact SME and myimpact SME SLL programmes.

PROGRESS & IMPACT

- ▶ Conducted a series of internal workshops and refreshers on sustainable finance topics, reaching 173 Maybankers:
 - Trained 115 Commercial Banking (CBD) Relationship Managers on myimpact SME, myimpact SME SLL, SPF and Singapore sustainability regulations.
 - Trained 58 Global Banking Relationship Managers and Account Managers on sustainable finance offerings, frameworks, guidelines and emerging sustainable finance opportunities.

Applied Analysis in Responsible Investment – PRI Academy & CFA Institute

A certification programme jointly offered by PRI Academy and the CFA Institute, providing applied knowledge in responsible investment, ESG integration and analysis for investment professionals.

PROGRESS & IMPACT

- ▶ Two employees completed the Applied Analysis in Responsible Investment certification, strengthening Responsible Investment and ESG integration capabilities across the sustainability and investment teams.
- ▶ Eight employees are currently undertaking/scheduled to undertake the certification in January 2026.

The Institute of Banking and Finance Singapore (IBF) Accredited Sustainable Finance Course

Provides IBF-accredited training under Maybank Singapore's sustainability learning programme to upskill employees in sustainable finance. The programme is aligned with Singapore's Sustainable Finance Jobs Transformation Map, launched by the Monetary Authority of Singapore and developed in partnership with the Institute of Banking and Finance and Workforce Singapore. It builds technical capabilities in carbon markets, decarbonisation strategies, climate risk management and ESG integration to meet evolving sustainable financing demands.

PROGRESS & IMPACT

- ▶ Delivered the Non-Financial Industry Sustainability Developments module to 210 participants, strengthening their understanding of ESG principles and sustainability practices across non-financial sectors.

Maybank Sustainability Series (MSS)

Delivers region-focused sustainability workshops across Maybank's international operations. While MSS spans broader themes such as human rights, sustainable procurement and myimpact clinic, its climate-related sessions build employees' understanding of climate risk concepts, regulatory developments and the application of Group climate standards within their local operating contexts.

PROGRESS & IMPACT

- ▶ Trained 52 in-person and 326 virtual participants in Singapore, focusing on assessing, managing and integrating climate risk into business decisions.

Oil Palm Financing

Provides an in-depth understanding of the oil palm industry's background, value chain and sustainable solutions, targeting business sectors and risk personnel to enhance their industry knowledge.

PROGRESS & IMPACT

- ▶ Engaged 153 employees across risks and business on the subject.

 For more information on the sustainability training and capability building across Maybank, please refer to pages 101 and 104 in this report.

EXTERNAL STAKEHOLDER ENGAGEMENTS

In 2025, we brought together a diverse network of stakeholders such as clients, NGOs, industry experts and certification bodies to stay ahead of climate issues and refine our approach. These engagement sessions provided valuable insights, enabling us to better tailor financial services to meet the needs of the communities we serve.

Stakeholders	Overview of Engagement
Palm Oil Clients	- Engaged clients to gain insights into downstream palm oil manufacturing practices and challenges in advancing environmental, social and governance commitments. - Improved understanding of downstream palm oil practices and sector challenges, informing sustainability benchmarking and refinement of the Risk Acceptance Criteria.
Power Clients	- Conducted capability-building engagements on renewable energy financing, including rooftop solar, corporate green power programmes, virtual power purchase agreements and power purchase agreement assessments. - Strengthened understanding of the renewable energy landscape and enhanced clients' ability to assess and structure renewable energy transactions.
Poultry Clients	- Engaged clients to understand best practices, supply chain management and operational challenges within the poultry industry, including waste management, heat stress mitigation and biosecurity practices. - Insights informed the assessment of operational risks across the poultry value chain and improved understanding of climate-related risks and mitigation measures.
Department of Veterinary Services (DVS)	- Organised a poultry workshop in collaboration with DVS Malaysia and the Federation of Livestock Farmers' Associations of Malaysia (FLFAM), focusing on smart farming and transformation practices, as well as key risks associated with poultry farming. - Enhanced understanding of poultry sector operations, food security and safety considerations and improved identification of key risks to better support the sector.
Agriculture Clients	- Held a sharing session with industry players from the ruminant and non-ruminant sectors to discuss Good Animal Husbandry Practices, smart and modern farming approaches and operational measures to address climate-related risks, including heat stress, water management and biosecurity. - Strengthened understanding of industry developments and farming best practices, informing more targeted support for agriculture-sector clients, particularly in relation to climate-related risks.
<i>Tenaga Nasional Berhad (TNB)</i>	- Implemented the SME Property and Business Financing (PBF) Dash Campaign in collaboration with TNB GSpax to provide SMEs with solar PV installation services at their premises. We also launched the first TNB x Maybank EV charging station at a Maybank property to support Malaysia's transition to a low-carbon economy. - These initiatives supported the adoption of renewable energy solutions and contributed to the development of low-carbon infrastructure.
<i>Ikatan Keuangan Berkelanjutan Indonesia (IKBI)</i>	- Participated in the Komite Keuangan Berkelanjutan Indonesia, engaging 14 banks, PT Sarana Multi Infrastruktur and WWF Indonesia to support dialogue on sustainable finance. - Enabled knowledge sharing on market challenges and facilitated dialogue on emerging sustainability issues in Indonesia.
United Nations Development Programme (UNDP)	Participated as a panellist at the UNDP High-Level Dialogue and Peer-to-Peer Learning on Philanthropy for Climate Action in Malaysia, an invite-only, closed-door dialogue organised by UNDP and hosted by Bank Pembangunan Malaysia Berhad. The session discussed the potential role of philanthropic finance in funding climate-related projects, including the prospects of using blended finance structures for climate adaptation projects.
Malaysian Gas Association (MGA)	- Participated in the National Panel Session at the Malaysian Gas Symposium (MyGAS 2025) – "Fuelling a Sustainable Gas Industry's Transition", organised by MGA. - Provided views on the role of the Malaysian banking system in financing the energy transition, including the natural gas sector given its pivotal role in the NETR.

STRATEGY

Stakeholders	Overview of Engagement
Malaysian Agriculture Research and Development Institute (MARDI)	Participated in a sharing session on Climate-Smart Agriculture Investment Planning with government agencies and industry representatives, enabling dialogue on climate-smart agriculture investment considerations. This supported alignment between public and private sector perspectives.
Qhazanah Sabah Berhad	- Participated in the Sabah Renewable Energy Conference 2025 (SAREC 2025), organised by Qhazanah Sabah Berhad, the investment arm of the Sabah State Government. Maybank shared insights on Sabah's renewable energy ambitions, highlighting key challenges related to grid infrastructure, regulatory clarity and project bankability. - Discussions focused on how financial institutions can unlock investment through advisory and green financing solutions to support Sabah's 2035 renewable energy targets.
Malaysian Sustainable Palm Oil (MSPO) and Malaysian Palm Oil Board (MPOB)	Conducted an in-person palm oil workshop in collaboration with the MSPO and the MPOB, covering updates to the MSPO Standard 2022, revised certification requirements and new initiatives. Discussed key regulatory and technical topics, including the European Union Deforestation Regulation (EUDR), High Conservation Value (HCV) assessments, the Net Zero Carbon Calculator and practical challenges faced by growers and smallholders in meeting certification requirements.
Singapore Business Federation (SBF) Dialogue	Participated in a panel to discuss post-COP29 priorities, emphasising the need for accessible green financing and SME readiness in Singapore's low-carbon transition.
GITEX Asia GreenTech Forum	Maybank Singapore discussed on financing green innovation, outlining how banks can accelerate climate-tech adoption and commercial scalability across ASEAN.
Bali Net Zero Emissions Coalition	Joined the Bali Net Zero Emissions Coalition through the signing of an MoU at the launch of the Jejak Hijau Programme in Sanding Village, Bali, in August 2025. Through its participation, Maybank Indonesia demonstrated its commitment to contributing to collective climate action initiatives in support of Bali's net zero emissions ambitions.
Investment Committee of the Energy Efficiency and ESCO Project Investment Incubator Secretariat	Submitted confirmation in November 2025 for Maybank Indonesia to join the secretariat of the Energy Efficiency and Energy Service Company Project Investment Incubator in Indonesia, overseen by the Ministry of Energy and Mineral Resources (ESDM) and operated by the NIRAS-Lestari Advisors consortium with support from UK PACT (Partnering for Accelerated Climate Transitions). This participation reflects Maybank Indonesia's commitment to supporting energy efficiency initiatives and facilitating the development of bankable projects that contribute to Indonesia's low-carbon transition.

STRATEGIC APPROACH TO NATURE AND BIODIVERSITY

Nature loss is creating tangible financial and operational risks across Southeast Asia. Biodiversity decline and ecosystem degradation are contributing to higher sovereign risk premia and increasing pressure on nature-dependent sectors. These trends reinforce the need for a structured and forward-looking approach to managing nature-related risks within the Group.

Maybank recognises biodiversity loss as both a physical and systemic risk with material implications for business continuity, particularly in sectors dependent on land, water and natural resources. Our approach is guided by the Group's Risk Appetite Statement and ESG Risk Management Framework, which embed biodiversity and land-use considerations into financing decisions. This includes:

Requiring clients in high-impact sectors to comply with No Deforestation, No New Peat, No Exploitation (NDPE) principles.

Integrating environmental due diligence into credit assessments to identify biodiversity-sensitive areas.

Developing actionable insights that enable proactive management of nature-related risks.

Maybank's work in this space continues to evolve. Earlier efforts, including support for tiger conservation, strengthened our understanding of the links between ecological health and long-term economic resilience. Building on that foundation, we are broadening our focus to address nature more holistically and integrating these considerations into portfolio assessments, client engagement and strategic planning.

In 2025, the Group enhanced its Risk Acceptance Criteria (RAC) to integrate nature and biodiversity considerations. Assessments on Key Biodiversity Areas (KBA), Biodiversity Protected Areas (BPA) and Water Stressed Areas (WSA) were piloted as a criteria within all RACs. The pilot, which began with corporate clients in Malaysia was designed to collect key data on the Group's current exposure to KBA, BPA and WSA which would then be used to inform future enhancement to our RACs and development of upcoming nature-related frameworks and policies. The Group has rolled out the pilot in Singapore with plans to expand the pilot test to Indonesia and other countries in the coming years.

Development of Nature and Biodiversity Primer

Recognising the importance of nature and biodiversity, as well as the growing impacts of the climate-nature nexus, the Group developed a Nature and Biodiversity Primer at the end of 2025 to upskill internal stakeholders. The Primer serves as a clear and accessible reference on the core concepts, key drivers and policy landscape shaping the global nature agenda, thereby establishing a common baseline of knowledge. It also complements the Group's efforts to integrate biodiversity considerations into risk assessments, enabling more informed and robust decision-making. This sets the foundation for stronger nature and biodiversity developments in years to come.

In the coming years, Maybank will enhance its biodiversity governance through the development of a Nature and Biodiversity Framework aligned with the Taskforce on Nature-related Financial Disclosures (TNFD). This framework aims to:

- Provide a structured approach to identify, assess and manage nature-related risks and dependencies,
- Strengthen reporting transparency and investor confidence, and
- Support the scaling of nature-based solutions across portfolios and operations.

STRATEGY

In 2025, partnerships form a key area of focus. We worked with organisations that enhance our understanding of nature-related risks and support the development of practical responses in managing our nature and biodiversity matters.

Strengthening Tiger Conservation in the Belum-Temengor Forest Complex

The Belum-Temengor Forest Complex, recognised as a national priority site under the National Tiger Conservation Action Plan, remains a core focus of Maybank's biodiversity efforts. In partnership with WWF-Malaysia, the programme strengthens protection for the critically endangered Malayan tiger through enhanced forest patrols, snare removal, ecological corridor restoration and sustainable forestry advocacy. The initiative also engages Orang Asli communities through livelihood support and stewardship activities, reinforcing long-term conservation outcomes.

PROGRESS & IMPACT

- ▶ Over 100,000 km patrolled by >150 Orang Asli rangers since 2016.
- ▶ Over RM13.66 million cumulative investment; RM1.55 million invested in 2025.

Restoring Degraded Lands Through Nature-Based Solutions: Afforestation Project in Bidor, Perak

Degraded and abandoned lands remain a persistent ecological challenge, weakening biodiversity while exposing surrounding communities to long-term risks. To address this, Maybank has committed to restoring the landscape through nature-based solutions. The Afforestation Project marks Maybank's long-term commitment, focusing on rehabilitating a five-hectare ex-mining site at FRIM's Research Station in Bidor, Perak. This initiative transforms an area long left unused into a regenerating ecological asset that supports ecosystem recovery, carbon removal and community livelihoods.

Under the five-year MOU with FRIM, the project is guided by scientific rigour and long-term viability. FRIM provides technical expertise in species selection, ecological monitoring and restoration guidance, ensuring the success of the rehabilitation effort. The initiative also reflects Maybank's broader sustainability ambitions by integrating ecological restoration with community engagement and credible carbon measurement.

The project aims to:

- ▶ Rebuild biodiversity using native tree species
- ▶ Restore soil health and water retention capacity
- ▶ Generate long-term carbon sequestration benefits
- ▶ Strengthen community resilience through livelihood participation
- ▶ Demonstrate scalable nature-based solutions for degraded lands

PROGRESS & IMPACT

- ▶ Successfully planted 1,500 native trees across two hectares in Phase 1, including key species such as Merbau (Malaysia's national tree), Ipoh, Keranji, Sentul and other tropical timber species, with the final 150 trees planted during the official launch ceremony in September 2025.
- ▶ Strengthened ecosystem restoration through ongoing environmental monitoring and community workshops, enhancing ecological resilience while supporting alternative livelihood opportunities for the Bidor community.
- ▶ Engaged Bureau Veritas Certification Sdn Bhd to independently verify the project's carbon removal performance in line with the Greenhouse Gas Protocol.



For more information on our other nature and biodiversity programmes, please refer to page 158 of this report.

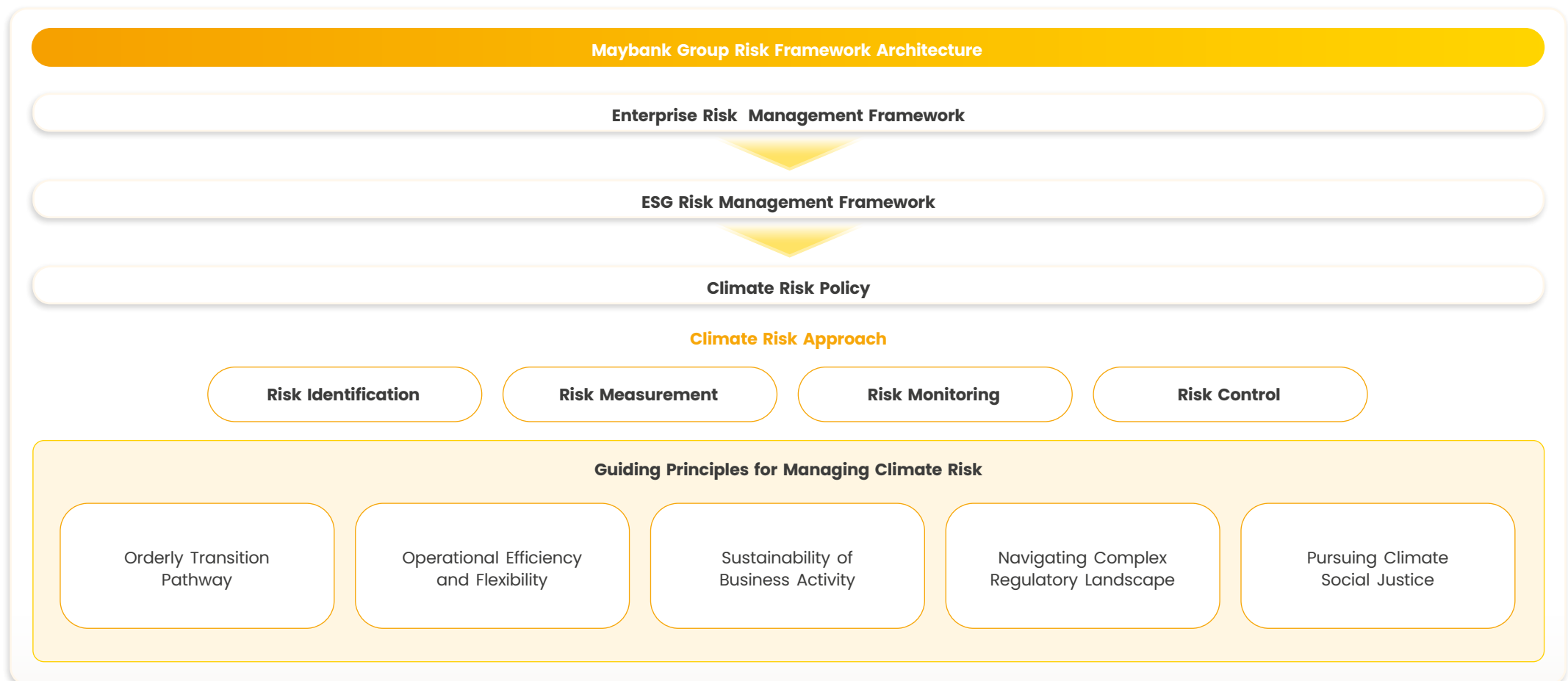
RISK MANAGEMENT

Across ASEAN, environmental pressures and climate-related developments are increasingly reshaping risk profiles within the financial sector. For Maybank, staying ahead of these developments means strengthening how we assess and manage environmental drivers. While our approach covers broader environmental risks such as biodiversity loss and land degradation, climate remains the core focus of our risk management given its systemic impact on portfolios and transition pathways.

OVERVIEW OF CLIMATE RISK

Our climate risk approach builds on the Group's established strength in risk management. Our foundations sit within the Enterprise Risk Management Framework (ERMF) and ESG Risk Management Framework (ESGRMF), which embed environmental factors into due diligence, credit, investment decisions and monitoring. Within this structure, we address climate, biodiversity loss, pollution, land use and water risks through four processes – identification, assessment, response & controls and monitoring & reporting, guided by commitments including No Deforestation, No New Peat, No Exploitation (NDPE) to support responsible land use and nature protection.

The Climate Risk Policy strengthens implementation by operationalising climate considerations into lending and investment decisions, ensuring portfolio alignment with regulatory expectations, risk thresholds and the Group's net zero goals.

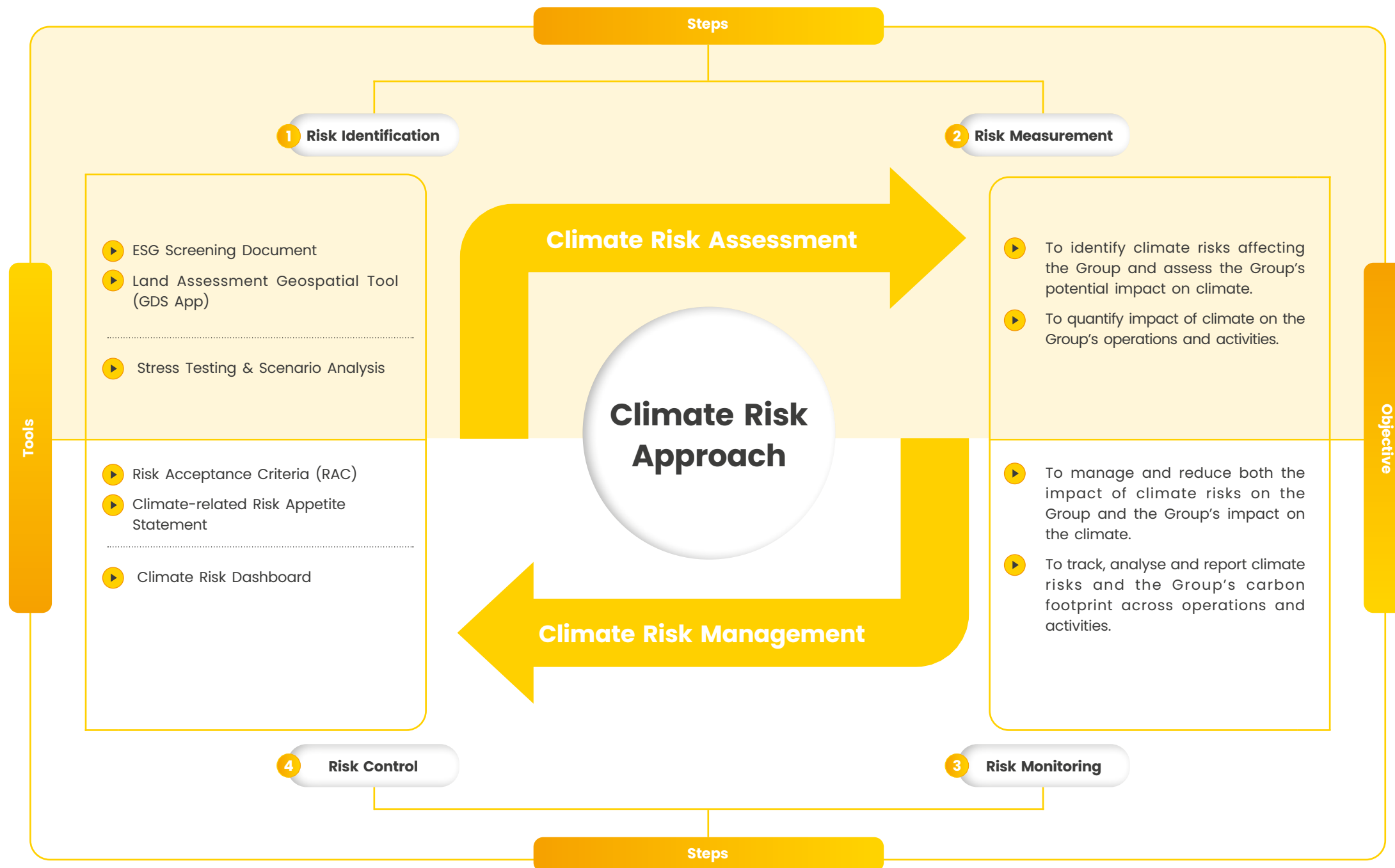


For more information on ESG Risk Management Framework, Group Enterprise Risk Management Framework and our broader risk landscape, please refer to page 54 of this report and pages 107 to 108 of the Integrated Annual Report 2025, respectively.

RISK MANAGEMENT

CLIMATE RISK APPROACH

The climate risk approach guides how we identify, assess and manage climate-related risks across the Group. By embedding climate considerations into risk management processes, it strengthens decision-making and supports a more resilient portfolio over the long term.



RISK MANAGEMENT

CLIMATE RISK ASSESSMENT

Maybank's climate risk assessment identifies where climate-related risks may emerge across our operations and portfolios and how they may evolve over time. By analysing hazard, exposure and vulnerability, we prioritise areas of sensitivity and inform risk-based decisions. The process is applied at the start of new products, financing and business relationships, and is periodically reviewed for existing portfolios. Our assessment draws on two complementary perspectives, which provide a complete view of how climate risks interact with the Group:



CLIMATE RISK IDENTIFICATION

Climate risk arises from physical, transition and liability factors, each able to impact business operations, asset values, credit quality and long-term financial resilience. If unmanaged, risks may lead to business disruption or stranded assets. We assess these risks at both portfolio and counterparty level to surface early warning signals that inform credit assessment, investment reviews and overall risk management.

Types of Climate Risks

Physical Risk



Arises from extreme weather events or long-term climate shifts that may damage assets, disrupt operations or affect the value of collateral.

Transition Risk



Arises from policy and regulatory changes, technological shifts or evolving market expectations in the transition to a low-carbon economy that may impair asset values, increase compliance costs or impact business viability.

Liability Risk



Arises from legal claims or regulatory actions linked to the Group's response to physical or transition risks that may result in litigation costs, financial losses or reputational impact.

RISK MANAGEMENT

Risk Identification Tools

To support early detection and structured assessment of climate-related risks, we apply a suite of tools that improve visibility into client activities, sectoral exposures and asset-level characteristics.

ESG Screening Document

The ESG Screening Document is an internal tool developed by Maybank to assess our clients' sustainability practices, focusing on the maturity of their ESG policies and practices. It complements other risk assessment tools available within the Group such as the RAC.

Key Components:

Structured criteria covering governance, policies, disclosures and environmental/social practices.

Regulatory reference requirements (Malaysia: CCPT GP3 and GP4 Due Diligence Questionnaire; Singapore: ABS environmental risk management guidelines).

Integrated into credit workflows across markets including LoS Web Application for Accommodation (WAA) in Singapore.

Integrated with NZOP to identify clients and sectors that are in-scope of Maybank's Net Zero White Paper.

How It Works:

Relationship Managers use the screening document at onboarding and during periodic reviews to identify ESG risks and determine if the client or sector is within scope of the Maybank Net Zero Pathway. The output informs credit assessments, supports client engagement on areas for improvement and provides a baseline for monitoring progress over time.

Climate Risk-Adjusted Borrower Risk Rating

Piloted in Palm Oil and Power sectors, the Climate Risk-Adjusted Borrower Risk Rating (CRBRR) provides a climate-adjusted view alongside the Borrower Risk Rating (BRR) by evaluating exposure to physical and transition risks, mitigation measures and impact on financial performance.

Key Components:

Climate input categories, capturing climate risks from top-down and bottom-up sources.

Structured assessment outputs feed into portfolio monitoring, Expected Credit Loss (ECL) analysis and transition-risk tracking.

Reference datasets, including the Climate Risk Questionnaire (CRQ), Industry Climate Risk Matrix (IKLIM) and multipliers from NGFS, DOSM and PCAF.

Current function as a shadow rating, with planned phased rollout across additional sectors.

How It Works:

Climate-related inputs collected through CRQ (derived from IKLIM) is paired with quantitative multipliers to adjust financial indicators and generate a climate-adjusted risk view. This output informs more forward-looking credit decisions and transition conversations.

RISK MANAGEMENT

Land Assessment Geoportal

A geospatial screening tool that strengthens assessment of environmental and physical risks for land-based assets. By mapping asset coordinates against environmental datasets, it flags peatland development, protected forests and flood-risk areas early in client evaluation and monitoring.

Key Components:

Geospatial overlays of peatland, protected forests, palm oil areas, Heart of Borneo zones and flood-prone areas.

Asset-level risk visualisations i.e. geo-referenced layers and risk maps that support credit decisions.

Physical-risk analysis tools i.e. 3D topography, elevation/slope analysis and flood simulations.

Expanded indicators: key biodiversity areas, water-stress/drought maps and enhanced flood layers (riverine + coastal).

Palm oil certification layers for ESG due-diligence purposes.

How It Works:

Client or project coordinates are mapped against geospatial datasets to determine whether assets sit in sensitive zones. Outputs flag due diligence needs, monitoring triggers or client engagement requirements before deal approval.

Industry Climate Risk Matrix (IKLIM)

Maybank's proprietary industry-level climate risk assessment tool that evaluates how transition and physical climate risks may affect clients, industries and portfolios over time.

Key Components:

Covers 20+ sectors and sub-industries across lending and investment portfolios.

Risk categories:

- Transition: Policy, technology, market and reputational
- Physical: Flooding, heat stress and drought for physical risk.

Exposure and sensitivity parameters that profile how climate factors may influence sectoral resilience.

Uses internal data and external references (i.e. NGFS) for alignment to the Net Zero Pathway.

Updated periodically to maintain regulatory alignment and relevance.

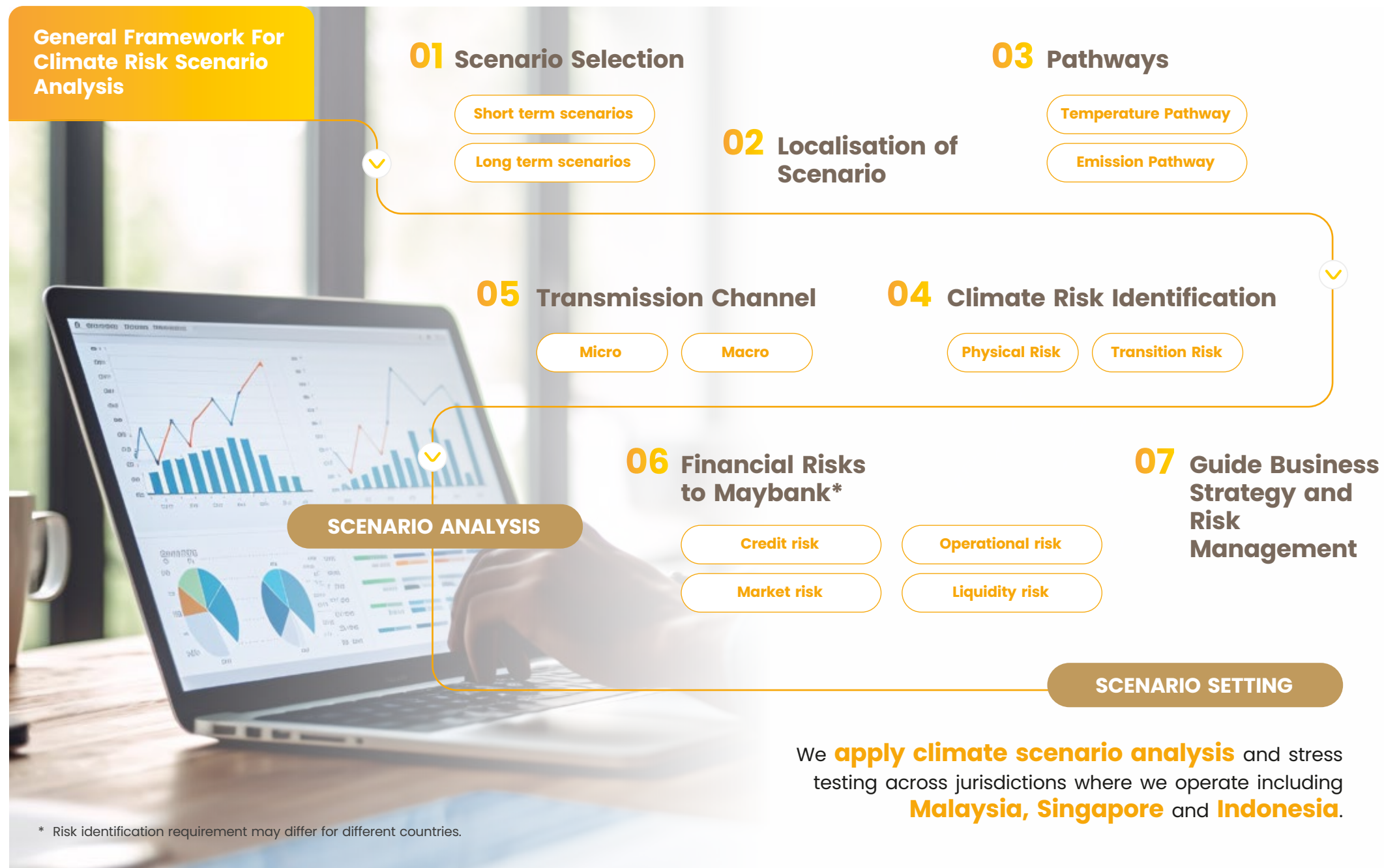
How It Works:

Climate-related risk drivers are mapped across sectors using Maybank's Industry Value Chain (IVC) framework, applying exposure and sensitivity parameters to determine risk levels and vulnerabilities. Insights feed into credit assessments, portfolio monitoring, scenario analysis and development of the CRBRR, enabling early identification of sectors requiring engagement or mitigation.

RISK MANAGEMENT

RISK MEASUREMENT

We continue to enhance our analytical capabilities to quantify climate-related risks more accurately and efficiently. Through climate scenario analysis and stress testing, we assess our exposure to climate risks, evaluate portfolio resilience and quantify potential financial impacts across banking and insurance/takaful portfolios. These exercises are anchored to globally recognised scenarios such as NGFS and local regulatory guidance, including BNM's CRMSA, with risk measurement approaches calibrated to reflect the distinct transmission channels and loss profiles across banking and insurance activities.



RISK MANAGEMENT

PROGRESS IN CLIMATE SCENARIO ANALYSIS AND STRESS TESTING

Malaysia

We completed BNM's Climate Risk Stress Test (CRST) to assess the potential impacts of climate-related risks on credit risk. The exercise focused on understanding climate risk transmission under prescribed supervisory scenarios and was not intended for business-as-usual credit provisioning or portfolio decision-making.

In parallel, the Group conducted physical risk assessments covering both portfolio exposures and the domestic branch network. These assessments identified climate-exposed locations and longer-term physical risk vulnerabilities, supporting infrastructure planning and business continuity considerations. Key findings from the CRST and the broader physical risk assessments were presented to the relevant Board and management committees.

BNM CSRT PARAMETERS

Key Feature	Description
Base Year	December 2023
Metrics Assessed	- Probability of Default (PD) - Loss Given Default (LGD) - Expected Credit Loss (ECL)
	LONG-TERM SHORT-TERM
Scenarios Applied	- Nationally Determined Contribution (NDC) - Divergent Net Zero (DNZ) 2050 - Net Zero (NZ) 2050 1-in-200-year flood event
Frameworks Referenced	Network for Greening the Financial System (NGFS) scenarios up to 2050

RESULTS

Aspect	Key Findings
Transition Risk	- Higher under DNZ and NZ scenarios due to stricter policy actions and rising carbon costs. - Manufacturing, Construction, Real Estate and Mining and Quarrying sectors experienced short-term shocks from higher default risks, before stabilising as efficiency gains and low-carbon technologies advanced.
Physical Risk	- More pronounced under the NDC scenario due to limited policy action. - Kuala Lumpur and Selangor observed as the most affected due to asset concentration and population density. - Agriculture is the most sensitive due to climate variability and extreme weather.
Retail Impacts	- Retail PDs are driven by macro-economic variables, such as unemployment rate, overnight policy and house price index. - Portfolio impacts followed expected economic recovery.

RISK MANAGEMENT

Singapore

In 2025, Maybank Singapore completed the Monetary Authority of Singapore's (MAS) 2024 Industry-Wide Stress Test, which for the first time incorporated acute physical climate risk using a 1-in-200-year extreme rainfall scenario. The results indicated minimal direct flood-related damage to borrowers, with limited impacts on asset values and business operations. Only a small number of borrowers experienced a meaningful increase in credit risk, with most risk movements driven by the broader macroeconomic assumptions embedded in the MAS stress scenarios rather than the physical hazard itself.

Looking ahead to 2026, Maybank Singapore plans to further align with Group practices by exploring the adoption of a CRBRR. This will support a more consistent, forward-looking integration of climate risk considerations into stress testing and day-to-day lending decisions.

Indonesia

Maybank Indonesia advanced its climate risk management capabilities, building on the Climate Risk Management System (CRMS) pilot under Otoritas Jasa Keuangan (OJK) in 2024. The pilot assessed the Bank's readiness to assess financial impacts of climate change and informs alignment with Group-wide implementation.

In 2025, Maybank Indonesia continued its participation in OJK's second CRST pilot, applying NGFS-referenced methodologies to assess transition and physical risks across high emission sectors, including utilities, mining, energy, manufacturing, electricity supply, agriculture and gas/steam/water supply. The assessment covered 100% of the non-retail and mortgage loan portfolio.

Maybank Indonesia is leveraging the results from the initial assessment to refine modelling, enhance data availability and support alignment with evolving regulatory expectations.

CLIMATE RISK ASSESSMENT IN INSURANCE/TAKAFUL OPERATIONS

Climate-related physical risks differ across business lines, and measurement practices reflect the nature of each activity. Beyond market-level exposures, climate-related physical risk considerations also extend to the Group's insurance operations. Within insurance, these considerations form part of core underwriting and risk management decision-making.

Etiqa assesses climate-related physical risks using established catastrophe risk and loss estimation practices, including Probable Maximum Loss (PML) assessments. These assessments estimate potential losses from severe weather events by considering insured asset locations, hazard intensity and portfolio exposure, assessed on both a gross and net-of-reinsurance basis.

PML assessments are conducted across multiple confidence levels to reflect varying degrees of loss severity. Assessment outcomes inform exposure management, reinsurance and retakaful structuring and capital planning, helping to ensure catastrophe exposures remain within the Group's risk appetite.

Confidence Levels Used to Assess PML Severity

Within the Group's insurance activities, Etiqa identifies physical climate risks through catastrophe risk assessment processes that evaluate the exposure of insured assets to natural hazards such as floods and other weather-related events. Etiqa analyses the geographical distribution of insured risks and potential accumulation exposure by applying hazard data, catastrophe models and climate analytics to assess physical risk exposure across the portfolio. External catastrophe models are used to project portfolio-level PML for flood risk under climate-affected scenarios, assessed at confidence levels of 2% (1-in-50), 1% (1-in-100), and 0.4% (1-in-250), aligned with NGFS climate scenarios.

These assessments enable Etiqa to identify high-risk locations and concentration risks within the insurance portfolio, while complementing the Group's broader physical risk identification processes across banking and investment activities.

RISK MANAGEMENT**Future Improvements**

The Group is exploring opportunities to strengthen climate-risk assessment capabilities, particularly in improving the quality, coverage and consistency of scenario outputs. Areas under consideration include:



Future cycles may incorporate updated NGFS scenarios, integrate more granular physical risk datasets and refine transition pathways in line with policy, technology and market developments. Coverage may expand to additional portfolios and overseas operations where relevant. The Group will also strengthen internal capability to ensure consistent scenario application aligned with regulatory expectations and our Net Zero by 2050 ambition.

RISK MANAGEMENT

CLIMATE RISK MANAGEMENT

We manage climate risks through the principles of resilience, adaptability and prudence. With climate change presenting both physical and transition risks, Maybank adopts a structured management approach that integrates risk control, monitoring and reporting within the broader Enterprise Risk Management Framework.

Guided by the Maybank Group Climate Risk Policy, our approach combines adaptation and mitigation strategies to ensure business continuity, safeguard asset value and align financing decisions with the Group's strategic climate commitments.

Adaptation

Strengthens operational readiness through business continuity planning, emergency response and targeted capital investments.

Mitigation

Embeds climate considerations into credit, investment and underwriting decisions.

To strengthen oversight, the Group has established a Climate Risk Appetite that sets boundary expectations for climate-related exposures using sector-level indicators aligned with Maybank's interim 2030 Net Zero targets. This ensures that risk tolerance is clearly defined, monitored and used to identify where portfolios remain within acceptable ranges or where escalation and management action may be required.

Climate risk monitoring is supported by portfolio-level tools, which provide visibility into exposure trends and emerging vulnerabilities. While scenario analysis and stress testing help inform forward-looking resilience checks, Climate Risk Dashboard monitoring guides day-to-day oversight and enables timely intervention. Together, these mechanisms operationalise the Climate Risk Appetite and embed climate risk management into ongoing portfolio steering and decision-making.

RISK CONTROL

We manage climate-related risks through control measures that reduce potential impacts on our operations, lending and investment activities. These measures strengthen resilience and help keep exposures within the Group's Climate Risk Appetite Framework.

Our risk control approach comprises three components:



Physical Risk Adaptation

Strengthens operational readiness and resilience to physical climate impacts. This includes business continuity planning, emergency response measures, insurance coverage and capital investments to manage exposure to physical risks. Where relevant, adaptation measures also consider nature-based solutions and avoid actions that may lead to mal-adaptation.



Credit Risk Integration

Assesses how climate-related factors may affect a borrower's repayment capacity and ability to honour credit obligations. Climate considerations are incorporated into counterparty credit risk assessments to identify potential vulnerabilities in lending and underwriting decisions.



Climate Risk Metrics & Key Risk Indicators

Covers the setting and monitoring of climate risk metrics, parameters and key risk indicators. These metrics help measure exposures, track them against risk appetite thresholds and support risk-based decision-making across portfolios.

Collectively, these controls form an integrated approach to managing climate risks and support how we identify, assess and respond to climate-related risks within the Group's broader Enterprise Risk Management Framework.

RISK MANAGEMENT

Climate-Related Risk Drivers and Potential Impacts

Climate change presents material risks to Maybank by affecting assets, customers, markets and the broader economic environment in which we operate. These risks influence credit quality, insurance liabilities, investment performance and operational resilience, making climate risk management integral to the Group's financial stability and long-term strategy.

Guided by the Group's Climate Risk Policy, the Group applies a set of planning-based time horizons to assess how climate-related risks and potential impacts may evolve over time. These horizons are aligned with the Group's strategic planning cycles and long-term climate commitments.

For more details on how we identify and measure our climate risk, please refer to pages 191 to 197 in this report.

Short-Term (2025)

Alignment to the Group's M25+ Strategy and the proceeding five-year Group strategies

Medium-Term (2030)

Alignment to the Group's carbon neutral commitment for own emissions

Long-Term (2050)

Alignment to the Group's overall net zero commitment

These time horizons guide how the Group considers climate-related risks and potential impacts over time. They are applied at a planning and assessment level and are not assigned to individual risks or opportunities, recognising that climate risks may materialise differently across sectors, geographies and portfolios.



Physical Risk – Acute

Impact on Operations

- ▶ Financial impacts to Maybank's balance sheet, profit and loss and liquidity arising from property damage, higher claims activity and impaired debt-servicing capacity.
- ▶ Disruptions to customers' operations and supply chains, affecting productivity, continuity and repayment ability, particularly in flood-prone and higher-risk geographies.
- ▶ Increased volatility in underwriting performance and adjustments to pricing and risk appetite as insurers respond to more frequent and severe climate-related events.
- ▶ Potential impairment or write-offs of invested assets due to climate-related damage to investees' operations, affecting long-term portfolio resilience.
- ▶ Portfolio shifts across banking, investment and insurance/takaful to manage rising exposure to climate-sensitive sectors and customer segments.

Potential Impact on Business Strategy

- ▶ Financial impacts to Maybank's balance sheet from profit and loss pressures, higher insurance payouts, increased claims volatility and rising reinsurance/retakaful costs.
- ▶ Disruption to customers' operations and supply chains, impairing productivity and business continuity and affecting repayment capacity.
- ▶ Increased credit and liquidity risk due to property damage, business interruption, impaired debt-servicing capacity and sudden deposit withdrawals linked to acute climate events.
- ▶ Deterioration in investment performance where investees experience physical damage or operational disruption, leading to reduced income or write-downs.
- ▶ Shifts in underwriting appetite and long-term portfolio composition in response to higher climate-sensitive risks, together with heightened customer liability exposure that may affect repayment or threaten solvency.

Response & Mitigation Plan

- ▶ Strengthen internal controls through the Maybank Group Climate Risk Policy, CCPT-aligned assessment templates and the integration of climate considerations into business continuity, credit and investment decision-making processes.
- ▶ Conduct engagements with clients in sectors such as palm oil, oil and gas, forestry and power to understand their exposure to climate-related risks, transition plans and track record.
- ▶ Support general underwriting within the insurance/takaful business through the use of flood-related hazard analytics, including postcode-level exposure mapping, the Flood Dashboard and the flood model.

RISK MANAGEMENT



Physical Risk – Chronic

Impact on Operations

- ▶ Branch closures and business interruption arising from prolonged heatwaves, droughts or extended periods of poor air quality.
- ▶ Increased facility maintenance costs due to long-term climate stress on buildings and infrastructure.
- ▶ Higher incidence of health-related employee absences or occupational risks during sustained heat or deteriorated air quality.
- ▶ Higher long-term claims across Fire, Motor, Medical and Life portfolios due to recurring or prolonged climate-related conditions.
- ▶ Increased medical and hospitalisation claims linked to climate-related illnesses such as respiratory or waterborne diseases.
- ▶ Longer claims turnaround time and processing delays during surges in claims volumes, potentially affecting customer experience.

Potential Impact on Business Strategy

- ▶ Sustained claims frequency affecting underwriting margins across Medical, Fire and Motor portfolios.
- ▶ Repricing or redesign considerations for Medical and Life products in response to long-term health trends.
- ▶ Portfolio adjustments to manage ongoing exposures in geographies experiencing persistent climate stressors.

Response & Mitigation Plan

- ▶ Incorporate chronic physical risks such as prolonged heat, drought and air quality deterioration into scenario analysis, physical risk adaptation planning and relevant risk processes.
- ▶ Engage clients to understand their exposure to chronic climate stressors and their planned adaptation or transition measures.
- ▶ Use long-term exposure modelling, hazard and geospatial assessments, Etiqa+ Flood Alert tools and ESG scoring to manage recurring climate-related conditions within the insurance/takaful portfolio and related investments.

RISK MANAGEMENT

**Transition Risk: Current and emerging fiscal policies, financial regulations, and non-regulatory reporting****Impact on Operations**

- ▶ Introduction of national and regional climate policies and regulations driving stronger integration of decarbonisation and ESG requirements into core business activities.
- ▶ Increasing complexity of global and domestic sustainability reporting and disclosure standards, requiring heightened data accuracy, documentation and due diligence across financing, investment and underwriting activities.
- ▶ Increased documentation and due diligence requirements for general underwriting and investment decisions, particularly for clients in transition-sensitive sectors, which in turn lead to longer onboarding and assessment processes and require system and process enhancements to meet evolving climate and ESG disclosure expectations.

Potential Impacts on Business Strategy

- ▶ Increasing compliance, reporting and due-diligence requirements, driven by evolving environmental regulations and sustainability disclosure standards, affecting onboarding timelines and operational efficiency.
- ▶ Heightened stranded-asset and valuation risks in transition-exposed sectors, potentially influencing portfolio resilience and long-term investment performance.
- ▶ Shifts in underwriting appetite and pricing, particularly for sectors with elevated transition exposure such as coal, oil and gas, palm oil, power, forestry, mining and construction real estate.
- ▶ Adjustments in investment allocation, guided by internal ESG thresholds and increased scrutiny of high-risk sectors.
- ▶ Shift in business opportunities and investor preferences as markets respond to regulatory developments and transition-related risks.

Response & Mitigation Plan

- ▶ Integrate ESG and climate considerations into financing, investment and general underwriting through established screening, assessment, exposure measurement and reporting processes.
- ▶ Apply sectoral Risk Acceptance Criteria and ESG-related requirements to guide deal evaluation and ensure alignment with the Group's risk appetite.
- ▶ Conduct climate-related stress testing, scenario analysis and ESG exposure reviews to assess transition vulnerabilities and support effective portfolio steering.
- ▶ Set quantitative ESG-related risk appetite parameters, implement ESG risk assessments under the Maybank Group ESG Risk Management Framework and enhance disclosures to meet evolving regulatory and sustainability reporting requirements.
- ▶ Apply internal ESG requirements across general underwriting and investment activities, supported by internal ESG scoring, risk models and client-level assessment to better manage climate transition risks.

RISK MANAGEMENT



Transition Risk: Technological advancements

Potential Risks

- ▶ Technological advancements can lower operating costs and improve efficiency, prompting CAPEX replacement for more efficient machinery, automation and digital processes.
- ▶ Replacement of outdated or inefficient technology increases stranded-asset risk, particularly where older equipment requires more energy or emits more per unit of output.
- ▶ Emerging technologies introduce new risk profiles for EVs and the broader energy sector, including limited historical claims data and evolving battery-related or accident-related risks.

Potential Impacts on Business Strategy

- ▶ Expansion opportunities through technologically advanced sectors and new solution providers.
- ▶ Margin pressure in the short term as clients reprioritise operating costs to accommodate technology upgrades and replacement cycles.
- ▶ Increased stranded-asset exposure and competitive pressure as newer, more efficient technologies displace outdated or high-emission assets.
- ▶ Higher insurance/takaful claim volatility due to instability of new technologies and limited historical data, affecting pricing accuracy and portfolio resilience.
- ▶ Shifts in portfolio composition as EV adoption increases, influencing underwriting appetite, pricing strategies and long-term product viability.

Response & Mitigation Plan

- ▶ Support businesses adopting digital and technology-driven solutions by leveraging ESG tools to strengthen assessments and enhance long-term sustainability outcomes.
- ▶ Explore opportunities to integrate technology into existing processes to improve decision-making and add value across operations.
- ▶ Refine insurance/takaful underwriting, pricing and risk selection for technology-driven and EV-related products based on evolving claims experience.
- ▶ Monitor technology-related exposures to guide product innovation and portfolio decisions within the insurance/takaful business.

RISK MANAGEMENT



Transition Risk: Changes in market demand and sentiment

Potential Risks

- ▶ Shifts in customer demand towards lower-carbon, climate-conscious products and services, affecting uptake of conventional offerings.
- ▶ Greater stakeholder scrutiny and mandates (e.g., NDPE, exclusion lists, shareholder activism) increasing compliance expectations for carbon-intensive sectors.
- ▶ Exposure to higher transition-related costs and operational requirements as markets move towards climate-positive practices.
- ▶ Increased demand for ESG-related insurance and takaful solutions, requiring updates to product structures, pricing and operational support.
- ▶ System and process adjustments needed to accommodate climate-positive product requirements and ensure alignment with emerging ESG standards.

Potential Impacts on Business Strategy

- ▶ Slower short-term repayment capacity as clients prioritise operating costs over climate-positive investments.
- ▶ Increased stranded-asset exposure as customers shift towards lower-carbon products and services.
- ▶ Margin and pricing pressures arising from higher-cost climate-positive offerings and slower market adoption.
- ▶ Strategic shifts in product mix and underwriting appetite, in response to increasing demand for ESG-aligned insurance/takaful solutions.
- ▶ Product development and systems enhancements driven by evolving sustainability expectations and stakeholder requirements.

Response & Mitigation Plan

- ▶ Provide financing solutions that support low-carbon adoption, including EV, hybrid and solar financing for retail customers, as well as facilities that help SMEs transition to low-carbon operations.
- ▶ Offer and expand ESG-themed products across retail and insurance/takaful segments, including Solar Energy Shortfall Insurance (SESI), Solar Energy Shortfall Takaful (SEST), Life/Family and General products for the B40 and underserved groups, EV coverage, and Etiqa Cashback by Driving Less, with features designed to support sustainable behaviour and low-carbon technology adoption.
- ▶ Monitor evolving customer trends to guide product enhancements and long-term planning across both banking and insurance/takaful segments.

RISK MANAGEMENT



Transition Risk: Carbon tax

Potential Risks

- ▶ New government policies introducing carbon pricing mechanisms (e.g., carbon tax, carbon credits, voluntary carbon markets) increasing compliance costs for carbon-intensive sectors.
- ▶ Higher due-diligence and data requirements for clients with carbon-exposed operations.
- ▶ Greater financial pressure on high-emitting sectors lacking viable transition pathways, potentially affecting credit, underwriting and operational risks.
- ▶ Increased scrutiny on clients' ability to maintain coverage or invest in mitigation measures due to rising carbon-related obligations.

Potential Impacts on Business Strategy

- ▶ Higher operating and compliance costs for clients as carbon taxes and related mechanisms increase the cost of doing business in high-emitting sectors.
- ▶ Pressure on repayment ability for clients in carbon-exposed sectors, imports/exports, and hard-to-abate industries with limited transition options.
- ▶ Increased underwriting and investment risks as insurers face reduced capacity of clients to maintain insurance/takaful coverage or invest in mitigation measures.
- ▶ Long-term portfolio adjustments required to manage exposure to carbon-intensive sectors and safeguard portfolio resilience against sustained carbon price pressures.

Response & Mitigation Plan

- ▶ Strengthen industry and regulatory collaboration by participating in local climate-related initiatives and aligning approaches with sector expectations.
- ▶ Enhance financed emissions monitoring through the NZCC to support management oversight and decision-making.
- ▶ Apply Maybank's ESG Risk Classification by prohibiting financing general underwriting and investment for new greenfield coal or oil-fired power plants and related value-chain activities.
- ▶ Support clients in transitioning away from coal, including shifting towards sustainable energy mixes and practices aligned with long-term carbon neutrality goals.
- ▶ Facilitate clients' decarbonisation efforts by promoting sustainable practices and supporting operational improvements to meet carbon reduction targets.

RISK MANAGEMENT

**Liability Risks: Legal, regulatory and reputational exposure from climate-related events****Potential Risks**

- ▶ Exposure to legal and regulatory action if responses to physical, transition or regulatory requirements are inadequate or delayed.
- ▶ Heightened liability risk in underwriting where climate-related protection products may generate disputes, coverage challenges or elevated claim exposures.
- ▶ Liability risks stemming from inadequate responses to climate risks, including issues related to ethical conduct, greenwashing or immaterial climate goals.
- ▶ Higher compliance, documentation and due-diligence requirements driven by increased scrutiny on ESG and climate-related matters.

Potential Impacts on Business Strategy

- ▶ Regulatory and legal exposure arising from inadequate responses to physical, transition or regulatory requirements, resulting in higher scrutiny, enforcement actions and litigation costs.
- ▶ Reputational and commercial impacts linked to perceived inaction, greenwashing concerns or missed climate-related obligations, affecting stakeholder trust and business opportunities.
- ▶ Increased liability insurance and claims-related costs driven by climate-related disputes, ESG-linked claims and stricter policy-compliance expectations.
- ▶ More stringent documentation, assessment and product-design requirements as regulators intensify expectations around ESG transparency, disclosure and risk selection.
- ▶ Heightened operational and underwriting risk associated with mispricing, misalignment or misinterpretation of climate-related products, which may elevate litigation or reputational exposure.

Response & Mitigation Plan

- ▶ Strengthen ESG assessment and analytics, such as qualitative and quantitative evaluation of investable assets, enhanced underwriting risk assessment tools and methodologies to assess client portfolios for ESG and climate risks.
- ▶ Engage key stakeholders, including brokers and reinsurers, to align expectations on ESG targets and risk requirements.
- ▶ Build a sustainability-aligned culture, promoting awareness and advocating sustainable practices across the organisation and supply chain.
- ▶ Expand ESG-related products and solutions, identifying opportunities to grow sustainable offerings, including climate-focused product features and supplier ESG assessments.
- ▶ Strengthened claims assessment processes required to ensure alignment with policy terms and regulatory expectations.

RISK MANAGEMENT

Managing Sector-Specific Risks

We manage sector-specific climate risks by integrating climate considerations into credit evaluation, decision-making and portfolio management across high-impact sectors. This approach sets out how risks are assessed at transaction level, monitored over time and escalated when exposures approach limits set within the Climate Risk Appetite.

Sector-level Risk Controls

Risk Acceptance Criteria (RAC)

The RAC embeds ESG considerations into credit evaluation, decision-making and ongoing monitoring. Each RAC sets the minimum standards that must be met for financing to proceed, helping ensure that transactions remain within the Group's prescribed risk appetite. Comparable risk acceptance principles are applied within the Group's insurance operations through underwriting criteria that reflect sector-specific environmental and climate-related risks.

Key Components:

- ▶ Minimum requirements for clients and transactions operating in high ESG- or climate-risk sectors.
- ▶ Sector-specific risk considerations that shape how credit teams assess environmental and social exposures.
- ▶ Guidance for client engagement on risk mitigation and sustainability expectations.
- ▶ Criteria for identifying non-permissible activities, including Knock-Out/Do-Not-Proceed conditions.

How It Works:

The RAC applies to clients and transactions in sectors with elevated ESG or climate-related exposures. It provides a structured basis for assessing sector-specific risks, guiding credit decisions and shaping engagement with clients on sustainability expectations. Within the insurance business, similar risk acceptance considerations are applied at underwriting stage to manage exposure to sectors with heightened environmental- or climate-related risks.

Requirements Embedded in RAC

External Certifications and Verifications

For high ESG-risk sectors, the RAC requires clients to obtain, or demonstrate equivalent, recognised ESG certifications or verifications. These certifications provide independent assurance that clients meet minimum environmental and social standards relevant to their sector.

Through these requirements, the RACs help ensure that financing decisions reflect credible sustainability practices, reduce exposure to environmental harm and align lending activities with the Group's broader climate and social commitments.

**Roundtable
Sustainable
Palm Oil
(RSPO)**

**Malaysia
Sustainable
Palm Oil
(MSPO)**

**The Forest
Stewardship
Council
(FSC)**

Embedding the NDPE Commitment

We apply Maybank's No Deforestation, No New Peat, No Exploitation (NDPE) commitment across all sectoral RACs. Non-compliance results in a "Knock-Out/Do Not Proceed" decision, ensuring that lending does not contribute to environmental or social harm. The commitment strengthens our environmental safeguards by preventing financing that drives deforestation or peatland development, both of which have direct implications for biodiversity, land use emissions and long-term climate resilience.

No Deforestation:

Prevent forest clearing for commodity production, promote controlled burning practices and GHG emission reduction from existing plantations.

No New Peat:

Avoid new peatland development, encourage best practices and restoration in existing peat areas.

No Exploitation:

Safeguard workers and smallholders, uphold human rights, and ensure free, prior and informed consent from local communities.

RISK MANAGEMENT

Sector Assessment Outcomes

The following summaries present the number of assessments completed, approved and declined as well as exposure levels across high-risk sectors where the RAC, certification requirements and NDPE commitments apply.

Exposure to High-Risk Sectors

**Agriculture**

Financing across the agriculture value chain, with focus on land-use impacts, water management and food-security considerations.

Funded: RM7,074.3 million
Non-Funded: RM320.9 million

Risk Assessments Carried Out: **81**
Number of Deals Approved: **78**
Number of Deals Declined: **3**

**Palm Oil**

Financing across the palm oil supply chain, guided by sustainability requirements on certification, zero burning, peatland management and FPIC.

Funded: RM9,187.7 million
Non-Funded: RM375.4 million

Risk Assessments Carried Out: **89**
Number of Deals Approved: **84**
Number of Deals Declined: **5**

**Forestry and Logging**

Financing for forestry and timber activities, with emphasis on legality, biodiversity protection and safeguards for indigenous and local communities.

Funded: RM2,808.3 million
Non-Funded: RM157.0 million

Risk Assessments Carried Out: **62**
Number of Deals Approved: **38**
Number of Deals Declined: **24**

**Oil and Gas**

Financing within the oil and gas value chain, assessing carbon intensity, environmental impacts and clients' transition efforts.

Funded: RM9,847.9 million
Non-Funded: RM5,165.1 million

Risk Assessments Carried Out: **107**
Number of Deals Approved: **101**
Number of Deals Declined: **6**

**Mining**

Financing for mineral extraction and related activities, with focus on land disturbance, waste, emissions and environmental safeguards.

Funded: RM1,187.5 million
Non-Funded: RM44.4 million

Risk Assessments Carried Out: **7**
Number of Deals Approved: **5**
Number of Deals Declined: **2**

**Real Estate**

Financing across the real estate sector, with focus on screening and management of high ESG-risk projects particularly in relation to environmental risk management and community impact with financing extended only to projects demonstrating adequate mitigation measures and adherence to authority requirements.

Funded: RM105,243.2 million
Non-Funded: RM3,297.3 million

Risk Assessments Carried Out: **269**
Number of Deals Approved: **248**
Number of Deals Declined: **21**

**Power**

Financing for power-generation and related activities, conducting climate and transition risk impact assessment, and supporting clients' transition toward cleaner and sustainable energy solutions.

Funded: RM8,634.9 million
Non-Funded: RM2,358.4 million

Risk Assessments Carried Out: **24**
Number of Deals Approved: **19**
Number of Deals Declined: **5**

Note: Figures exclude exposures to IPP-Coal of RM 1,449.8 million

RISK MANAGEMENT

RISK MONITORING

We monitor climate-related risks to ensure exposures remain within our Climate Risk Appetite Framework. Guided by KRIs established under our Climate Risk Policy, we assess emerging vulnerabilities, track portfolio trends and identify concentrations across sectors, geographies and risk types. Insights from this monitoring inform decision-making at management and Board levels.

Our monitoring draws on analytical tools such as the Climate Risk Dashboard (CRD), climate scenario analysis and external climate-hazard datasets, which strengthen our visibility of climate-related exposures.

Climate Risk Dashboard

The CRD provides a portfolio-level view of Maybank's exposure to climate-related risks. It consolidates climate and financial datasets to monitor transition and physical risk concentrations across sectors, geographies and customer groups. The dashboard supports risk identification, portfolio steering and escalation to governance bodies.

Key Components

- 01** Forward-looking analytical tools that surface potential vulnerabilities across customers and portfolios.
- 02** Transition risk assessments conducted at customer and sector levels to understand exposure and resilience.
- 03** Physical-hazard analyses that evaluate risks to the Group's operations and customer activities.
- 04** Governance reporting outputs that support escalation to GERCC, ESC and Board committees.

How It Works

The CRD aggregates data from internal and external sources to produce sector- and portfolio-level insights. Indicators are monitored against the Climate Risk Appetite, with material movements escalated to governance committees. Dashboard insights also guide business engagement by highlighting areas of heightened exposure or resilience across markets.

Concentration of Climate-Related Risks and Opportunities

Financing Portfolio

Non-retail portfolio in Maybank Malaysia represents the largest concentration of climate-related risk, particularly in sectors that are sensitive to policy, technological and market shifts associated with the low-carbon transition:

Transition-Sensitive Sectors



Own Operations

Within our own operations, the branch network carries the highest physical climate risk. External flood-risk analytics show that many branches face elevated historical and projected flood exposure, particularly in Sabah, Kelantan and Perak—regions identified as acute flood-risk zones.

Opportunity Hotspots

We see the strongest opportunities in sustainable and transition finance activities, such as:

-  Renewable energy projects
-  Green mobility and electric vehicle solutions
-  Decarbonisation-enabling technologies that help clients reduce emissions and diversify their portfolios

How We Apply These Insights

These insights inform sector-level risk appetite, portfolio steering and capital planning. They also guide targeted client engagement in higher-exposure sectors and support the ongoing enhancement of data coverage and scenario granularity to strengthen understanding of climate-related concentrations across the value chain.

METRICS & TARGETS

We track our environmental performance through clear metrics and targets that guide progress, ensure accountability and signal the pace of our transition. While climate remains the most material environmental priority, given its link to financial stability and real economy outcomes, we also consider broader environmental impacts. GHG emissions therefore form the core of our metrics, anchoring how we plan and deliver the Group's wider environmental ambitions.

GHG EMISSIONS OVERVIEW

Maybank's climate ambition is underpinned by a firm commitment to achieving Group-wide Net Zero emissions by 2050. To ensure meaningful and measurable progress toward this long-term aspiration, we have established clear interim milestones across our key emission sources. These milestones serve as strategic guideposts, helping us prioritise decarbonisation initiatives within our own operations while also shaping the way we drive and influence low-carbon transition through our financing activities.

Our emissions performance fall into two distinct categories:

Long-Term Goal: Group-wide Net Zero by 2050



Financed Emissions: Our Largest Impact

Medium-term target: Aligning sectoral decarbonisation with Maybank's 2030 science-aligned sectoral pathways.

Financed emissions represent 99% of Maybank's total carbon footprint. These financed emissions are a key indicator of our clients' and sectors' climate performance and a primary driver of our long-term transition strategy.

In 2025, our financed emission intensity is recorded at 32.8 million tCO₂e (including LULUCF), with emission intensity of 40.0 tCO₂e/RM million, while all of our six priority sectors emission intensity are on-track towards their 2030 target. This reflects progress across portfolio composition, sectoral performance and improved data quality.

For more information on the financed emissions and sectoral pathway performance, please refer to pages 210 to 218 of this report.



Operational Emissions: Immediate Decarbonisation Levers

Medium-term target: Achieve carbon neutrality for Scope 1 and 2 by 2030.

Although operational emissions make up a smaller share of Maybank's total carbon footprint, they fall within our direct control. This enables targeted decarbonisation through measures such as energy efficiency improvements, adoption of renewable energy and offsetting of residual emissions.

In 2025, we have achieved 57.8% of initiative-based reduction for Scope 1 and 2 compared to our 2019 baseline, marginally exceeding our annual target of 57.5%.

For details on operational emissions and carbon neutrality progress, refer to page 219 of this report.

Scope 3 Emissions Boundary and Disclosure Approach

In determining the scope of Maybank's Scope 3 GHG emissions disclosures, we apply a materiality-driven and decision-useful approach consistent with the principles of the GHG Protocol and IFRS S2. Currently, we disclose four out of the fifteen Scope 3 categories, representing those most relevant to our operational value chain and climate-related risks and opportunities, and for which we have clearer visibility, influence and verifiable data availability.

Our Scope 3 reporting prioritises the areas where emissions are most closely linked to our core banking activities, credit exposures and clients progress towards decarbonisation. As our financed emissions represent the majority of our total Scope 1, 2 and 3 emissions, other Scope 3 categories are not expected to have a material influence on our climate-related risk exposures or capital allocation. Therefore, we have not undertaken detailed quantitative assessments for the remaining nine categories at this stage.

While our current Scope 3 disclosures are focused on material categories, we recognise that regulatory expectations regarding the disclosure of other categories continue to evolve. Accordingly, we continue to report our broader environmental data, progress and initiatives. In parallel, we are actively engaging with our suppliers on their ESG performances, including their readiness to disclose GHG emissions. As suppliers ESG maturity and reliable localised emissions data becomes available, we intend to progressively enhance our Scope 3 boundary, including the collection and reporting of supplier-related emissions, where these are assessed to be material and decision-useful.

For more information on our broader environmental impact, please refer to pages 225 to 229 of this report.

For more information on our suppliers ESG performance, please refer to pages 151 to 152 of this report.

Scope 3 Categories



6 Business Travel



7 Employee Commuting



8 Leased Assets



15 Investments (Financed Emissions)

METRICS & TARGETS

FINANCED EMISSIONS

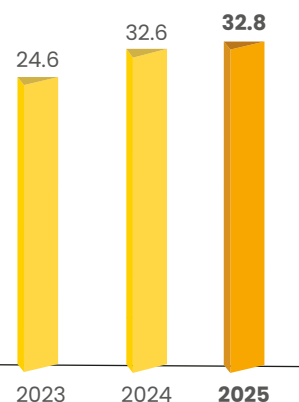
The majority of Maybank's climate impact arises from the activities we finance rather than from our own operations. Measuring financed emissions provides a portfolio-wide view of where emissions are concentrated and where changes in lending and engagement can make the greatest real economy impact. This perspective is central to our net zero ambition and guides how we shape our transition strategy, risk management and the sustainable products and services we offer to our clients.

FINANCED EMISSION PERFORMANCE

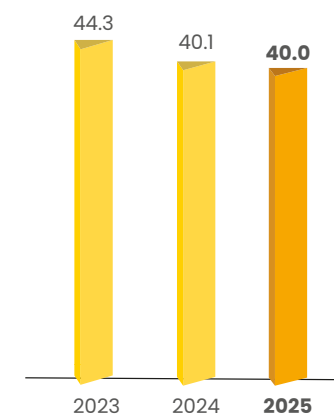
Maybank has been disclosing its financed emissions performance since 2022, guided by the PCAF Global GHG Accounting Standard and applying sector-specific approaches that reflect the structure and data availability of our portfolio. The performance reported is computed based on actual in-year portfolio exposures and client activities. With several years of data now available, clearer trends are emerging across asset classes and sectors. Although our overall emissions intensity shows a year-on-year reduction, a mix of increases and reductions are observed within the breakdown of the asset classes and sectors, which is a reflection of the differences in sectoral pathways, client readiness and portfolio shifts. The followings are the breakdown of the Group financed emissions by asset classes, economic sectors and countries. Beginning this reporting year, we are disclosing Etiqua's financed emissions breakdown as part of our ongoing efforts to strengthen climate reporting practices, aligning with evolving sustainability and regulatory expectations.

Financed Emissions Performance

Absolute Emissions (million tCO₂e)



Emission Intensity (tCO₂e/RM million)



Note: We report asset class 7 – sovereign bond starting from 2024, and the absolute emissions reported includes land use, land use change, and forestry (LULUCF).

Financed Emissions by Asset Class

2024

2025

Asset Class	Total Lending and Investment (RM'mil)	Financed Emissions (tCO ₂ e)	Emission Intensity (tCO ₂ e/RM'mil)	PCAF Data Quality Score	Total Lending and Investment (RM'mil)	Financed Emissions (tCO ₂ e)	Emission Intensity (tCO ₂ e/RM'mil)	PCAF Data Quality Score
Listed equity and bond	75,994	1,902,114	25.0	3.44	86,329	2,077,063	24.1	3.67
Business loans and unlisted equity	276,634	14,954,777	54.1	4.35	262,134	15,125,675	57.7	4.26
Project finance	7,579	741,389	97.8	3.07	6,807	747,117	109.8	2.97
Commercial real estate	30,863	388,087	12.6	4.00	33,607	403,419	12.0	4.00
Mortgages	206,169	4,702,484	22.8	4.00	229,513	4,580,700	20.0	4.00
Motor vehicle loans	89,329	3,389,803	37.9	4.04	92,964	3,060,561	32.9	4.03
Sovereign bond	126,145			3.57	108,801			4.01
- Including LULUCF		6,493,718	51.5			6,815,208	62.6	
- Excluding LULUCF		6,586,305	52.2			5,512,787	50.7	
TOTAL	812,713				820,155			
- Including LULUCF		32,572,371	40.1			32,809,744	40.0	
- Excluding LULUCF		32,664,958	40.2			31,507,323	38.4	

METRICS & TARGETS

Financed Emissions by Selected Economic Sector

Economic Sector ¹	2024			2025		
	Total Lending and Investment (RM'mil)	Financed Emissions (tCO ₂ e)	Emission Intensity (tCO ₂ e/RM'mil)	Total Lending and Investment (RM'mil)	Financed Emissions (tCO ₂ e)	Emission Intensity (tCO ₂ e/RM'mil)
Power and Utilities	12,358	3,080,105	249.2	14,708	3,376,721	229.6
Agriculture (including Palm Oil)	17,533	4,497,577	256.5	18,007	4,674,390	259.6
Oil and Gas	11,088	2,290,843	206.6	9,746	1,539,683	158.0
Real Estate and Construction	77,728	900,378	11.6	76,128	458,854	6.0
Automotive				8,223	196,830	23.9
TOTAL	118,708	10,768,904	90.7	126,812	10,246,477	80.8

Financed Emissions by Country

Country	2024					2025				
	Total Lending and Investment (RM'mil)	Emissions including LULUCF (tCO ₂ e)	Emissions excluding LULUCF (tCO ₂ e)	Intensity including LULUCF (tCO ₂ e/RM'mil)	Intensity excluding LULUCF (tCO ₂ e/RM'mil)	Total Lending and Investment (RM'mil)	Emissions including LULUCF (tCO ₂ e)	Emissions excluding LULUCF (tCO ₂ e)	Intensity including LULUCF (tCO ₂ e/RM'mil)	Intensity excluding LULUCF (tCO ₂ e/RM'mil)
Malaysia	520,396	24,929,002	24,986,123	47.90	48.01	553,797	25,618,745	24,805,247	46.3	44.8
Singapore	203,225	3,858,418	3,882,676	18.99	19.11	196,793	2,863,013	2,760,026	14.6	14.0
Indonesia	44,076	2,679,865	2,679,865	60.80	60.80	27,210	3,088,237	2,740,376	113.5	100.7
Others ²	45,016	1,105,087	1,116,294	24.55	24.80	42,355	1,239,749	1,201,674	29.3	28.4
TOTAL	812,713	32,572,371	32,664,958	40.1	40.2	820,155	32,809,744	31,507,323	40.0	38.4

Etiqua's Financed Emissions by Asset Class³

Asset Class	2025			
	Total Lending and Investment (RM'mil)	Financed Emissions (tCO ₂ e)	Emission Intensity (tCO ₂ e/RM'mil)	PCAF Data Quality Score
Listed equity and bond	14,735	632,725	42.9	4.39
Sovereign bond	1,209			4.00
- Including LULUCF		84,892	70.2	
- Excluding LULUCF		70,013	57.9	
TOTAL	15,944			4.36
- Including LULUCF		717,617	45.0	
- Excluding LULUCF		702,738	44.0	

¹ The sectors is defined by Maybank Group Sector Industry Code Level 2.² Others include overseas operations of Maybank and its subsidiaries.³ The figures are extracted from the Group's consolidate data.

For more information on the detailed methodology, scope and data quality considerations, please refer to pages 230 to 233 of this report.

For more information on previous years data and detail breakdown of each country and selected economic sector, please refer to page 31 of the Sustainability Performance Data 2025.

METRICS & TARGETS

NET ZERO SECTORAL TARGETS AND PERFORMANCE

Sectoral pathways translate Maybank's financed emissions insights into targeted, science-aligned actions that drive real economy impact. By mapping emissions distribution across our portfolio, we identify where decarbonisation can deliver the greatest outcomes and set sector-level targets tailored to technological outlooks and regional operating realities.

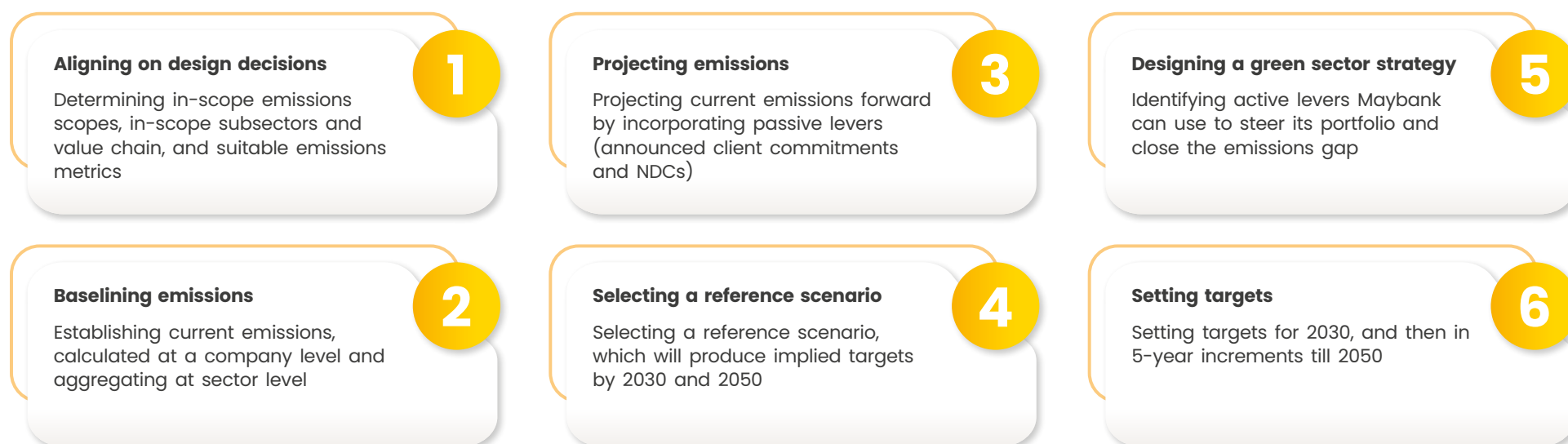
Since 2024, we have published a series of white papers "Banking on a Better Tomorrow: Our Commitment to Net Zero", outlining our science-based interim targets and transition strategies for Power, Palm Oil, Aluminium and Steel sectors. In February 2025, we expanded our commitment to include Commercial Real Estate and Automotive, two additional hard-to-abate sectors critical to ASEAN's energy and mobility transition. Demonstrating leadership, Maybank became the first commercial bank outside Europe to set a retail automotive decarbonisation target, reinforcing our role in shaping regional climate ambition. These additions strengthen our long-term commitment to reducing emissions in high-impact industries and align our portfolio with a 1.5°C pathway.

A key part of this process is defining where emissions occur within each sector's value chain and selecting boundaries that reflect activities that genuinely shape decarbonisation. Physical emissions intensity (PEI) is used as the primary metric, as it reveals whether sectors are transitioning regardless of portfolio growth and aligns with expected economic expansion across ASEAN.

To ensure credibility, sector trajectories are benchmarked against established science-based reference scenarios, then calibrated to regional realities including energy mix, production structures and transition readiness. Baseline assessments are complemented by an analysis of passive emissions trends analysis to determine the scale of change required for the Group to actively move the needle towards sector decarbonisation.

How We Set Sectoral Targets

Setting sectoral targets begins with a clear view of what is measured and how emissions are assessed across each sector. Our target-setting framework involves:



This framework guides all sectors covered under Maybank's net zero effort and ensures that our targets are science-based while remaining relevant to regional transition realities.

To ensure accountability and transparency, we have embedded robust governance and control mechanisms, including continuous sector-level performance monitoring and annual review of methodologies and committed targets. Progress towards the 2030 target is being actively managed by leveraging on the Net Zero Operational Process and supported by digital tools such as the Net Zero Carbon Calculator and Portfolio Manager Tool, enabling optimisation in financing, the deals we make and how it potentially impacts our progress.

In addition, we have introduced a continuous reporting process to ensure the performance updates are communicated to business units and the management committees in a timely manner, reinforcing oversight and accountability, enabling corrective action where required to ensure progress toward achieving the 2030 targets.

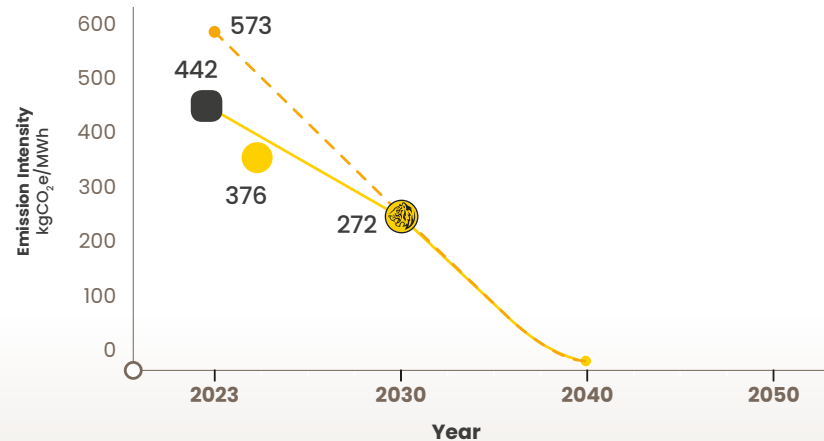
For more information on the Net Zero Operational Process, please refer to page 171 of the report.

For more information on the six sectoral targets and methodology, please refer to the "Banking on a Better Tomorrow: Our Commitment to Net Zero" White Paper. <https://www.maybank.com/en/sustainability.page>.

METRICS & TARGETS

Driving Decarbonisation: Sectoral Pathway Performance

POWER



— Maybank Pathway
- - - Regionalised IEA NZE

● **Baseline:**
442 kgCO₂e/MWh
(June 2023)

● **2030 Target:**
272 kgCO₂e/MWh

● **2025 Performance:**
376 kgCO₂e/MWh

Reference Scenario: IEA NZE + IEA SDS

Value Chain:

- ▶ Generation companies for both renewable and non-renewable
- ▶ Construction and engineering companies tied to power generation

Emission Scope:

- ▶ Scope 1 (emissions for generation companies)
- ▶ Scope 3 (downstream emissions for construction engineering companies)

Industry Overview

The Power sector is one of the largest contributors to Maybank's financed emissions, reflecting its central role in fuelling economic activity across ASEAN. Electricity generation in the region remains dominated by fossil fuels, particularly coal and natural gas, which drives high emissions intensity despite growing investment in renewable energy. Decarbonisation trends are influenced by national energy-transition plans, regulatory reforms and rising renewable deployment, although progress varies across markets. These dynamics shape the sector's transition outlook and form the foundation for wider decarbonisation across value chains dependent on electricity.

Progress

The Power portfolio records an emissions intensity of 376 kgCO₂e/MWh, reflecting 15% reduction from the baseline of 442 kgCO₂e/MWh. This improvement is driven by shifts in exposure mix where renewable energy now account for a higher share in the portfolio exposure, including repayments from higher-emitting fossil-fuel facilities and new drawdowns associated with lower-intensity renewable energy projects. While some fluctuations may occur across coming years, as we continue to balance energy security, client transition pace and credit considerations, the overall performance remains on track with the sector's decarbonisation pathway and progress toward the 2030 interim target of 272 kgCO₂e/MWh.

Enablers to Achieve Target

Strengthened Coal Policy:

- ▶ Maintain no-financing stance for new greenfield coal-fired power plants and borrowers deriving material revenue from thermal coal.
- ▶ Enhance due diligence to existing exposures, with support directed to clients demonstrating credible transition plans away from coal.

Targeted Transition Financing:

- ▶ Mobilise financing and advisory support for renewable energy projects and grid upgrades across key markets, aligning with national transition plans in Malaysia, Indonesia and Singapore.
- ▶ Support financing for solar, hydro and other renewables to accelerate clean energy deployment.

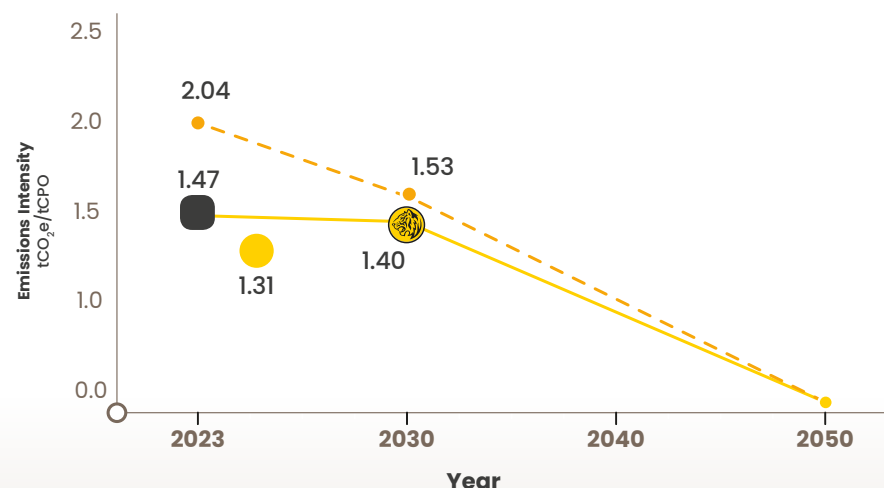
Ecosystem-wide Support:

Extend financing across the value chain, including:

- ▶ **Upstream:** utility-scale solar, wind, hydro and renewable equipment manufacturing (turbines, PV cells, transformers, electrolyzers).
- ▶ **Midstream:** transmission and distribution upgrades, grid modernisation, cabling and wiring, energy-storage technologies and battery manufacturing.
- ▶ **Downstream:** rooftop solar solutions, EV-related retail products, PV installation and servicing, smart meters, batteries, energy-management software and renewable-energy credit trading.

METRICS & TARGETS

PALM OIL



- Maybank Pathway
- - - Augmented Global Pathway
- **Baseline:**
1.47 tCO₂e/tCPO (June 2023)
- **2030 Target:**
1.40 tCO₂e/tCPO
- **2025 Performance:**
1.31 tCO₂e/tCPO

Reference Scenario: SBTi-FLAG + NGFS REMIND

Value Chain:

- ▶ Primary palm oil production (growing and milling)

Emission Scope:

- ▶ Scope 1 and 2 (primary production)
- ▶ Scope 3 (upstream emissions included for palm oil mills that procure fresh fruit bunches (FFB) from third party growers)

Industry Overview

Palm oil is a significant source of financed emissions, largely reflecting its land-use footprint and the energy requirements of upstream processing. As a crop, it accounts for over 40% of global vegetable oil supply while using less than 10% of the land required for alternatives, making it critical for food security and a low-carbon future. The industry is progressively strengthening sustainability practices through sustainable palm oil certifications and NDPE commitments, alongside increasing expectations from downstream buyers and regulators. Transition efforts centre on preventing deforestation, enhancing traceability and supporting smallholders to adopt more sustainable practices. These factors shape the sector's emissions trajectory and long-term resilience.

Progress

The Palm Oil portfolio records an emissions intensity of 1.31 tCO₂e/tCPO, showing an 10.9% improvement from the baseline of 1.47 tCO₂e/tCPO. The progress reflects changes in portfolio mix, including repayments from higher-intensity upstream producers and increased financing to clients operating with comparatively lower emissions intensity. Based on the current exposure mix, the portfolio remains below the 2030 interim target of 1.40 tCO₂e/tCPO and is tracking within the sector's expected decarbonisation trajectory.

Enablers to Achieve Target

Strict NDPE Compliance

- ▶ Maintain strict adherence to Maybank's NDPE policy, ensuring financed clients uphold credible, traceable no-deforestation practices.

Sustainable Practices and Technologies

- ▶ Support precision agriculture (e.g., geographic information systems and smart machinery) and regenerative farming to optimise inputs and reduce emissions.
- ▶ Fund biogas capture at mills to reduce methane emissions and enable energy recovery.

Certification and Traceability

- ▶ Support clients in obtaining and expanding Certified Sustainable Palm Oil coverage, including the Roundtable on Sustainable Palm Oil, Malaysian Sustainable Palm Oil and Indonesian Sustainable Palm Oil certifications.
- ▶ Provide advisory and financing support for certification costs and supply chain transparency.

Smallholder Support and Inclusion

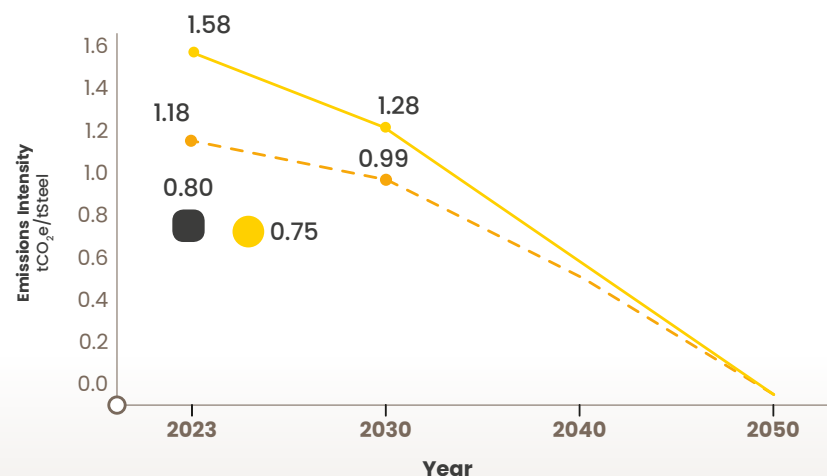
- ▶ Provide tools and advisory support to smallholders to improve traceability and emissions reporting.
- ▶ Partner with integrated producers to deliver training programmes for smallholders on sustainable farming practices.
- ▶ Offer financing for upskilling, certification costs and the adoption of low-emission technologies.

Green Technologies and Practices

- ▶ Finance projects such as bio-compressed natural gas adoption, solar installations on degraded land and the conservation of high-carbon-stock areas.

METRICS & TARGETS

STEEL



— Mission Possible Partnership's Technology Moratorium MPP TM (Global)

- - - Mission Possible Partnership's Technology Moratorium MPP TM (SEA)

● **Baseline:**
0.80 tCO₂e/tSteel (December 2023)

● **2030 Target:**
Well below 0.99 tCO₂e/tSteel

● **2025 Performance:**
0.75 tCO₂e/tSteel

Reference Scenario: MPP TM (SEA)

Value Chain:

▶ Crude steel production (BF-BOF, EAF (Scrap) and/or DRI-EAF methods)

Emission Scope:

▶ Scope 1 and 2 emissions from the crude steel production process

Industry Overview

Steel remains essential to Southeast Asia's industrial development, with demand shaped by construction, manufacturing and infrastructure expansion. The sector is emissions-intensive, with significant contributions from energy consumption and process emissions in ironmaking. Production across ASEAN comprises both blast furnace and electric arc furnace routes, each presenting distinct transition challenges and opportunities. Emerging pathways emphasise efficiency improvements, expanded scrap utilisation and shifts toward lower-carbon power and hydrogen-based technologies. These developments influence the sector's decarbonisation potential and Maybank's financed emissions outlook.

Progress

The Steel sector PEI improved from 0.80 tCO₂e/tSteel to 0.75 tCO₂e/tSteel, driven mainly by portfolio rebalancing toward lower-emitting producers and reduced exposure to higher-emitting assets. Several repayments from high-intensity clients also supported this improvement. While new exposure to higher-intensity clients emerged during the year, these were limited in scale and largely offset by increased exposure to producers operating cleaner technologies such as Scrap-Electric Arc Furnace. The portfolio continues to align with the sector's expected decarbonisation trajectory.

Enablers to Achieve Target

Supporting Industry Leaders in Transition:

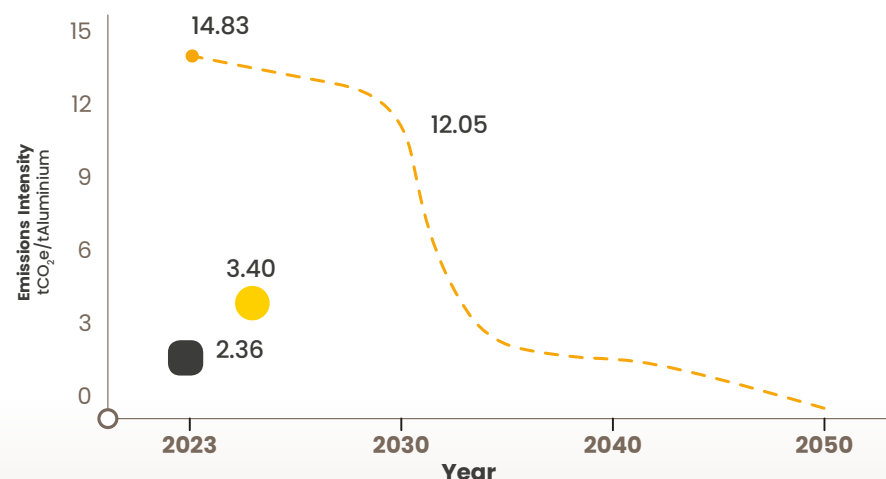
- ▶ Continue financing clients that have adopted sustainable technologies and set credible decarbonisation targets.
- ▶ Position pioneering clients as benchmarks for the region, supporting short-term Electric Arc Furnace (EAF) integration and long-term Carbon Capture, Utilisation and Storage (CCUS) or hydrogen deployment.

Cross-Sector Collaboration:

- ▶ Facilitate partnerships between steel producers and renewable energy providers to accelerate green energy adoption.
- ▶ Enable ecosystem collaboration across hydrogen, renewable energy and steel value chains to scale low-emission technologies.

METRICS & TARGETS

ALUMINIUM



--- MPP (Global)

● **Baseline:**
2.36 tCO₂e/tAluminium
(December 2023)

● **2030 Target:**
Well below 12.05 tCO₂e/tAluminium

● **2025 Performance:**
3.40 tCO₂e/tAluminium

Reference Scenario: MPP (Global)

Value Chain:

▶ Primary aluminium production (alumina refining and primary aluminium production plant)

Emission Scope:

▶ Scope 1 and 2 emissions from the upstream aluminium production

Industry Overview

Aluminium demand continues to grow across Southeast Asia, supported by construction activity, renewable technologies and electric mobility applications. Production is highly energy-intensive, and electricity consumption is the dominant source of emissions, particularly for smelters in Malaysia and Indonesia. The sector's transition is shaped by efforts to green electricity supply, improve operational efficiency and increase the use of recycled aluminium, which carries significantly lower emissions intensity than primary metal. These factors are central to understanding the sector's transition trajectory and its contribution to Maybank's financed emissions.

Progress

The Aluminium sector PEI remains well below the sector's Net Zero Pathway threshold, despite a modest increase from the December 2023 baseline. The PEI rose from 2.36 tCO₂e/tAluminium at baseline to 3.40 tCO₂e/tAluminium, reflecting changes in portfolio composition and the relative weighting of production profiles during the year. Notwithstanding this movement, the portfolio continues to sit comfortably below the 2030 target and remains aligned with the sector's expected decarbonisation pathway.

Enablers to Achieve Target

Advancing a Just and Inclusive Transition:

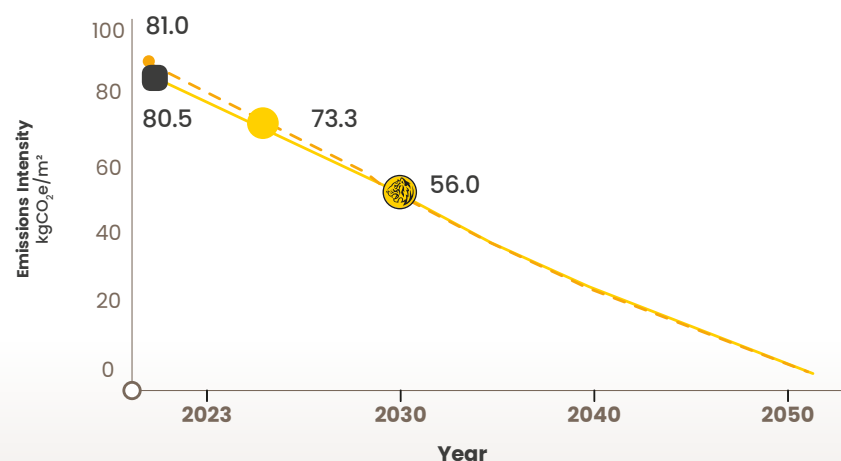
- ▶ Support existing aluminum clients in setting and strengthening net zero commitments through tailored financing and transition advisory.
- ▶ Prioritise lending to low-emission and sustainability-aligned clients that demonstrate credible environmental performance.

Enabling Low-Carbon Operations:

- ▶ Provide transition financing to retrofit facilities with advanced anode and thermal efficiency technologies that reduce emissions intensity.
- ▶ Facilitate partnerships with renewable energy providers, including hydropower, to accelerate the sector's shift toward cleaner energy sources.

METRICS & TARGETS

COMMERCIAL REAL ESTATE



— Maybank Pathway
 - - - Regionalised Hybrid Reference Pathway

● **Baseline:**
 80.5 kgCO₂e/m²
 (December 2023)

● **2030 Target:**
 56.0 kgCO₂e/m²

● **2025 Performance:**
 73.3 kgCO₂e/m²

Reference Scenario: Regionalised Hybrid – Carbon Risk Real Estate Monitor (CRREM) V2 – 1.5°C scenario and IEA Announced Pledges Scenario (APS)

Value Chain:

▶ Operational emissions: Building development, operators and REITs

Emission Scope:

- ▶ Scope 1 and 2 (whole-building operational emissions)
- ▶ Scope 3 (from lessees/tenants)

Industry Overview

The decarbonisation of the Commercial Real Estate sector is shaped by the emissions intensity of each country's power grid, which plays a critical role in overall building performance. It will continue to influence both the trajectory and pace of decarbonisation across the portfolio. Green building certifications, such as the Green Building Index (GBI), GreenRE and Leadership in Energy and Environmental Design (LEED), are increasingly recognised as markers of energy efficiency and broader sustainability performance. These certifications support building operators in enhancing operational efficiency while aligning with evolving ESG expectations and decarbonisation efforts.

Progress

The Commercial Real Estate portfolio records an emissions intensity of 73.3 kgCO₂e/m², an improvement from its baseline of 80.5 kgCO₂e/m², reflecting enhanced building performance and a shift towards lower-emitting, energy-efficient assets. Portfolio expansion in 2025 was skewed toward assets with stronger sustainability credentials, contributing to the gradual downward trend in emissions intensity. The portfolio remains on track towards the sector's projected pathway 2030 target of 56.0 kgCO₂e/m².

Enablers to Achieve Target**Green Portfolio Alignment**

- ▶ Prioritise financing for green buildings and companies with robust energy-efficiency plans.
- ▶ Support retrofits of existing buildings and the development of new green-certified properties.
- ▶ Offer sustainable finance products, such as green loans and sustainability-linked loans, alongside advisory services.

Renewable Energy Adoption

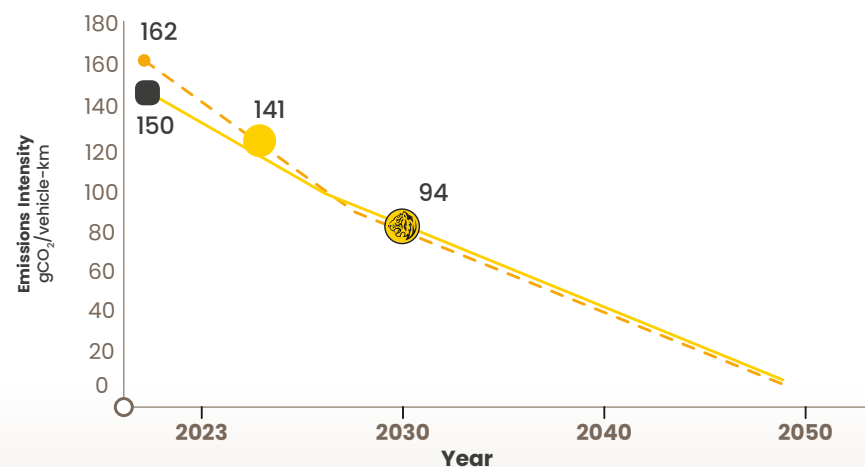
- ▶ Finance rooftop solar and other captive renewable energy systems for buildings.
- ▶ Facilitate Power Purchase Agreements and Renewable Energy Certificates to decarbonise electricity consumption.

Energy Efficiency and Low-Carbon Technologies

- ▶ Support upgrades such as high-efficiency heating, ventilation and air-conditioning systems, electric heat pumps and improved insulation.
- ▶ Encourage the electrification of building systems and the adoption of smart energy management solutions.

METRICS & TARGETS

AUTOMOTIVE



— Maybank Pathway
 - - - IEA NZE passenger cars pathway

● **Baseline:**
 150 gCO₂/vehicle-km
 (December 2023)*

● **2030 Target:**
 94 gCO₂/vehicle-km

● **2025 Performance:**
 141 gCO₂/vehicle-km

Reference Scenario: IEA NZE passenger cars pathway

Value Chain:

- ▶ Commercial midstream and downstream for passenger cars
- ▶ Retail auto vehicle loans for passenger cars and light commercial trucks

Emission Scope:

- ▶ Scope 1, 2 and 3 (tailpipe emissions)

* Revised baseline with enhanced mapping approach of emission intensity against vehicle type, prioritising localise regional emission source.

Industry Overview

The automotive sector plays an important role in Southeast Asia's economic landscape, supported by strong domestic demand, established manufacturing capacity and extensive regional supply chains. Emissions arise mainly from energy-intensive manufacturing processes and reliance on fossil-fuel-based power. The sector's transition is evolving as markets gradually expand EVs adoption, strengthen policy incentives and improve manufacturing efficiency, although readiness varies across the region. Equally important is the growing consumer enthusiasm and preference for EVs, which will be instrumental in driving this transition. These developments inform the sector's long-term emissions profile and guide Maybank's approach in managing the sector performance and target.

Progress

The Automotive sector's PEI improved to 141 gCO₂/vkm, representing a 6% reduction from its baseline of 150 gCO₂/vkm. This improvement was primarily driven by portfolio growth, at 7.5% compared to the baseline, and the shift in the portfolio composition within the retail segment. The BEV portfolio size expanded five times over the past two years and HEV/PHEV portfolio has grown 1.9 times, while the exposure composition of high-emitting ICEV has contracted. In the commercial segment, through the strategic portfolio right-sizing, driven by exits and repayments of high-emitting clients has further improved the overall PEI.

Enablers to Achieve Target

Advancing a Just and Inclusive Transition:

- ▶ Support clients' shift from ICEVs to EVs through targeted financing and advisory.
- ▶ Partner with EV brands and distributors to offer exclusive financing packages and trade-in programmes.
- ▶ Introduce customer incentives (e.g., EV rebates, preferential rates and rewards) to broaden access to lower-emission vehicles.

Enabling Low-Carbon Operations:

- ▶ Prioritise financing for EV manufacturing, technology development and model expansion.
- ▶ Invest in charging infrastructure through direct financing or partnerships to improve network availability.
- ▶ Align transport-related financing with Maybank's net zero pathway by steering portfolios toward low-emission mobility solutions.

METRICS & TARGETS

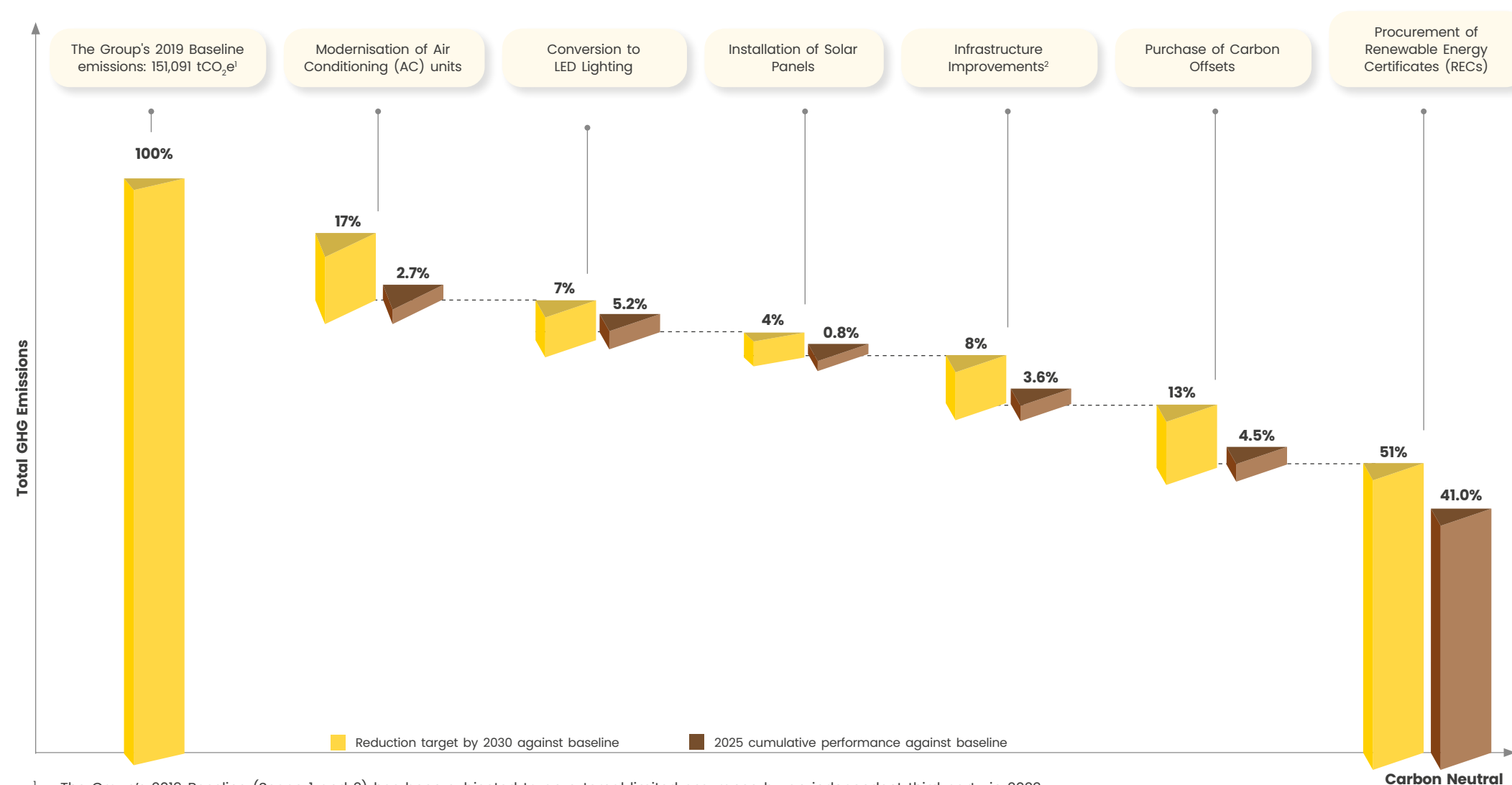
OPERATIONAL EMISSIONS

Operational emissions management is a core reflection of our “Our House is in Order and We Walk the Talk” pillar. While they represent a smaller share of Maybank’s overall climate footprint, effectively managing Scope 1 and 2 emissions is key to translating our climate commitments into tangible internal action and accountability. By reducing emissions within our own operations, we demonstrate credible decarbonisation in practice, strengthening our ability to engage clients from a position of lived experience.

CARBON NEUTRALITY PROGRESS

Achieving carbon neutrality for Scope 1 and 2 by 2030 remains one of Maybank’s key milestones on the road to net zero. Our progress reflects a combination of energy efficiency and renewable energy use, supported by offsets for residual emissions that cannot yet be eliminated. In 2025, we have successfully achieved 57.8% reduction from our 2019 baseline through our decarbonisation initiatives.

Carbon Neutrality Progress



¹ The Group's 2019 Baseline (Scope 1 and 2) has been subjected to an external limited assurance by an independent third party in 2023.

² Infrastructure improvements include upgrading chillers, monitoring premise downsizing and managing the closure of selected premises.

METRICS & TARGETS

OPERATIONAL EMISSIONS REDUCTION APPROACH

We manage operational emissions through a clear two-pronged approach that supports carbon neutrality for Scope 1 and 2 emissions by 2030. Maybank adopts a reduction-first approach, prioritising initiatives that directly lower our operational emissions footprint and supplemented by residual emissions offsetting. We strengthen the efficiency of our facilities, ensuring that energy use is continually optimised across our operations. The remaining emissions footprint is then managed through credible mechanisms that support low-carbon transitions and responsible environmental stewardship. Through this balanced approach, we ensure that the decarbonisation initiatives that we are implementing are both operationally feasible and economically sound.

1 Reducing Energy Consumption and Improving Efficiency

- ▶ Implementing energy-saving initiatives across branches and offices.
- ▶ Enhancing operational performance through continuous monitoring and optimisation of energy use.

2 Addressing Residual Emissions

- ▶ Bridging the remaining footprint through purchase of RECs and verified carbon credits.
- ▶ Supporting nature-based afforestation projects to enable carbon sequestration.

DECARBONISATION INITIATIVES IN 2025

Reducing Energy Consumption and Improving Efficiency

Maybank continues to implement initiatives to reduce energy consumption across its premises, focusing on enhancing facility efficiency. Key measures include upgrading to LED lighting, installing energy-efficient inverter air-conditioning systems and installation of solar panels.

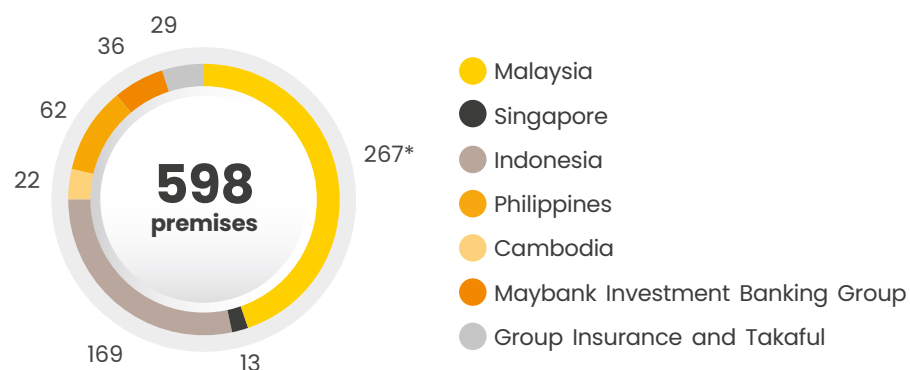
We track progress to support performance monitoring and ongoing optimisation, with these initiatives contributing directly to reductions in Scope 1 and 2 emissions.

Modernisation of AC Units

Aim: To enhance energy efficiency and reduce GHG emissions by upgrading existing air-conditioning systems to inverter-based units and modernising chiller systems across selected Maybank operations.

Progress

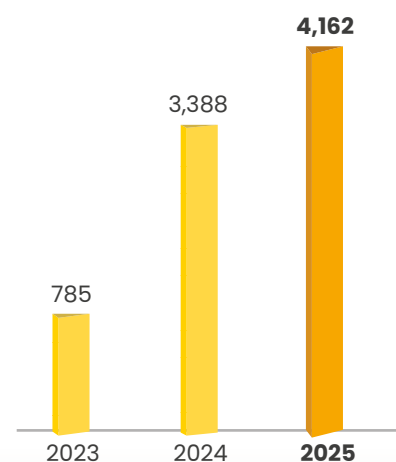
- ▶ Upgraded **92%** targeted premises with inverter-based air-conditioning units:



Note: Progress are cumulative and include achievements from prior years.

* In 2025, AC units were upgraded across 153 premises in Malaysia.

Estimated GHG Reduction (tCO₂e)



Reduction Target: **17%**

Performance against Target: **2.7%**

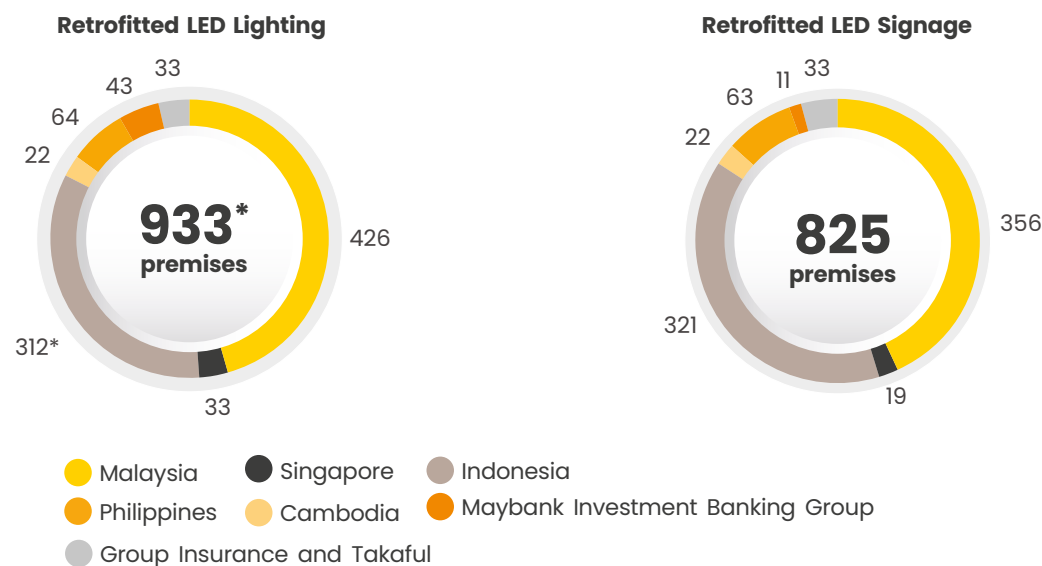
METRICS & TARGETS

Conversion to LED Lighting

Aim: To enhance energy efficiency and reduce GHG emissions through the implementation of LED lighting and signage across Maybank's premises.

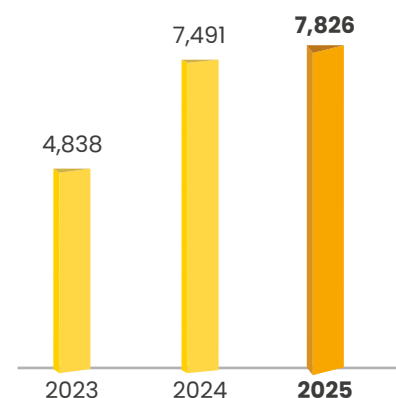
Progress

▶ Completed **100%** retrofit projects at targeted premises.



Note: Progress is cumulative and includes achievements from prior years.

* Implementation of two premises currently ongoing due to relocation.

Estimated GHG Reduction (tCO₂e)

Reduction Target: **7%**

Performance against Target: **5.2%**

Installation of Solar Panels

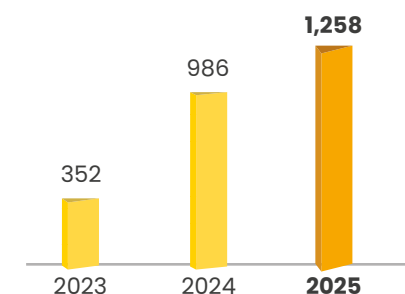
Aim: To reduce overall GHG emissions by installing solar panels at key premises.

Progress

▶ Since the initiative began in 2023, we have successfully installed solar panels at 38 premises across the Group, comprising:



* Any excess solar energy not consumed on-site by Maybank Singapore is exported to the grid. The RECs were certified based on the total solar energy generated by our solar panels, which amounted to 300 MWh in 2022, 472 MWh in 2023, and 477 MWh in 2024. The certification process follows a one-year reporting lag.

Estimated GHG Reduction (tCO₂e)

Reduction Target: **4%**

Performance against Target: **0.8%**

METRICS & TARGETS

Addressing Residual Emissions

In addition to initiatives that directly reduce emissions, we have implemented measures to address residual emissions and support our broader decarbonisation goals. These include the purchase of carbon credits, procurement of renewable energy certificates and engagement in afforestation projects. These actions complement our operational efforts by offsetting emissions that cannot be fully eliminated and reinforcing our long-term sustainability objectives.

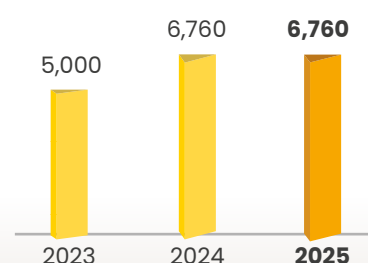
Purchase of Carbon Offsets

Aim: To offset Maybank's carbon emissions by supporting verified carbon removal and conservation projects, complementing our efforts to address Scope 1 and 2 emissions.

Progress

- ▶ In 2025, purchased and retired 6,760 tonnes of carbon credits via the Bursa Carbon Exchange (BCX). Of this total, 4,380 tonnes were issued from the Kuamut Rainforest Conservation Project in Sabah, while the remaining 2,380 tonnes were issued from the Katingan Peatland Restoration and Conservation Project in Indonesia.

Estimated GHG Reduction (tCO₂e)



Reduction Target: **13%**

Performance against Target: **4.5%**

Note: Carbon credits are retired on the year of its purchase and the reduction performance is non-cumulative.

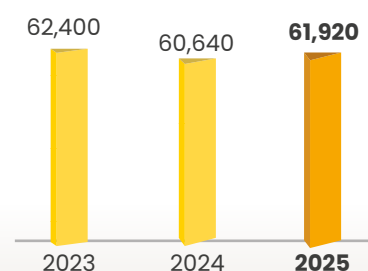
Procurement of RECs

Aim: To support renewable energy generation as a means to offset carbon emissions and promote the transition to cleaner energy sources.

Progress

- ▶ In 2025, procured 80,000 MWh Malaysian RECs (mRECs) from TNBX Sdn. Bhd.

Estimated GHG Reduction (tCO₂e)



Reduction Target: **51%**

Performance against Target: **41%**

Note: The mRECs are retired on the year of its purchase and the reduction performance is non-cumulative.

Afforestation Project

Aim: To offset Maybank's carbon emissions by supporting verified carbon removal and conservation projects, complementing our efforts to address Scope 1 and 2 emissions.

Progress

- ▶ Implemented a carbon in-setting afforestation project in Bidor, Perak, planted 1,500 native trees across two hectares in Phase 1, including key species such as Merbau (Malaysia's national tree), Ipoh tree, Keranji, Sentul and other tropical timber species.
- ▶ Strengthened ecosystem restoration through ongoing environmental monitoring and community workshops, enhancing ecological resilience while supporting alternative livelihood opportunities for the Bidor community.
- ▶ Engaged an independent verifier, Bureau Veritas Sdn Bhd to assess the project's carbon removal potential in alignment with the GHG Protocol.

For more information on the afforestation project, please refer to page 188 of this report.

METRICS & TARGETS

Supplementary Measures Supporting Decarbonisation

Alongside initiatives that deliver measurable emissions reductions, we have introduced supporting initiatives that complement our operational decarbonisation efforts and contribute indirectly to reducing emissions. These initiatives focus on embedding sustainability into the design and operation of our facilities, as well as influencing employee commuting patterns. They contribute indirectly to reducing operational emissions by reinforcing longer-term behavioural and operational changes.

Green Building Certification

Aim: To achieve green building certification for selected key premises by 2030.

Progress

- ▶ In 2025, Maybank continued to advance its sustainability commitments by progressing towards Green Building Index (GBI) certification for selected key premises. These efforts demonstrate the Group's ongoing focus on energy efficiency and sustainable operations, reinforcing our commitment to creating greener, more resilient buildings across the organisation.

Certification

- BCA Green Mark GoldPLUS
 - ▶ Maybank Tower (completed in 2023)
 - ▶ Maybank Centre (completed in 2024)
- Green Building Index
 - ▶ Menara Etiqa (completed in 2018)
 - ▶ Maybank Academy, Dataran Maybank, MGCC (targeted in 2026)

Promoting Low-emission Employee Commuting

Aim: To enhance sustainable mobility by promoting low-carbon commuting and business travel for employees, contributing to the reduction of Scope 3 emission.

Progress

- ▶ Reimbursing employees for charging their EVs.
- ▶ Subsidising the purchase and installation of home charging equipment.
- ▶ Enhancing the tracking system to monitor travel emissions across the Group.
- ▶ Reviewing policies to encourage EV usage among employees and EV ownership for executives participating in the Car Ownership Plan.
- ▶ Maybank Philippines launched a strategic partnership with Grab Philippines to optimise business travel, reduce fuel consumption and minimise the number of in-house vehicles used. The platform's adoption grew significantly across various sectors of the bank, demonstrating how leveraging technology partnerships can drive both cost efficiency and sustainability.

EV charging subsidy: **RM146,084**

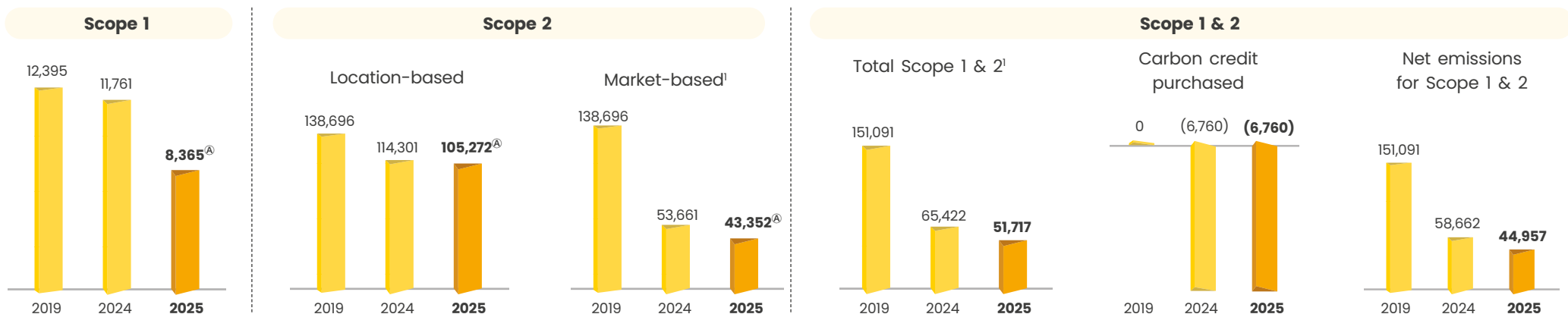
Purchase and installation of home charging equipment subsidy: **RM 76,491**

METRICS & TARGETS

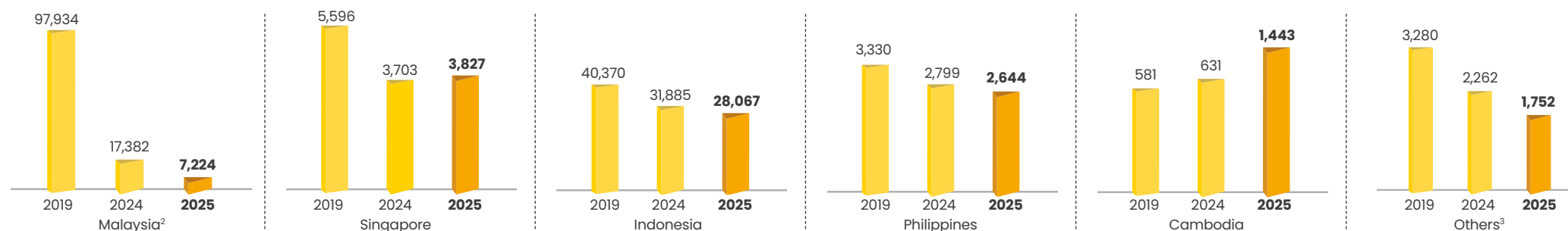
OPERATIONAL EMISSIONS PERFORMANCE

The momentum created through our decarbonisation initiatives is translating into clear emissions outcomes. Our operational performance across Scope 1, 2 and selected Scope 3 categories shows how these initiatives, particularly from Scope 2, are reducing our GHG emissions inventory across the Group in comparison with our 2019 baseline. Scope 1 emissions also decreased overall during the year, primarily due to lower refrigerant refills across most operations, reflecting reduced maintenance requirements. At the country level, Singapore recorded an increase in Scope 1 emissions, mainly driven by higher refrigerant refills, while in Cambodia, the increase in net emissions was attributable to an update in the emission factors applied, rather than a material change in underlying operational activity.

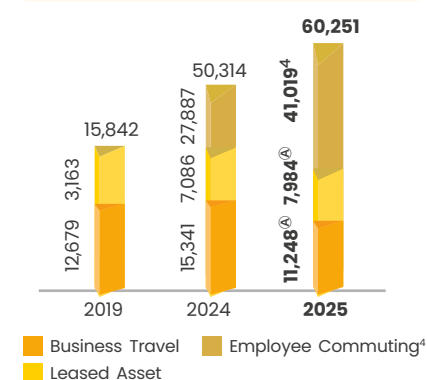
GHG Emissions (tCO₂e)



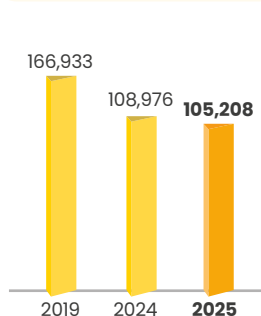
Countries Net Scope 1 & 2



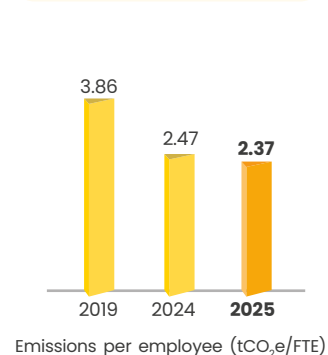
Scope 3



Total Scope 1, 2 & 3*



Emission Intensity



Scope 1 Direct Emissions: Fuel use in generators and company vehicles, chiller refrigerant refill and fire extinguisher refill.

Scope 2 Indirect Emissions: Purchased electricity across branches, offices and key facilities.

***Scope 3 Other Indirect Emissions:** Business travel, employee commuting, upstream leased assets.

[Ⓐ] The data has been subjected to a limited assurance by an independent third party PricewaterhouseCoopers PLT. For more information, please refer to the independent limited assurance report on pages 273 to 275 of this report.

¹ Scope 2 market-based includes the purchase of mREC.

² Includes the purchase of carbon credit and mREC.

³ Others include the rest of the overseas units where the Group is operating.

⁴ Emissions from Employee Commuting are tracked starting in 2024, with data covering Malaysia's operations only. In 2025, the coverage includes Malaysia (35,521 tCO₂e), Singapore (685.63 tCO₂e), Indonesia (4,610.75 tCO₂e) and Cambodia (202.06 tCO₂e) which have been assured by PricewaterhouseCoopers PLT.

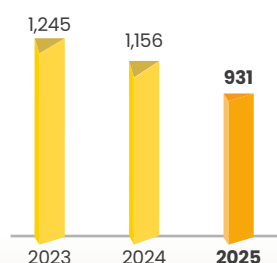
For more information on methodology and the basis of calculation, please refer to pages 230 to 232 of this report.

For more information on operational GHG emissions including the countries and entities breakdown and the past years performances, please refer to pages 32 and 33 of the Sustainability Performance Data 2025.

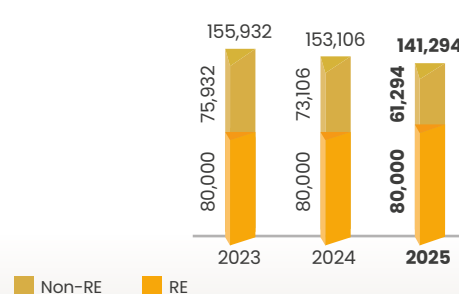
METRICS & TARGETS

Energy Consumption

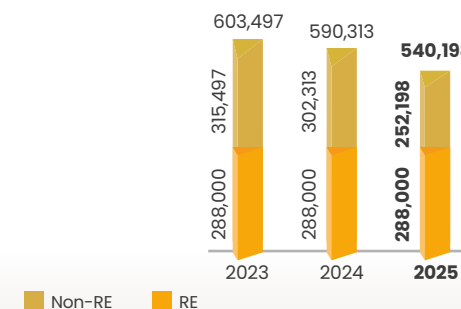
Consumption of fuel (kLitre)



Consumption of purchased electricity (MWh)



Total energy consumption (GJ)



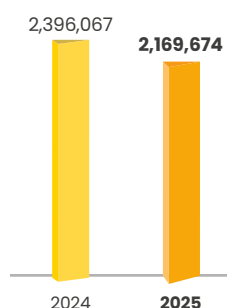
Note: Energy consumption within the organisation is determined through data collection based on actual usage as reported by the energy provider, verified through utility bills and energy statements. The conversion factors applied are based from BP Approximate Conversion Factors – Statistical Review of World Energy.

^A The data has been subjected to a limited assurance by an independent third party, PricewaterhouseCoopers PLT. For more information, please refer to the independent limited assurance report on pages 273 to 275 of this report.

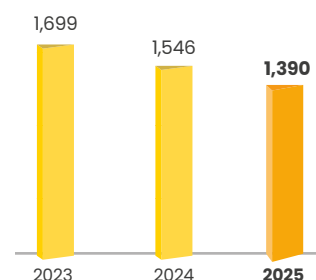
BROADER ENVIRONMENTAL IMPACTS

As part of managing our operational footprint, we also look at how everyday activities across our offices and branches affect the environment in ways that extend beyond carbon. These impacts show up in how we use resources and in the waste generated through routine processes, which in turn influences the demands we place on water supplies, landfills and raw materials. By understanding these patterns, we can take practical steps to manage resources more responsibly and reduce unnecessary impact across our operations.

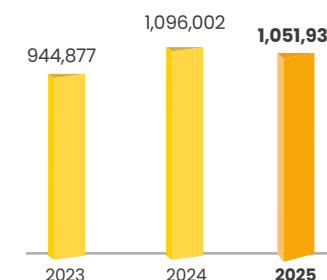
Waste (kg)



Paper (tonnes)



Water (m³)



WASTE MANAGEMENT

Our operational waste primarily comprises general office waste, driven largely by routine administrative activities such as document printing, paper-based record keeping and the disposal of hard-copy materials. These remain the main sources of waste across our branches and offices, together with general waste generated from daily operations.

To reduce these impacts, we prioritise cutting waste at the source by shifting toward digital workflows and lowering reliance on physical documentation. For unavoidable waste, we emphasise proper segregation, responsible disposal and strengthened internal recycling systems, supplemented by composting initiatives in selected locations.

METRICS & TARGETS

Key Initiatives in 2025

Malaysia

Recyclable Waste Segregation

- ▶ Maintained **59 recycling bins**, comprising **40 bins** at Menara Maybank and **19 bins** at Maybank Academy, supported through an ongoing partnership with AFES under the Reward Separation at Source (S@S) initiative.

Fabric Waste Reduction*

- ▶ Collected **851 kg of fabric waste** and secured **486 employee commitments** through recycling drives and upcycling activities.

Cooking Oil Recycling

- ▶ Recycled used cooking oil from Menara Maybank and Maybank Academy into **biodiesel and wax** through an external recycling partner.

Food Waste Recycling Initiative (JomCompost)

- ▶ Installed a food composter with a daily processing capacity of 70–100 kg at Maybank Academy in September 2025. Since its installation, the system processed **6,434 kg of food waste**, converting it into **2,503 kg of fertiliser**. This initiative has significantly reduced organic waste sent to landfill while promoting circular waste management and sustainable practices.

Garden Composting Initiative

- ▶ Processed organic waste using a **400-litre aerobic composter**, installed in Maybank Academy completing multiple six-week composting cycles throughout 2025. A total of **13 composting bins** were utilised. The estimated volume of organic waste processed prior to composting was **41,600 litres**, resulting in **1,346 kg of compost produced**.

Recycling Awareness and Upcycling Activities*

- ▶ Held **3,060 engagements** through recycling and upcycling activities during Living Sustainably Day.

AFES Recycling Engagement Programme*

- ▶ Incentivised waste separation through a rewards-based recycling system and brought **20 participants** to the recycling facility for learning experience.

General Waste Monitoring

- ▶ Monitored general waste across selected premises using weighing scales since June 2024, with quarterly data submissions providing ongoing insights to track waste volumes and inform improved waste management strategies.

Singapore

Sustainability Dialogue and Awareness Sessions*

- ▶ Delivered an engaging panel dialogue with senior leaders, alongside talks by the National Environment Agency on practical ways to reduce waste.

Responsible Waste Education and Engagement*

- ▶ Facilitated interactive workshops and game booths promoting upcycling, reuse, and proper recycling practices across **e-waste, fabric and plastic waste**.

Responsible E-Waste Engagement*

- ▶ Conducted a Responsible E-Waste Lunch and Learn with a community partner, engaging **more than 60 Maybankers** on responsible e-waste disposal.

Mplify Recycling Corner Launch*

- ▶ Launched the Mplify Recycling Corner at Maybank Tower to support **e-waste and fabric recycling**, food donation and the “share-a-bag” initiative.

Cambodia

Living Sustainably Day 2025*

- ▶ Engaged over **65 Maybankers** in learning about carbon emissions, textile waste, and practical actions for reducing environmental impact, combining awareness sharing with hands-on Fabric Workshops. The initiative promoted reuse, repair and upcycling tips for our employees.

Maybank E-Cycle

- ▶ Installed three battery disposal bins at key locations—Maybank Tower, Toul Kork Branch, and Olympic Branch as part of myimpact initiative. To date, over **20kg of e-waste** has been safely collected and responsibly disposed of through the initiative.

Philippines

IT Asset Recycling and Circularity

- ▶ Partnered with an Environment Management Bureau-certified IT asset recycling provider and turned over **2,473kg of obsolete IT assets** for proper recycling in 2025.

Recyclable Waste Segregation Practices

- ▶ Standardised waste segregation practices across Maybank Philippines in 2025, deploying labelled waste bins across all floors of the Maybank Corporate Centre and branches in line with the Philippine Solid Waste Management Act.

Plastic Recycling and Responsible Disposal

- ▶ Segregated recyclable plastics at the Maybank Corporate Centre and handed collected materials to the building administrator for responsible disposal.

Recycling Exchange Programme

- ▶ Donated accumulated recyclable plastics to Coca-Cola Philippines in April 2025 under a recycling exchange programme.

* Delivered under Living Sustainably Day and Maybank Sustainability Days, a Group-wide employee engagement initiative implemented across multiple markets.

METRICS & TARGETS

Waste Management Performance

Over the reporting period, waste volumes have steadily declined, reflecting the sustained impact of the Group's waste-reduction efforts. This downward trend demonstrates meaningful progress in reducing waste generation and strengthening environmental performance.

Waste (kg)	2024	2025
Total waste generated	2,396,067	2,169,674
Waste diverted from disposal	585,828	396,087
Malaysia	377,566	159,553
Malaysia (e-waste)	–	18,201
Singapore	173,815	151,590
Singapore (e-waste)	–	644
Philippines (e-waste)	–	2,473
Group Insurance and Takaful	21,228	21,334
Maybank Investment Banking Group	8,047	10,980
Others*	5,173	31,312
Waste directed to disposal	1,810,238	1,773,587
Malaysia	460,116	456,533
Singapore	–	–
Philippines	–	16,580
Group Insurance and Takaful	1,350,123	1,300,474
Maybank Investment Banking Group	–	–
Others*	–	–

* Others include the overseas business, Maybank Asset Management Group and Maybank Shared Services.

METRICS & TARGETS

PAPER CONSUMPTION

Maybank aims to reduce paper consumption by 80% by 2030, ensuring that all paper used across the Group is sustainably sourced or certified. This target supports our broader commitment to low-impact operations and a digital-first, more efficient way of working.

Key Initiatives in 2025

The Group is actively driving initiatives to reduce paper consumption through digitalisation across its operations. For example, Maybank Malaysia has achieved an approximate 18% reduction in printing compared to the 2019 baseline, supported by measures such as the Digital Document Sighted and Verification initiative, the use of dual and touchscreen monitors for document processing and the adoption of e-storage solutions. Other countries within the Group have also introduced similar initiatives to promote responsible paper use.

Maybank Philippines Digitalisation Efforts

In line with the Lite Agile approach, Maybank Philippines has continuously reviewed and enhanced its key processes with customer touch-points and stringent documentary controls. Key initiatives to reduce paper consumptions included sending loan documents and SWIFT cable copies via email instead of courier, converting deal tickets into digital records stored in shared folders, and eliminating the routine printing of remittance transaction receipts by archiving reports electronically, with only minimal printing retained for control evidence. These initiatives collectively reduced reliance on physical documentation while improving efficiency. In parallel, the Information Risk Management Framework was reviewed to refine document retention requirements based on regulatory needs, enabling a significant transition from physical document warehousing to digital archiving.

Paper Consumption Performance

Paper consumption continued to decline over the reporting period, reflecting the sustained impact of the Group's paper reduction efforts. This downward trend signals steady progress in promoting digital-first practices and minimising unnecessary paper use across operations.

Paper (tonnes)	2023	2024	2025
Total paper consumption	1,669.0	1,546.6	1,390.0
Malaysia	1,282.7	1,166.1	1,056.1
Singapore	73.2	89.4	75.2
Indonesia	192.8	137.4	125.5
Cambodia	17.4	17.4	15.7
Group Insurance and Takaful	48.1	47.5	35.9
Maybank Investment Banking Group	37.4	34.7	37.0
Others*	17.5	54.1	44.4

* Others include the overseas business, Maybank Asset Management Group and Maybank Shared Services.

METRICS & TARGETS

WATER CONSUMPTION

Managing water responsibly is an essential part of Maybank’s environmental stewardship. As an office-based organisation, most of our water use comes from daily building operations, making efficiency measures a critical element of our resource management strategy.

We continue to implement practical initiatives across our facilities, including the installation of water-efficient fixtures and enhanced preventive maintenance programs. Water consumption is tracked using verified billing records, providing accurate visibility across all reporting locations. This data enables us to identify inefficiencies, prioritise upgrades and drive continuous improvements in water use across the region.

Key Initiatives in 2025

We upgraded selected premises with standardised water dispensing units and other water-saving fixtures. These installations form part of our ongoing work to improve building operations and reduce unnecessary water use. As of 2025, we have installed water-efficient systems in 222 premises in Malaysia and 22 premises in Cambodia.

Water Consumption Performance

Water consumption has steadily decreased over the reporting period, reflecting the positive impact of ongoing water-efficiency measures across our premises. The downward trend demonstrates continued progress in managing water use responsibly and reducing our environmental footprint.

Water (m ³)	2023 ¹	2024	2025
Total water consumption	944,877	1,096,002	1,051,936
Malaysia	457,627	544,307	461,564
Singapore	28,343	28,728	27,377
Indonesia	117,668	104,422	112,346
Cambodia	14,676	14,989	15,062
Philippines	23,420	21,263	20,804
Group Insurance and Takaful	285,931	363,073	337,210
Maybank Investment Banking Group	15,404	16,906	74,577
Others ²	1,808	2,314	2,996

¹ Lower consumption due to boundary coverage

² Others include the overseas business, Maybank Asset Management Group and Maybank Shared Services

GHG EMISSIONS METHODOLOGY

OPERATIONAL GHG EMISSIONS APPROACH

The operational greenhouse gas emissions methodology of Maybank Group is governed by the Maybank Group Environmental Data Management Framework (EDMF) and follows its principles on top of GHG Protocol Corporate Accounting Standard. The GHG Protocol standard was selected as our Approach as it is a globally recognised and widely adopted framework, providing a consistent basis for computation and reporting emissions across all our jurisdiction. The Group Scope 3 – category 15: investment (financed emissions) boundaries and methodology are disclosed separately in page 233 of this report.

Reporting Scope

Organisational Boundary

- ▶ We apply the operational control approach to consolidate and report our GHG emissions. In line with this approach, the Group accounts for 100% of emissions from those sources over which Maybank has full authority to introduce and implement its operating policies, which includes Maybank and its subsidiaries.

 For the list of the Group's operations, please refer to page 8 of this report.

Operational Boundary

- ▶ We report our Scope 1, 2 and selected Scope 3 categories, namely category 6-business travels, category 7-employee commuting and category 8-leased assets. In 2024, the operational boundary of employee commuting only covers Malaysia operations and has been expanded in 2025 to include Singapore, Indonesia and Cambodia operations. For leased assets, it comprises emissions from electricity usage from off-site data centres where the Group has assessed that it has no operational control as the Group does not have the full authority to introduce and implement operating policies of the data centre assets, including policies on use of electricity and GHG emissions.
- ▶ The primary type of greenhouse gas applicable for our operations is carbon dioxide, and we incorporate the rest of the Kyoto Protocol gases in terms of total carbon equivalent from the emission factors for completeness.

Reporting Period

The reporting period for the computation covers a 12-month period from 1 January 2025 to 31 December 2025 (Financial Year 2025) unless otherwise stated.

Base Year and Base Year GHG Emissions

Our base year is the Financial Year 2019, covering the emission for Scope 1 and 2, from 1 January 2019 to 31 December 2019. As Maybank Sustainability Commitments was approved in 2021, the base year for GHG emissions was selected to the nearest financial year, with consideration of global operational disruption due to the COVID-19 pandemic. The baseline FY2019 is 151,091 tCO₂e and has been externally assured. The assurance statement can be referred in page 77 and 78 in Maybank Environmental Report 2023.

Data Preparation and Calculation

Activity data are collected, recorded and reported as per the EDMF. The Group applies a centralised approach, where GHG emissions for Scope 1, 2 and selected category of Scope 3 are computed at the corporate level using standardised emission factors and methodologies. The Group calculates its Scope 1, Scope 2 and Scope 3 GHG emissions using the indirect measurement method because direct measurement is not available.

Data Availability, Estimations and Restatement

The Group aspires to comprehensively track, record and report data across all relevant scopes. Given the Group's global presence, variations in data availability are acknowledged. Recognising these challenges, the Group understands that there may be instances where data acquisition is difficult or unattainable across different countries. The Group adheres to the best effort basis principles to ensure data availability. As we adopt the GHG Protocol Corporate Standard, we will aim to cover at least 95% of Scope 1 and 2 emissions. Our estimation modelling for purchased electricity (Scope 2 and Scope 3 – Leased Assets) is by 12-month rolling average or historical trend from previous data. Business travel will be recognised based on either payment date or travel date, depending on the data availability.

A restatement will be made if there are significant changes in methodology, or recalculation of actual data which leads to +/- 5% deviation from the reported figures, aligning with IPCC's Good Practice Guidance and Uncertainty Management in National Greenhouse Gas Inventories. Rebaselining will be made should there be a significant structural change within our operations.

Emission Reduction Calculation Methodology

The reduction in GHG emissions for our energy efficiency project was calculated using the project method, comparing post-project emissions to a pre-project baseline. This approach is consistent with the GHG Protocol for Project Accounting and applies to Scope 1 and 2. We use electricity consumption data and the Group's applied emission factors. Assumptions include consistent operational conditions pre- and post-retrofit, with no significant changes in external factors affecting energy consumption.

GHG EMISSIONS METHODOLOGY

The following summarises the calculation approach, inputs and assumptions applied across each emissions scope and category.

SCOPES	APPROACH	CALCULATION
Scope 1	Hybrid method, combining fuel-based, average-data and spend-data method depending on the activity data we received.	Direct Emissions – company owned vehicles
		Total amount of fuel consumed (litre) × average fuel-based vehicle specific emission factor (kg CO ₂ e/litre)
		Direct Emissions – fuel consumption from fuel generators
		Total amount of fuel refill used across all generator dependent branches & buildings (litres) × fuel-specific emission factor (kg CO ₂ e/litre)
		Direct Emissions – refill of fire extinguisher filler
		Total amount of refill (kg) × fire extinguisher-specific emission factor (kg CO ₂ e/kg)
		Direct Emissions – refill of refrigerant for HVAC system
		Amount of refill (kg) × refrigerant type specific emission factor (kg CO ₂ e/kg)
Scope 2	Asset-specific method, we report both location-based and market-based emission.	Indirect Emissions – electricity purchased for own consumption
		Total amount of electricity purchased across all branches & buildings (kWh) × Grid emission factor (tCO ₂ e/kWh)
Scope 3	Category 6 Business Travel	Land Travel:
	Hybrid method, combining fuel-based, distance-based and spend-data method depending on the activity data we received.	Σ (distance travelled) x vehicle specific emission factor (kg CO ₂ e/vehicle-km)
	Air Travel:	or
	Direct computed emission from ICAO calculator based on the route reported by our employee.	Total amount of fuel consumed (litre) x average fuel-based vehicle specific emission factor (tCO ₂ e/litre)
	Assumptions:	
	An uplift of 90% is applied to ICAO-calculated air travel emissions to account for Radiative Forcing, following DEFRA UK guidance.	
	Category 7 Employee Commuting	
	Distance-based, stratified sampling	
	Activity Data:	
	Number of employees	Σ (distance travelled) x vehicle specific emission factor (kg CO ₂ e/vehicle-km)
	Daily commuting distance	
	Transport mode mix	
	Working days per year	
	Category 8 Upstream Leased Asset	
	Asset-specific method, location-based.	Same methodology as Scope 2 location-based emissions

GHG EMISSIONS METHODOLOGY

Emission Factors

In 2025, we updated the emissions factors applied across our calculations to reflect the latest available data. For Scope 2, we enhanced accuracy by sourcing country-specific grid emission factors for all our global facilities, ensuring alignment with nationally reported datasets. Where national data was unavailable, we applied emission factors from globally recognised sources to maintain consistency and credibility in our reporting.

Emission Source	Emission Factors	
Scope 1	▶ Greenhouse Gas Inventory Guidance. Direct fugitive from Refrigeration, Air Conditioning, Fire Suppression and Industrial Gases, page 5. Published December 2023 by United States Environmental Protection Agency. ▶ Greenhouse Gas Reporting: Conversion Factors 2025. Published June 2025 by UK Government Department for Energy Security and Net Zero (DESNZ).	
	Country	Source
Scope 2	Malaysia	Grid Emission Factor in Malaysia 2017–2022. Published November 2024 by Malaysia Energy Commission.
	Singapore	Singapore Energy Statistics 2024 – Chapter 2: Energy Transformation. Published by the Energy Market Authority
	Indonesia	Faktor Emisi Grk Sistem Ketenagalistrikan Tahun 2019 (Jamali). Published by Directorate General of Electricity, Ministry of Energy and Mineral Resources, Indonesia
	Philippines	National Grid Emission Factor 2019–2021, published by the Department of Energy, Republic of the Philippines
	Laos	Nationally Determined Contribution 2020 of the Lao People's Democratic Republic
	Cambodia	List of Grid Emission Factors 2025 v11.6. Published by the Institute for Global Environmental Strategies
	Myanmar	Barrier Analysis and Enabling Framework Report for Climate Change Mitigation, page 23. Published April 2021 by the Republic of the Union of Myanmar.
	Vietnam	Viet Nam News (18 April 2025) – “Study shows coal power dominant as Việt Nam’s grid emissions climbed in 2024”
	Hong Kong	Hong Kong Electric Sustainability Report 2024, page 44
	China	Notice on the Management of GHG Emissions Reporting for Power Generation Sector 2023–2025. Published by the Ministry of Ecology and Environment of the People's Republic of China
	New York	Projected Emission Factors for New York State Grid Electricity, page 16. Published August 2022 by the New York State Energy Research and Development Authority
	London	Greenhouse Gas Reporting: Conversion Factors 2025. Published by the UK Department for Energy Security and Net Zero
	Brunei	Electricity Factors of Brunei (June 2025), published by Carbon Data Intelligence
	Thailand	CO ₂ Emission by Energy Type and Sector, Table 9.1–15: CO ₂ Emission per kWh. Published 2025 by the Ministry of Energy, Thailand
	India	CO ₂ Baseline Database for the Indian Power Sector. Published December 2024 by the Central Electricity Authority, Ministry of Power, Government of India
	Dubai	Dubai Electricity and Water Authority (DEWA) Sustainability Report 2024, page 55
Scope 3	Categories	Source
	Employee Commuting and Business Travel (Land)	Greenhouse Gas Reporting: Conversion Factors 2025. Published June 2025 by UK Government Department for Energy Security and Net Zero
	Upstream leased asset	Grid Electricity Emission Factor as per Scope 2 emission factors

GHG EMISSIONS METHODOLOGY

FINANCED EMISSIONS

Since 2022, we have used the Partnership for Carbon Accounting Financials (PCAF) methodology to assess and calculate financed emissions across our portfolio. The PCAF Global GHG Accounting and Reporting Standard for the Financial Industry (the Standard) provides a consistent and comparable approach across seven asset classes and conforms to the GHG Protocol Corporate Value Chain (Scope 3) Standard for Category 15: Investment Activities.

Scope and Boundary

The Group's financed emissions cover seven asset classes. Due to the limitation of calculation methodologies, the Group's financed emissions currently exclude products and services such as investment funds, loans for securitisation, exchange traded funds, derivatives, initial public offering (IPO) underwriting and insurance underwriting. We will consider including these products and services in our financed emissions measurement when calculation methodologies are firmly established. In addition, assets held for short durations or designated as held for sale are excluded.

Reporting Period

The reporting period for the computation covers a 12-month period from 1 January 2025 to 31 December 2025 (Financial Year 2025) unless otherwise stated.

How We Calculate Financed Emissions

We apply the PCAF Standard to quantify financed emissions and prioritise the use of client-reported GHG emissions or verified national-level disclosures when available. Where such information is unavailable, we use PCAF recommended estimation techniques, including sector and jurisdiction specific proxies to derive emissions attributable to our exposures. Each calculation aligns with PCAF attribution rules to determine the proportion of emissions linked to Maybank's financing.

In 2025, we refined these estimation approaches by integrating additional datasets from Singapore Land Transport Authority and Road Transport Department Malaysia for the automotive sector and collateral-level information for commercial real estate and mortgage portfolios. For sovereign exposures, we applied country-level production emissions factors in line with evolving industry guidance.

Data Quality

Financed emissions accuracy depends on the quality and availability of underlying customer and investee data. Many entities within our portfolio do not yet disclose GHG emissions, resulting in limitations at both sector and sub-sector levels. To address these gaps, we apply PCAF Data Quality Scores ranging from Score 1 (highest-quality, client-reported data) to Score 5 (fully estimated). These scores allow us to assess reliability, compare datasets, and prioritise improvements over time.

In 2025, we strengthened data quality by integrating verified disclosures, enhancing sector-level granularity and refining proxies. These improvements reduce estimation uncertainty and support more accurate tracking of sectoral and portfolio-wide progress. While data availability continues to vary across markets, we are addressing these gaps through deeper client engagement and strengthened modelling techniques.

Continuous Improvement

We continue to refine our methodologies and strengthen data quality as client reporting improves and industry guidance evolves. Over time, we will expand data collection efforts and enhance estimation techniques to support more robust financed emissions measurement.

GRI CONTENT INDEX



CONTENT INDEX ESSENTIALS
SERVICE

2026



SDG
LINKAGE ADD-ON

2026

GRI Services Statement

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

GRI Services reviewed the correct mapping of the GRI disclosures presented in the GRI content index to Sustainable Development Goals (SDGs), based on the 'Goals and targets database' tool available from GRI website.

Statement of Use

Malaysian Banking Berhad has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025.

GRI 1 Used

GRI 1: Foundation 2021

Applicable GRI Sector Standard

Not applicable

GRI Disclosure	GRI Disclosure Description	Page Number(s), URL or Direct Answer	Remarks/Omissions	SDG Linkage
GRI 2: General Disclosures 2021				
The organisation and its reporting practices				
2-1	Organisational details	Pages 1 and 5 to 8		
2-2	Entities included in the organisation's sustainability reporting	Page 8		
2-3	Reporting period, frequency and contact point	Pages b and 1		
2-4	Restatements of information	Significant restatements compared to prior years are explained in the relevant section where they appear.		
2-5	External assurance	Pages 269 to 277		
Activities and workers				
2-6	Activities, value chain and other business relationships	Pages 6 to 8		
2-7	Employees	Pages 12 to 15 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
2-8	Workers who are not employees	Page 16 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
Governance				
2-9	Governance structure and composition	Refer to www.maybank.com/iwov-resources/documents/pdf/about-us/corporate-governance-structure/Maybank-Corporate-Governance-Structure-Framework-2024Jan31.pdf www.maybank.com/iwov-resources/documents/pdf/about-us/corporate-governance-structure/maybank-board-charter-2026.pdf www.maybank.com/en/about-us/leadership.page		
2-10	Nomination and selection of the highest governance body			
2-11	Chair of the highest governance body			

GRI CONTENT INDEX

GRI Disclosure	GRI Disclosure Description	Page Number(s), URL or Direct Answer	Remarks/Omissions	SDG Linkage
GRI 2: General Disclosures 2021 (continued)				
Governance (continued)				
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 43 to 52 and 162 to 165		
2-13	Delegation of responsibility for managing impacts			
2-14	Role of the highest governance in sustainability reporting	Pages 1 and 43 to 52		
2-15	Conflicts of interest	Refer to https://www.maybank.com/en/about-us/corporate-governance.page https://www.maybank.com/iwov-resources/corporate_new/document/my/en/pdf/Maybank-Group-Code-of-Ethics-Conduct.pdf		
2-16	Communication of critical concerns	Pages 142 to 143		
2-17	Collective knowledge of the highest governance body	Pages 51, 165 and 166		
2-18	Evaluation of the performance of the highest governance body	Page 52 www.maybank.com/iwov-resources/documents/pdf/about-us/corporate-governance-structure/maybank-board-charter-2026.pdf		
2-19	Remuneration policies	Pages 52 and 167 www.maybank.com/iwov-resources/documents/pdf/about-us/corporate-governance-structure/maybank-board-charter-2026.pdf		
2-20	Process to determine remuneration	Refer to www.maybank.com/iwov-resources/documents/pdf/about-us/corporate-governance-structure/maybank-board-charter-2026.pdf		

GRI CONTENT INDEX

GRI Disclosure	GRI Disclosure Description	Page Number(s), URL or Direct Answer	Remarks/Omissions	SDG Linkage
GRI 2: General Disclosures 2021 (continued)				
Governance (continued)				
2-21	Annual total compensation ratio	Page 23 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page - Represents Malaysian workforce only - Total sample size of 26,138 (56% unionised employees and 44% non-unionised employees) and excludes employees that have either left service and new joiners within the financial year under review. - Financial year under review is 1 January 2025 till 31 December 2025. - Compensation types included in the calculation are Salary, Allowances, Variable Short Term Bonus/Incentives, Shares and Cash-settled Share Plan paid/vested in the financial year under review. - The highest-paid individual is the President & Group Chief Executive Officer, mainly due to the vesting of the Long Term Incentive Plan (LTIP) for the first time since joining the Company in 2022. The LTIP vested under the 2018 – 5th Award Plan, which was granted upon joining, and the vesting was subject to the Company's and the individual's performance over a three-year period.		
Strategy, policies and practices				
2-22	Statement on sustainable development strategy	Pages 16 to 23, 39 and 40		
2-23	Policy commitments	Pages 54 to 56, 122 to 124 and 151		
2-24	Embedding policy commitments	Pages 39 to 40, 43 to 52, 53 to 56 and 122 to 125		
2-25	Processes to remediate negative impacts	Pages 114 to 121 and 141 to 143		
2-26	Mechanisms for seeking advice and raising concerns	Pages 85 to 86 and 141 to 143		
2-27	Compliance with laws and regulations	Pages 122 to 125 and 146 to 149 of this report and pages 24 to 25 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
2-28	Membership associations	Page 13		
Stakeholder engagement				
2-29	Approach to stakeholder engagement	Pages 24 to 29		
2-30	Collective bargaining agreements	Page 123		

GRI CONTENT INDEX

GRI Disclosure	GRI Disclosure Description	Page Number(s), URL or Direct Answer			Remarks/Omissions	SDG Linkage
GRI 3: Material Topics 2021						
3-1	Process to determine material topics	Pages 30 to 35				
3-2	List of material topics	Pages 30 to 35				
		GRI Topic Standards		Maybank Material Topics		
		101	Biodiversity	Biodiversity and Nature		
		201	Economic Performance	- Sustainable Products and Services - Financial Inclusion		
		203	Indirect Economic Impacts	- Sustainable Products and Services - Financial Inclusion - Community Empowerment - Public Policy and Advocacy		
		204	Procurement Practices	Sustainable Procurement		
		205	Anti-corruption	- Good Governance and Conduct - Business Integrity and Ethics		
		302	Energy	Environmental and Climate Action		
		303	Water and Effluents	Environmental and Climate Action		
		305	Emissions	Environmental and Climate Action		
		306	Waste	Environmental and Climate Action		
		401	Employment	- Future-Fit Talent and Culture - Employee Well-being		
		403	Occupational Health and Safety	Employee Well-being		
		404	Training and Education	Future-Fit Talent and Culture		
		405	Diversity and Equal Opportunity	Diversity, Equity, Inclusion and Belonging (DEIB)		
		406	Non-discrimination	Human Rights		
		413	Local communities	Community Empowerment		
		414	Supplier social assessment	Sustainable Procurement		
418	Customer Privacy	- Customer Excellence - Responsible Data Privacy and Security				

GRI CONTENT INDEX

GRI Disclosure	GRI Disclosure Description	Page Number(s), URL or Direct Answer	Remarks/Omissions	SDG Linkage
Standard Disclosures				
MATERIAL TOPICS				
Biodiversity and Nature				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 33, 158 to 159 and 187 to 188		
GRI 101: Biodiversity 2024				
101-1	Policies to halt and reverse biodiversity loss	Pages 9, 46, 53, 56, 158, 187, 204, 206, 213 and 214		
101-2	Management of biodiversity impacts	Pages 187 to 188		SDG 15
101-3	Access and benefit-sharing	–	Not Applicable This GRI disclosure is relevant for organisations that use genetic resources to conduct research and development on the genetic or biochemical composition of resources, including through the application of biotechnology or organisations that use traditional knowledge associated with genetic resources such as cosmetics, pharmaceuticals and agriculture, among other sectors. This does not apply to Maybank as a financial institution.	
101-4	Identification of biodiversity impacts	–	Information unavailable at the time of reporting Maybank is currently piloting an approach to identify and assess the biodiversity impact of our client's operations/assets. Data is limited and of low quality, and is consequently not ready for public disclosure even at an aggregated level. Supply chain biodiversity impact considerations are still nascent due to data limitation, data quality challenges and the absence of mandatory regulatory reporting requirements on these criteria.	

GRI CONTENT INDEX

GRI Disclosure	GRI Disclosure Description	Page Number(s), URL or Direct Answer	Remarks/Omissions	SDG Linkage
Biodiversity and Nature (continued)				
GRI 101: Biodiversity 2024 (continued)				
101-5	Locations with biodiversity impacts	–	Information unavailable at the time of reporting Work is still in the planning stages to identify Maybank's operational sites that are in close proximity to ecologically sensitive areas. On "products and services in its supply chain with the most significant impacts on biodiversity" (Disclosure 101-5-d), the Bank is currently piloting an approach to identify and assess the biodiversity impact across our client's operations, assets and value chain. Data is relatively nascent and not ready for public disclosure even at an aggregated level. Legal Prohibitions The Bank is bound by the Financial Services Act 2013, which prohibits the sharing of any information relating to the affairs or account of a customer including location of project sites.	
101-6	Direct drivers of biodiversity loss	–	Information unavailable at the time of reporting As mentioned above, work is still in the planning stages to identify Maybank's operational sites that are in close proximity to ecologically sensitive areas. Only after this has been done can Maybank report on the direct impact it has on land and sea use change (Disclosure 101-6-a), exploitation of natural resources (101-6-b), pollutions (101-6-c) or introduction of invasive species (101-6-d).	
101-7	Changes to the state of biodiversity	–	Information unavailable at the time of reporting As mentioned above, Maybank is currently piloting an approach to identify and assess the biodiversity impact of our client's operations/assets. Ecosystem changes are not currently tracked given data limitations, the nascence of understanding amongst clients and the absence of mandatory regulatory reporting requirements on these criteria.	
101-8	Ecosystem services	–	Information unavailable at the time of reporting Maybank is currently piloting an approach to identify and assess the biodiversity impact of our client's operations/assets. Ecosystem services and beneficiaries are not currently tracked given data limitations, the nascence of understanding amongst clients and the absence of mandatory regulatory reporting requirements on these criteria.	

GRI CONTENT INDEX

GRI Disclosure	GRI Disclosure Description	Page Number(s), URL or Direct Answer	Remarks/Omissions	SDG Linkage
Sustainable Products and Services				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 35, 53 to 54, 58 to 59, 77, 84 and 176		
GRI 201: Economic Performance 2016				
201-2	Financial implications and other risks and opportunities due to climate change	Pages 53 to 56 and 198 to 205		SDG 13
Financial Inclusion				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 24 to 29, 39 to 40, 58 to 59, 77, 127, 170 and 173		
GRI 203: Indirect Economic Impacts 2016				
203-1	Infrastructure investments and services supported	Pages 58 to 59, 77, 88 to 89, 127 to 139, 170, and 176 to 180		SDG 9
203-2	Significant indirect economic impacts	Pages 13 to 15, 36 to 38, 58 to 59, 77, 88 to 89, 127 to 139, 170 and 176 to 180		SDG 1, SDG 3, SDG 8
Sustainable Procurement				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 32 and 150 to 152		
GRI 204: Procurement Practices 2016				
204-1	Proportion of spending on local suppliers	Page 152 of this report and page 22 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		SDG 8
GRI 308: Supplier Environmental Assessment 2016				
308-1	New suppliers that were screened using environmental criteria	Page 151 of this report and page 22 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
GRI 414: Supplier Social Assessment 2016				
414-1	New suppliers that were screened using social criteria	Page 151 of this report and page 22 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		SDG 8

GRI CONTENT INDEX

GRI Disclosure	GRI Disclosure Description	Page Number(s), URL or Direct Answer	Remarks/Omissions	SDG Linkage
Business Integrity and Ethics				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 32 and 141 to 142		
GRI 205: Anti-Corruption 2016				
205-1	Operations assessed for risks related to corruption	Page 141 in this report and page 25 in the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		SDG 16
205-2	Communication and training about anti-corruption policies and procedures	Pages 32 and 144 of this report and pages 24 to 25 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		SDG 16
205-3	Confirmed incidents of corruption and action taken	Page 143 of this report and page 25 in the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page In FY2025, two cases of corruption were confirmed. The first case involved misconduct within one of our overseas operations, where an employee was found to have engaged in improper practices during loan origination, including the receipt of kickbacks and document falsification. The second case involved vendor-related control lapses, including invoice irregularities and misuse of funds. Both incidents were reported in accordance with applicable local and regional regulatory requirements and appropriate actions have been taken. Controls were also strengthened to enhance vendor governance, payment approvals and supervisory oversight.		SDG 16
Good Governance and Conduct				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 43 to 52 and 162 to 167		
Customer Excellence				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 24 and 84 to 89		
Public Policy and Advocacy				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 13 to 15, 181 to 182 and 185 to 186		

GRI CONTENT INDEX

GRI Disclosure	GRI Disclosure Description	Page Number(s), URL or Direct Answer	Remarks/Omissions	SDG Linkage
Environmental and Climate Action				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 32 to 33, 154 to 156, 168 to 180, 189, 198 to 207 and 219 to 229		
GRI 302: Energy 2016				
302-1	Energy consumption within the organisation	Page 225 of this report and page 29 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page	As a financial institution, Maybank does not sell electricity, heating, cooling or steam.	SDG 7, SDG 13
GRI 305: Emissions 2016				
305-1	Direct (Scope 1) GHG emissions	Pages 224 and 230 to 232 of this report and page 26 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		SDG 13
305-2	Indirect (Scope 2) GHG emissions	Pages 224 and 230 to 232 of this report and page 26 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
305-3	Other indirect (Scope 3) GHG emissions	Pages 224 and 230 to 232 of this report and pages 26 to 28 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
305-4	GHG emissions intensity	Pages 156, 161, 210 to 211, 224, 230 to 233 of this report and pages 28, 31 to 33 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
305-5	Reduction of GHG emissions	Pages 219 to 222 and 230 to 233 of this report and page 28 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
GRI 303: Water and Effluents 2018				
303-5	Water Consumption	Page 229 of this report and page 35 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		

GRI CONTENT INDEX

GRI Disclosure	GRI Disclosure Description	Page Number(s), URL or Direct Answer	Remarks/Omissions	SDG Linkage
Environmental and Climate Action (continued)				
GRI 306: Waste 2020				
306-1	Waste generation and significant waste-related impacts	Page 227		
306-3	Waste generated	Page 227 of this report and page 35 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
306-4	Waste diverted from disposal	Page 227 of this report and page 35 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
306-5	Waste directed to disposal	Page 227 of this report and page 36 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
Future Fit Talent and Culture				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 26, 33 to 34, 92 to 107 and 114 to 125		
GRI 401: Employment 2016				
401-1	New employee hires and employee turnover	Pages 19 to 20 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		SDG 5, SDG 8, SDG 10
GRI 404: Training and Education 2016				
404-1	Average hours of training per year per employee	Pages 10 and 92 of this report and page 18 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		SDG 4, SDG 5, SDG 8, SDG 10
404-2	Programmes for upgrading employee skills and transition assistance programme	Pages 93 to 107		SDG 8
404-3	Percentage of employees receiving regular performance and career development reviews	Page 21 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		SDG 5, SDG 8, SDG 10

GRI CONTENT INDEX

GRI Disclosure	GRI Disclosure Description	Page Number(s), URL or Direct Answer	Remarks/Omissions	SDG Linkage
Employee Well-being				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 26, 33 and 114 to 122		
GRI 401: Employment 2016				
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pages 119 to 121		SDG 8
GRI 403: Occupational Health and Safety 2018				
403-1	Occupational health and safety management system	Pages 114 to 115		SDG 8
403-3	Occupational health services	Pages 115 to 116		SDG 8
403-4	Worker participation, consultation and communication on occupational health and safety	Pages 114 to 115 and 117		SDG 8, SDG 16
403-5	Worker training on occupational health and safety	Pages 114 to 115		SDG 8
403-6	Promotion of worker health	Pages 115 to 118		SDG 3
403-9	Worker-related injuries	Page 117 of this report and page 17 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		SDG 8
Diversity, Equity, Inclusion and Belonging (DEIB)				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 33 and 108 to 113		
GRI 405: Diversity and Equal Opportunity 2016				
405-1	Diversity of governance bodies and employees	Pages 31 and 108 to 109 of this report and page 23 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		SDG 5, SDG 8

GRI CONTENT INDEX

GRI Disclosure	GRI Disclosure Description	Page Number(s), URL or Direct Answer	Remarks/Omissions	SDG Linkage
Human Rights				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 34, 108 to 113, 122 to 125 and 141 to 142		
GRI 406: Non-Discrimination 2016				
406-1	Incidents of discrimination and corrective actions taken	Page 124 of this report and page 21 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
Community Empowerment				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 27, 34 and 127 to 140		
GRI 413: Local Communities 2016				
413-1	Operations with local community engagement, impact assessments and development programmes	Pages 127 to 140 of this report and pages 7 to 11 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		
Responsible Data Privacy and Security				
GRI 3: Material Topics 2021				
3-3	Management of material topics	Pages 24, 31, 35 and 146 to 149		
GRI 418: Customer Privacy 2016				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 149 of this report and page 22 of the Maybank Sustainability Performance Data 2025. Refer to https://www.maybank.com/en/sustainability.page		

IFRS S1: GENERAL REQUIREMENTS FOR DISCLOSURES OF SUSTAINABILITY-RELATED FINANCIAL INFORMATION CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
GOVERNANCE			
27 (a)	Information about the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of sustainability-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information about:		
27 (a) (i)	How responsibilities for sustainability-related risks and opportunities are reflected in terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s).	Sustainability Governance: • Sustainability Governance Structure • Key Governance Actions in 2025 • Group Sustainability Office • Strengthening Integration Across the Group • ESG Risk Governance • Leadership Training and Capacity Building • Board Effectiveness Evaluation • Sustainability-linked Remuneration Integrated Annual Report • Corporate Governance Overview Statement Value Creating Business Model (trade-offs) Sustainability Statement: Sustainability Governance & Oversight Maybank Group Sustainability Framework	Page 43
27 (a) (ii)	How the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to sustainability-related risks and opportunities.		Page 46
27 (a) (iii)	How and how often the body(s) or individual(s) are informed about sustainability-related risks and opportunities.		Page 48
			Page 49
27 (a) (iv)	How the body(s) or individual(s) takes into account sustainability-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities.		Page 50
27 (a) (v)	How the body(s) or individual(s) oversee the setting of targets related to sustainability-related risks and opportunities, and monitor progress towards those targets (see paragraph 51), including whether and how related performance metrics are included in remuneration policies.	Page 51	
		Page 52	
			Page 52
			Pages 134 to 136 in the Maybank Integrated Annual Report 2025
			Page 31 in the Maybank Integrated Annual Report 2025
			Page 104 in the Integrated Annual Report 2025
			Page 39
27 (b)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability-related risks and opportunities, including information about:		
27 (b) (i)	Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee.	Sustainability Governance: • Sustainability Governance Structure • Group Sustainability Office • ESG Risk Governance Sustainability Statement: • Sustainability Governance & Oversight	Page 43
27 (b) (ii)	Whether management uses controls and procedures to support the oversight of sustainability-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.		Page 48
			Page 50
			Page 104 in the Integrated Annual Report 2025

IFRS S1: GENERAL REQUIREMENTS FOR DISCLOSURES OF SUSTAINABILITY-RELATED FINANCIAL INFORMATION CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
STRATEGY			
SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES			
30	An entity shall disclose information that enables users of general-purpose financial reports to understand the sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall:		
30 (a)	Describe the sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	Sustainability Material Matters: • Materiality Refresher	Page 30
BUSINESS MODEL AND VALUE CHAIN			
32	An entity shall disclose information that enables users of general-purpose financial reports to understand the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain. Specifically, the entity shall disclose:		
32 (a)	A description of the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain.	Sustainability Material Matters Integrated Annual Report: • Principal Risks Sustainability Statement: • Sustainability Strategy and Framework	Page 30 Page 149 in this report and page 22 of the Maybank Sustainability Performance Data 2025
32 (b)	A description of where in the entity's business model and value chain sustainability-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).		Pages 52 to 59 in the Maybank Integrated Annual Report 2025 Page 106 in the Maybank Integrated Annual Report 2025
STRATEGY AND DECISION-MAKING			
33	An entity shall disclose information that enables users of general-purpose financial reports to understand the effects of sustainability-related risks and opportunities on its strategy and decision-making. Specifically, the entity shall disclose information about:		
33 (a)	How the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making.	Our Sustainability Commitments Sustainability Material Matters • Materiality Refresher Sustainability Statement: • Sustainability Strategy and Framework Integrated Annual Report: • Value Creating Business Model Sustainability Statement: • Sustainability Strategy and Framework	Pages 41 to 43 Page 30 Page 149 in this report and page 22 of the Maybank Sustainability Performance Data 2025
33 (b)	The progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitative information.		Page 106 in the Integrated Annual Report 2025
33 (c)	Trade-offs between sustainability-related risks and opportunities that the entity considered (for example, in making a decision on the location of new operations, an entity might have considered the environmental impacts of those operations and the employment opportunities they would create in a community).		Pages 28 to 31 in the Maybank Integrated Annual Report 2025 Page 104 in the Integrated Annual Report 2025

IFRS S1: GENERAL REQUIREMENTS FOR DISCLOSURES OF SUSTAINABILITY-RELATED FINANCIAL INFORMATION CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
FINANCIAL POSITION, FINANCIAL PERFORMANCE AND CASH FLOWS RESILIENCE			
RISK MANAGEMENT			
44	To achieve this objective, an entity shall disclose information about:		
44 (a) (i)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about the inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes);	Sustainability Material Matters: • Double Materiality Assessment Process Sustainability Governance: • ESG Risk Management Process Sustainability Statement: • Enterprise Sustainability Risk Management	Page 30
44 (a) (ii)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about whether and how the entity uses scenario analysis to inform its identification of sustainability-related risks.		Pages 54 to 56
44 (a) (iii)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about how the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria).		Page 107 in the Integrated Annual Report 2025
44 (a) (iv)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about whether and how the entity prioritises sustainability-related risks relative to other types of risk;		
44 (a) (v)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about how the entity monitors sustainability-related risks; and		
44 (a) (vi)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about whether and how the entity has changed the processes it uses compared with the previous reporting period.		
44 (b)	The processes the entity uses to identify, assess, prioritise and monitor sustainability-related opportunities.		
44 (c)	The extent to which, and how, the processes for identifying, assessing and prioritising and monitoring sustainability-related risks and opportunities are integrated into and inform the entity's overall risk management process.		

IFRS S1: GENERAL REQUIREMENTS FOR DISCLOSURES OF SUSTAINABILITY-RELATED FINANCIAL INFORMATION CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
METRICS AND TARGETS			
46	An entity shall disclose, for each sustainability-related risk and opportunity that could reasonably be expected to affect the entity's prospects:		
46 (a)	Metrics required by an applicable IFRS Sustainability Disclosure Standard.	Sustainability Material Matters: • Double Materiality Assessment Process Our Sustainability Commitments Sustainability Statement: • Metrics & Target Refer to SASB Index	Page 30
46 (b) (i)	Metrics the entity uses to measure and monitor that sustainability-related risk or opportunity.		Pages 41 to 43
46 (b) (ii)	Metrics the entity uses to measure and monitor its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation.		Pages 109 to 110 of the Integrated Annual Report 2025
			Pages 258 to 266
50	If a metric has been developed by an entity, the entity shall disclose information about:		
50 (a)	How the metric is defined, including whether it is derived by adjusting a metric taken from a source other than IFRS Sustainability Disclosure Standards and, if so, which source and how the metric disclosed by the entity differs from the metric specified in that source.	Sustainability Statement: • Metrics & Targets	Pages 109 to 110 in the Integrated Annual Report 2025
50 (b)	Whether the metric is an absolute measure, a measure expressed in relation to another metric or a qualitative measure (such as red, amber, green – or RAG – status).		
50 (c)	Whether the metric is validated by a third party and, if so, which party.		
50 (d)	The method used to calculate the metric and the inputs to the calculation, including the limitations of the method used and the significant assumptions made.		
51	An entity shall disclose information about the targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation. For each target, the entity shall disclose:		
51 (a)	The metric used to set the target and to monitor progress towards reaching the target.	Our Sustainability Commitments Sustainability Statement: • Metrics & Targets	Pages 41 to 43
51 (b)	The specific quantitative or qualitative target the entity has set or is required to meet.		Pages 109 to 110 in the Integrated Annual Report 2025
51 (c)	The period over which the target applies.		
51 (d)	The base period from which progress is measured.		
51 (f)	Performance against each target and an analysis of trends or changes in the entity's performance		

IFRS S2: CLIMATE-RELATED DISCLOSURES CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
GOVERNANCE			
6 (a)	To achieve this objective, an entity shall disclose information about the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information about		
6 (a) (i)	How responsibilities for climate-related risks and opportunities are reflected in terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s).	Governance Climate Governance: • Key Governance Bodies • Committees Roles and Responsibilities • Board Capability and Competence	Page 162 Pages 163 to 164 Pages 165 to 166
6 (a) (ii)	How the body(s) or individual(s) determined whether appropriate skills and competencies will be developed to oversee strategies designed to respond to climate-related risks and opportunities.		
6 (a) (iii)	How and how often the body(s) or individual(s) is informed about climate-related risks and opportunities.		
6 (a) (iv)	How the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities.		
6 (a) (v)	How the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets, including whether and how related performance metrics are included in remuneration policies		
6 (b)	To achieve this objective, an entity shall disclose information about management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities, including information about:		
6 (b) (i)	Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee.	Governance Climate Governance: • Committees Roles and Responsibilities	Pages 163 to 164
6 (b) (ii)	Whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.		

IFRS S2: CLIMATE-RELATED DISCLOSURES CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
STRATEGY			
CLIMATE-RELATED RISKS AND OPPORTUNITIES			
10	An entity shall disclose information that enables users of general-purpose financial reports to understand the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects. Specifically, the entity shall:		
10 (a)	Describe climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	Strategy • Climate Strategic Approach Risk Management Climate Risk Management: • Climate-Related Risk Drivers and Potential Impacts The Group applies short-, medium- and long-term time horizons as a high-level framing for climate-related risk assessment and scenario analysis, in line with its Climate Risk Policy, strategic planning cycles and net zero commitment.	Pages 168 to 169
10 (b)	Explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk.		Pages 199 to 205
10 (c)	Specify, for each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium or long term — the effects of each climate-related risk and opportunity could reasonably be expected to occur.		
10 (d)	Explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.		
BUSINESS MODEL AND VALUE CHAIN			
13	An entity shall disclose information that enables users of general-purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain. Specifically, the entity shall disclose:		
13 (a)	A description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain.	Risk Management Climate Risk Management: • Climate-Related Risk Drivers and Potential Impacts Metrics & Targets Financed Emissions: • Financed Emissions Performance	Pages 199 to 205
13 (b)	A description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).		Pages 210 to 211
13 (a)	A description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain.	Risk Management Climate Risk Management: • Climate-Related Risk Drivers and Potential Impacts Metrics & Targets Financed Emissions: • Financed Emissions Performance	Pages 199 to 205
13 (b)	A description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).		Pages 210 to 211

IFRS S2: CLIMATE-RELATED DISCLOSURES CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
STRATEGY AND DECISION-MAKING			
14	An entity shall disclose information that enables users of general-purpose financial reports to understand the effects of climate-related risks and opportunities on its strategy and decision-making. Specifically, the entity shall disclose:		
14 (a)	Information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Specifically, the entity shall disclose information about:		
14 (a) (i)	Current and anticipated changes to the entity’s business model, including its resource allocation, to address climate-related risks and opportunities (for example, these changes could include plans to manage or decommission carbon-, energy- or water- intensive operations; resource allocations resulting from demand or supply-chain changes; resource allocations arising from business development through capital expenditure or additional expenditure on research and development; and acquisitions or divestments).	Strategy - Climate Strategic Approach - Pillar 1: Supporting Our Clients to Decarbonise - Pillar 2: Accelerate Differentiated Investment in Sustainable Financing	Pages 168 to 169 Pages 170 to 172 Pages 173 to 175
14 (a) (ii)	Current and anticipated direct mitigation and adaptation efforts (for example, through changes in production processes or equipment, relocation of facilities, workforce adjustments, and changes in product specifications).		
14 (a) (iii)	Current and anticipated indirect mitigation and adaptation efforts (for example, through working with customers and supply chains).		
14 (a) (iv)	Any climate-related transition plan the entity has, including information about key assumptions used in developing its transition plan, and dependencies on which the entity’s transition plan relies.		
14 (a) (v)	How the entity plans to achieve any climate-related targets, including any greenhouse gas emissions targets.		
14 (b)	Information about how the entity is resourcing, and plans to resource, the activities disclosed.	Strategy - Climate Strategic Approach: Operationalising the Strategy - Pillar 3: Leading the Industry and Building Capabilities	Pages 168 to 169 Pages 176 to 180
14 (c)	Quantitative and qualitative information about the progress of plans disclosed in previous reporting periods.	Strategy - Pillar 1: Supporting Our Clients to Decarbonise - Pillar 2: Accelerate Differentiated Investment in Sustainable Financing - Pillar 3: Leading the Industry and Building Capabilities	Pages 170 to 172 Pages 173 to 175 Pages 176 to 180

IFRS S2: CLIMATE-RELATED DISCLOSURES CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
FINANCIAL POSITION, FINANCIAL PERFORMANCE AND CASH FLOWS			
15	An entity shall disclose information that enables users of general-purpose financial reports to understand:		
15 (a)	The effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects).	The Group is progressively enhancing data availability, methodologies and systems to assess and quantify current and anticipated financial effects of climate-related risks and opportunities, in line with IFRS S2 requirements. These disclosures will be phased in as methodologies mature.	
15 (b)	The anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).		
16	Specifically, an entity shall disclose quantitative and qualitative information about:		
16 (a)	How climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period;	The Group has prioritised establishing governance, risk identification and scenario analysis foundations under IFRS S2. Quantification of current financial effects and potential material adjustments is dependent on further enhancement of data availability, methodologies and system integration. These disclosures will be progressively enhanced as capabilities mature.	
16 (b)	The climate-related risks and opportunities identified in paragraph 16(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements;		
16 (c) (i)	How the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration its investment and disposal plans (for example, plans for capital expenditure, major acquisitions and divestments, joint ventures, business transformation, innovation, new business areas, and asset retirements), including plans the entity is not contractually committed to;	Forward-looking assessment of changes in financial position, financial performance and cash flows is subject to ongoing enhancement of climate risk modelling, scenario analysis outputs and integration into financial planning processes. The Group is advancing these capabilities and will progressively enhance disclosures in line with IFRS S2 requirements.	
16 (c) (ii)	How the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration its planned sources of funding to implement its strategy; and		
16 (d)	How the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities (for example, increased revenue from products and services aligned with a lower-carbon economy; costs arising from physical damage to assets from climate events; and expenses associated with climate adaptation or mitigation)		

IFRS S2: CLIMATE-RELATED DISCLOSURES CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
21	<i>If an entity determines that it need not provide quantitative information about the current or anticipated financial effects of a climate-related risk or opportunity applying the criteria set out in paragraph 19 – 20, the entity shall:</i>		
21 (a)	explain why it has not provided quantitative information;	The Group has not provided quantitative estimates of the current or anticipated financial effects of climate-related risks and opportunities as the capabilities required to reliably attribute impacts to specific financial statement effects are still being strengthened. This includes further enhancement of data availability, methodologies and system integration to support consistent, decision-useful quantification.	
21 (b)	provide qualitative information about those financial effects, including identifying line items, totals and subtotals within the related financial statements that are likely to be affected, or have been affected, by that climate-related risk or opportunity; and	At this stage, the Group's disclosures focus on qualitative descriptions of how climate-related risks may affect the business and portfolios, supported by scenario analysis and stress testing outputs. The Group has not yet disclosed specific affected financial statement line items, totals or subtotals because work is ongoing to establish a robust methodology to map climate transmission channels to financial reporting line items consistently across banking and insurance/takaful.	
21 (c)	provide quantitative information about the combined financial effects of that climate-related risk or opportunity with other climate-related risks or opportunities and other factors unless the entity determines that quantitative information about the combined financial effects would not be useful.	The Group has not disclosed quantitative information on the combined financial effects of climate-related risks and opportunities with other factors, as aggregation across risk drivers and portfolios may be misleading without mature attribution methods and consistent baselining. The Group will progressively enhance this disclosure as quantification approaches, data coverage and integration into financial planning and reporting processes mature.	
22 (a)	<i>The entity's assessment of its climate resilience as at the reporting date, which shall enable users of general-purpose financial reports to understand:</i>		
22 (a) (i)	The implications, if any, of the entity's assessment for its strategy and business model, including how the entity would need to respond to the effects identified in the climate-related scenario analysis.	Risk Management Climate Risk Measurement: Progress in Climate Scenario Analysis and Stress Testing Climate resilience is assessed qualitatively based on the outcomes of climate scenario analysis and stress testing conducted during the reporting period. The assessment considers the Group's exposure, vulnerabilities and capacity to respond under different climate scenarios.	Pages 195 to 196
22 (a) (ii)	The significant areas of uncertainty considered in the entity's assessment of its climate resilience.		

IFRS S2: CLIMATE-RELATED DISCLOSURES CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
22 (b) (i)	How and when the climate-related scenario analysis was carried out, including information about the inputs the entity used, including:		
22 (b) (i) (1)	Which climate-related scenarios the entity used for the analysis and the sources of those scenarios;	Risk Management Climate Risk Measurement: • Progress in Climate Scenario Analysis and Stress Testing	Pages 195 to 196
22 (b) (i) (2)	Whether the analysis included a diverse range of climate-related scenarios;		
22 (b) (i) (3)	Whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks;		
22 (b) (i) (4)	Whether the entity used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change;		
22 (b) (i) (5)	Why the entity decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties;		
22 (b) (i) (6)	The time horizons the entity used in the analysis; and		
22 (b) (i) (7)	What scope of operations the entity used in the analysis (for example, the operating locations and business units used in the analysis).		
22 (b) (ii)	How and when the climate-related scenario analysis was carried out, including the key assumptions the entity made in the analysis, including assumptions about:		
22 (b) (ii) (1)	Climate-related policies in the jurisdictions in which the entity operates;	Risk Management Climate Risk Measurement: • Progress in Climate Scenario Analysis and Stress Testing	Pages 195 to 196
22 (b) (ii) (2)	Macroeconomic trends;		
22 (b) (ii) (3)	National- or regional-level variables (for example, local weather patterns, demographics, land use, infrastructure and availability of natural resources);		
22 (b) (ii) (4)	Energy usage and mix; and		
22 (b) (ii) (5)	Developments in technology		
22 (b) (iii)	The reporting period in which the climate-related scenario analysis was carried out		

IFRS S2: CLIMATE-RELATED DISCLOSURES CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
RISK MANAGEMENT			
25	The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks, including information about:		
25 (a) (i)	The inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes);	Risk Management • Overview of Climate Risk • Climate Risk Approach	Page 189 Page 190
25 (a) (ii)	Whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related risks;		
25 (a) (iii)	How the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria);		
25 (a) (iv)	Whether and how the entity prioritises climate-related risks relative to other types of risk;		
25 (a) (v)	How the entity monitors climate-related risks;		
25 (a) (vi)	Whether and how the entity has changed the processes it uses compared with the previous reporting period.		
25 (b)	An entity shall disclose information about the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities.	Strategy • Pillar 2: Accelerate Differentiated Investment in Sustainable Financing (Financing Climate Opportunities) Risk Management Climate Risk Measurement: • Progress in Climate Scenario Analysis and Stress Testing	Pages 173 to 175 Pages 195 to 196
25 (c)	An entity shall disclose information about the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Governance • ESG Risk Management Framework Risk Management • Overview of Climate Risk	Page 164 Page 189

IFRS S2: CLIMATE-RELATED DISCLOSURES CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
METRICS AND TARGETS			
CLIMATE-RELATED METRICS			
29 (a)	An entity shall disclose information relevant to the cross-industry metric categories of greenhouse gas – the entity shall;		
29 (a) (i)	Absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO2 equivalent, classified as: • Scope 1 greenhouse gas emissions. • Scope 2 greenhouse gas emissions. • Scope 3 greenhouse gas emissions.	Metrics & Targets • Operational Emissions Performance Appendix • GHG Emissions Methodology: Operational Emissions	Pages 224 to 225
29 (a) (ii)	Measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or an exchange on which the entity is listed to use a different method for measuring its greenhouse gas emissions.		Pages 230 to 232
29 (a) (iii)	The approach used to measure greenhouse gas emissions including: • The measurement approach, inputs and assumptions the entity uses to measure its greenhouse gas emissions. • The reason why the entity has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions. • Any changes the entity made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes.		
29 (a) (iv)	For Scope 1 and Scope 2 greenhouse gas emissions disclosed, disaggregate emissions between: • The consolidated accounting group. • Other investees excluded from paragraph 29(a)(iv)(1) (for an entity applying IFRS Accounting Standards, these investees would include associates, joint ventures and unconsolidated subsidiaries).		
29 (a) (v)	Location-based Scope 2 greenhouse gas emissions, and the information about any contractual instruments that is necessary to inform users’ understanding of the entity’s Scope 2 greenhouse gas emissions.		
29 (a) (vi)	For Scope 3 greenhouse gas emissions disclosed: • The categories included within the entity’s measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). • (2) Additional information about the entity’s Category 15 greenhouse gas emissions or those associated with its investments (financed emissions), if the entity’s activities include asset management, commercial banking or insurance.		

IFRS S2: CLIMATE-RELATED DISCLOSURES CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
29 (b)	Climate-related transition risks—the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	The Group currently assesses climate-related transition risks through qualitative risk identification, sectoral analysis and scenario-based assessments. Quantification of the amount and percentage of assets or business activities vulnerable to transition risks is under development, as methodologies, data availability and portfolio tagging continue to be enhanced. These disclosures will be phased in as assessment capabilities mature.	
29 (c)	Climate-related physical risks—the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	The Group currently assesses climate-related physical risks through qualitative risk identification and scenario analysis. Quantification of the amount and percentage of assets or business activities vulnerable to physical climate risks is under development, as methodologies, data availability and asset-level location information continue to be enhanced. These disclosures will be phased in as assessment capabilities mature.	
29 (d)	Climate-related opportunities—the amount and percentage of assets or business activities aligned with climate-related opportunities.	The Group currently discloses qualitative information on climate-related financing activities. Quantitative disclosure of the amount and percentage of assets or business activities aligned with climate-related opportunities is under development and will be enhanced as classification methodologies and data availability mature.	
29 (e)	Capital deployment—the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	The Group discloses qualitative information on financing activities supporting climate-related opportunities. Quantitative disclosure of capital deployment, including capital expenditure, financing and investment aligned with climate-related opportunities, is under development and will be enhanced as data classification and tracking capabilities mature.	
29 (f)	Internal carbon prices	The Group does not currently apply an internal carbon price and is reassessing its approach, taking into consideration market pricing developments and the Group’s sustainability objectives.	
29 (g)	An entity shall disclose information relevant to the cross-industry metric categories of remuneration prices– the entity shall;		
29 (g) (i)	A description of whether and how climate-related considerations are factored into executive remuneration.	Governance • Climate-related Remuneration	Page 167
29 (g) (ii)	The percentage of executive management remuneration recognised in the current period that is linked to climate-related considerations.		

IFRS S2: CLIMATE-RELATED DISCLOSURES CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
CLIMATE-RELATED TARGETS			
33	An entity shall disclose the qualitative and quantitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. For each target, the entity shall disclose:		
33(a)	The metric used to set the target.	Metrics & Targets Financed Emissions: • Financed Emissions Performance • Net Zero Sectoral Targets and Performance Operational Emissions: • Operational Emissions Performance Appendix • GHG Emissions Methodology	Pages 210 to 211 Pages 212 to 218
33(b)	The objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives).		
33 (c)	The part of the entity to which the target applies (for example, whether the target applies to the entity in its entirety or only a part of the entity, such as a specific business unit or specific geographical region).		
33 (d)	The period over which the target applies.		
33 (e)	The base period from which progress is measured.		Pages 224 to 225 Pages 230 to 233
33 (f)	Any milestones and interim targets.		
33 (g)	If the target is quantitative, whether it is an absolute target or an intensity target.		
33 (h)	How the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.		
34	An entity shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target:		
34 (a)	Whether the target and the methodology for setting the target has been validated by a third party.	Governance • Climate Governance Metrics & Targets Financed Emissions: • Net Zero Sectoral Targets and Performance Operational Emissions: • Operational Emissions Reduction Approach The Group's climate-related targets and methodologies have not been validated by a third party. Instead the annual performance of the emissions-related metrics are subjected to a limited assurance by an external third party.	Pages 162 to 164
34 (b)	The entity's processes for reviewing the target.		
34 (c)	The metrics used to monitor progress towards reaching the target.		Pages 212 to 218 Pages 220 to 223
34 (d)	Any revisions to the target and an explanation for those revisions.		

IFRS S2: CLIMATE-RELATED DISCLOSURES CONTENT INDEX

INDICATOR	DESCRIPTION	REFERENCE	
		SECTION	PAGE
35	An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance.	Metrics & Targets Financed Emissions: • Net Zero Sectoral Targets and Performance Operational Emissions	Pages 212 to 218 Pages 219 to 223
36 (a)	Which greenhouse gases are covered by the target.		
36 (b)	Whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target.		
36 (c)	Whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity is also required to separately disclose its associated gross greenhouse gas emissions target.		
36 (d)	Whether the target was derived using a sectoral decarbonisation approach.		
36 (e)	<i>The entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target. In explaining its planned use of carbon credits, the entity shall disclose information including:</i>		
36 (e) (i)	The extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits.	Metrics & Targets Operational Emissions: • Operational Emissions Reduction Approach	Pages 220 to 223
36 (e) (ii)	Which third-party scheme(s) will verify or certify the carbon credits;		
36 (e) (iii)	The type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal.		
36 (e) (iv)	Any other factors necessary for users of general-purpose financial reports to understand the credibility and integrity of the carbon credits the entity plans to use (for example, assumptions regarding the permanence of the carbon offset)		

TRANSITION RELIEFS

In preparing the Sustainability and Environmental Report 2025, the Group has applied selected transition reliefs available under NSRF, IFRS S1 and S2 as permitted for first-time adopters. These reliefs are intended to facilitate a phased and practical implementation of the Standards, while maintaining the relevance and decision-usefulness of information provided to our stakeholders. The transition reliefs applied are as follows:

NSRF Reference	IFRS Reference	Description	Remarks
ATR 1	IFRS S1 E3 – Climate-only disclosures in the first year	Applicable entities are permitted to disclose information on only climate-related risks and opportunities and consequently, apply the requirements of IFRS S1 only insofar as they relate to the disclosure of information on climate-related risks and opportunities.	The Group applied the climate-first transition relief and, accordingly, its first-year disclosures focus on material climate-related risks and opportunities in accordance with IFRS S2. Notwithstanding this relief, the Group has provided selected disclosures in accordance with IFRS S1 where relevant information is readily available.
ATR 1	IFRS S1 E6(a) – Comparative information for climate-related disclosures	Applicable entities are not required to disclose comparative information about its climate-related risks and opportunities in the first annual reporting period	As this represents the Group's first year of reporting under IFRS S1 and IFRS S2, comparative information for climate-related disclosures has not been fully presented and will be disclosed in future reporting periods. We currently disclose comparative quantitative information on emissions-related items only.
ATR 3	IFRS S2 C4(b) – Scope 3 and financed emissions	Applicable entities are permitted to not disclose Scope 3 GHG emissions, except for categories already required by applicable entities' respective regulators.	The Group has applied the transition relief under IFRS S2 by disclosing only selected material Scope 3 greenhouse gas emission categories, namely business travel, employee commuting and leased assets. Disclosure of financed emissions arising from undrawn amounts for all activities have been deferred. The Group is continuing to enhance its methodologies and internal processes by meeting the IFRS S2 requirements and expects to progressively expand the boundary and quality of its Scope 3 disclosures in future reporting periods.

SASB CONTENT INDEX

Topic	Accounting Metric	Category	Code	Page(s) Number (s)
Commercial Banks				
Data Security	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of account holders affected	Quantitative	FN-CB-230a.1	Pages 31, 146 and 271
	Description of approach to identifying and addressing data security risks	Discussion and analysis	FN-CB-230a.2	Pages 146 to 149
Financial Inclusion & Capacity Building	(1) Number and (2) amount of loans outstanding that qualify for programmes designed to promote small business and community development	Quantitative	FN-CB-240a.1	Pages 59 to 61, 69 to 72 and 79 to 82
	(1) Number and (2) amount of past due and non-accrual loans or loans subject to forbearance that qualify for programmes designed to promote small business and community development	Quantitative	FN-CB-240a.2	–
	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Quantitative	FN-CB-240a.3	–
	Number of participants in financial literacy initiatives for unbanked, underbanked or underserved customers	Quantitative	FN-CB-240a.4	Pages 77 to 78 and 270 of this report and page 6 of the Maybank Sustainability Performance Data 2025
Commercial Banks (continued)				
Incorporation of Environmental, Social and Governance Factors in Credit Analysis	Description of approach to incorporation of environmental, social and governance (ESG) factors in credit analysis	Discussion and Analysis	FN-CB-410a.2	Pages 49 and 170 to 172
Financed Emissions	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	Quantitative	FN-CB-410b.1	Pages 210 to 211
	Gross exposure for each industry by asset class	Quantitative	FN-CB-410b.2	Pages 210 to 211
	Percentage of gross exposure included in the financed emissions calculation	Quantitative	FN-CB-410b.3	–
	Description of the methodology used to calculate financed emissions	Discussion and Analysis	FN-CB-410b.4	Page 233
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anticompetitive behaviour, market manipulation, malpractice or other related financial industry laws or regulations	Quantitative	FN-CB-510a.1	–
Systemic Risk Management	Description of whistleblower policies and procedures	Discussion and Analysis	FN-CB-510a.2	Pages 142 to 143
	Global Systemically Important Bank (GSIB) score, by category	Quantitative	FN-CB-550a.1	–
	Description of approach to integrate results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy and other business activities	Discussion and Analysis	FN-CB-550a.2	–

SASB CONTENT INDEX

Topic	Accounting Metric	Category	Code	Page(s) Number (s)
Consumer Finance Standard				
Customer Privacy	Number of account holders whose information is used for secondary purposes	Quantitative	FN-CF-220a.1	–
	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	Quantitative	FN-CF-220a.2	–
Data Security	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of account holders affected	Quantitative	FN-CF-230a.1	Pages 31, 146 and 271 of this report and page 22 of the Maybank Sustainability Performance Data 2025
	Card-related fraud losses from (1) card not-present (CNP) fraud and (2) card-present and other fraud	Quantitative	FN-CF-230a.2	–
	Description of approach to identifying and addressing data security risks	Discussion and Analysis	FN-CF-230a.3	Pages 146 to 149
Selling Practices	Percentage of total remuneration for covered employees that is variable and linked to the amount of products and services sold	Quantitative	FN-CF-270a.1	Page 75 in the Integrated Annual Report 2025
Mortgage Finance Standard				
Lending Practices	Total amount of monetary losses as a result of legal proceedings associated with communications to customers or remuneration of loan originators	Quantitative	FN-MF-270a.3	–
	Description of remuneration structure of mortgage loan originators	Discussion and Analysis	FN-MF-270a.4	–
Discriminatory Lending	Total amount of monetary losses as a result of legal proceedings associated with discriminatory mortgage lending	Quantitative	FN-MF-270b.2	–
	Description of policies and procedures for ensuring non-discriminatory mortgage origination	Discussion and Analysis	FN-MF-270b.3	–
Environmental Risk to Mortgaged Properties	(1) Number and (2) value of mortgage loans in 100-year flood zones	Quantitative	FN-MF-450a.1	–
	(1) Total expected loss and (2) Loss Given Default (LGD) attributable to mortgage loan default and delinquency because of weather-related natural catastrophes, by geographical region	Quantitative	FN-MF-450a.2	–
	Description of how climate change and other environmental risks are incorporated into mortgage origination and underwriting	Discussion and Analysis	FN-MF-450a.3	Pages 154 and 190 to 193
Investment Banking Brokerage Standard				
Employee Diversity & Inclusion	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) professionals and (d) all other employees	Quantitative	FN-IB-330a.1	Pages 108 to 110 and 270 to 271 of this report and pages 12 to 16 of the Maybank Sustainability Performance Data 2025

SASB CONTENT INDEX

Topic	Accounting Metric	Category	Code	Page(s) Number (s)
Investment Banking Brokerage Standard (continued)				
Incorporation of Environmental, Social and Governance Factors in Investment Banking & Brokerage Activities	Revenue from (1) underwriting, (2) advisory and (3) securitisation transactions incorporating integration of environmental, social and governance (ESG) factors, by industry	Quantitative	FN-IB-410a.1	–
	(1) Number and (2) total value of investments and loans incorporating integration of environmental, social and governance (ESG) factors, by industry	Quantitative	FN-IB-410a.2	Pages 10, 34, 58 to 62 and 173 to 175
	Description of approach to incorporation of environmental, social and governance (ESG) factors in investment banking and brokerage activities	Discussion and Analysis	FN-IB-410a.3	Pages 49 and 173 to 175
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anticompetitive behaviour, market manipulation, malpractice or other related financial industry laws or regulations	Quantitative	FN-IB-510a.1	–
	Description of whistleblower policies and procedures	Discussion and Analysis	FN-IB-510a.2	Pages 142 to 143
Professional Integrity	(1) Number and (2) percentage of licensed employees and identified decision-makers with a record of investment-related investigations, consumer-initiated complaints, private civil litigations or other regulatory proceedings	Quantitative	FN-IB-510b.1	–
	Number of mediation and arbitration cases associated with professional integrity, including duty of care, by party	Quantitative	FN-IB-510b.2	–
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity, including duty of care	Quantitative	FN-IB-510b.3	–
	Description of approach to ensuring professional integrity, including duty of care	Discussion and Analysis	FN-IB-510b.4	Pages 141 to 145
Systemic Risk Management	Global Systemically Important Bank (GSIB) score, by category	Quantitative	FN-IB-550a.1	–
	Description of approach to integrate results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy and other business activities	Discussion and Analysis	FN-IB-550a.2	–
Employee Incentives & Risk-taking	Percentage of total remuneration that is variable for Material Risk Takers (MRTs)	Quantitative	FN-IB-550b.1	Page 75 in the Integrated Annual Report 2025
	Percentage of variable remuneration of Material Risk Takers (MRTs) to which malus or clawback provisions were applied	Quantitative	FN-IB-550b.2	Page 75 in the Integrated Annual Report 2025
	Discussion of policies around supervision, control and validation of traders' pricing of Level 3 assets and liabilities	Discussion and Analysis	FN-IB-550b.3	–

SASB CONTENT INDEX

Topic	Accounting Metric	Category	Code	Page(s) Number (s)
Asset Management Custody Activity				
Transparent Information & Fair Advice for Customers	(1) Number and (2) percentage of licensed employees and identified decision-makers with a record of investment-related investigations, consumer-initiated complaints, private civil litigations or other regulatory proceedings	Quantitative	FN-AC-270a.1	Pages 85 to 86
	The total amount of monetary losses as a result of legal proceedings associated with marketing and communication of financial product-related information to new and returning customers	Quantitative	FN-AC-270a.2	–
	Description of approach to informing customers about products and services	Discussion and Analysis	FN-AC-270a.3	Pages 5 to 7 and 24 to 29
Employee Diversity & Inclusion	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) professionals and (d) all other employees	Quantitative	FN-AC-330a.1	Pages 108 to 110 and 270 to 271 of this report and pages 12 to 16 of the Maybank Sustainability Performance Data 2025
Incorporation of Environmental, Social and Governance Factors in Investment Management & Advisory	Amount of assets under management, by asset class, that employ (1) integration of environmental, social and governance (ESG) issues, (2) sustainability themed investing and (3) screening	Quantitative	FN-AC-410a.1	Pages 10, 34 and 58 to 62
	Description of approach to incorporation of environmental, social and governance (ESG) factors in investment or wealth management processes and strategies	Discussion and Analysis	FN-AC-410a.2	Pages 49, 53 to 55, 59 and 173 to 176
	Description of proxy voting and investee engagement policies and procedures	Discussion and Analysis	FN-AC-410a.3	Pages 181 to 182
Financed Emissions	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	Quantitative	FN-AC-410b.1	–
	The total amount of assets under management (AUM) included in the financed emissions disclosure	Quantitative	FN-AC-410b.2	–
	Percentage of total assets under management (AUM) included in the financed emissions calculation	Quantitative	FN-AC-410b.3	–
	Description of the methodology used to calculate financed emissions	Discussion and Analysis	FN-AC-410b.4	Page 233
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anti-competitive behaviour, market manipulation, malpractice or other related financial industry laws or regulations	Quantitative	FN-AC-510a.1	–
	Description of whistleblower policies and procedures	Discussion and Analysis	FN-AC-510a.2	Pages 142 to 143

SASB CONTENT INDEX

Topic	Accounting Metric	Category	Code	Page(s) Number (s)
Insurance Standard				
Transparent Information & Fair Advice for Customers	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance product-related information to new and returning customers	Quantitative	FN-IN-270a.1	–
	Complaints-to-claims ratio	Quantitative	FN-IN-270a.2	–
	Customer retention rate	Discussion and Analysis	FN-IN-270a.3	–
	Description of approach to informing customers about products	Discussion and Analysis	FN-IN-270a.4	Pages 87 to 89
Incorporation of Environmental, Social and Governance Factors in Investment Management	Description of approach to incorporation of environmental, social and governance (ESG) factors in investment management processes and strategies	Discussion and Analysis	FN-IN-410a.2	Pages 53 to 56, 59 to 63, 68 and 73
Policies Designed to Incentivise Responsible Behaviour	Net premiums written related to energy efficiency and low carbon technology	Quantitative	FN-IN-410b.1	Pages 176 to 180
Financed Emissions	Discussion of products or product features that incentivise health, safety or environmentally responsible actions or behaviours	Discussion and Analysis	FN-IN-410b.2	Pages 65 to 67 and 174
	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	Quantitative	FN-IN-410c.1	The financed emissions currently exclude products and services such as investment funds and insurance underwriting. We will consider including these in our financed emissions measurement when calculation methodologies are firmly established.
	Gross exposure for each industry by asset class	Quantitative	FN-IN-410c.2	–
	Percentage of gross exposure included in the financed emissions calculation	Quantitative	FN-IN-410c.3	–
	Description of the methodology used to calculate financed emissions	Discussion and Analysis	FN-IN-410c.4	–

SASB CONTENT INDEX

Topic	Accounting Metric	Category	Code	Page(s) Number (s)
Insurance Standard (continued)				
Physical Risk Exposure	Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes	Quantitative	FN-IN-450a.1	–
	Total amount of monetary losses attributable to insurance pay-outs from (1) modelled natural catastrophes and (2) non-modelled natural catastrophes, by type of event and geographical segment (net and gross of reinsurance)	Quantitative	FN-IN-450a.2	–
	Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of entity-level risks and capital adequacy	Discussion and Analysis	FN-IN-450a.3	Pages 199 to 205
Systemic Risk Management	Exposure to derivative instruments by category: (1) total exposure to non-centrally cleared derivatives, (2) total fair value of acceptable collateral posted with a Central Clearinghouse and (3) total exposure to centrally cleared derivatives	Quantitative	FN-IN-550a.1	–
	Total fair value of securities lending collateral assets	Quantitative	FN-IN-550a.2	–
	Description of approach to managing capital- and liquidity-related risks associated with systemic non-insurance activities	Discussion and Analysis	FN-IN-550a.3	Page 201



SIRIM QAS INTERNATIONAL SDN BHD INDEPENDENT ASSURANCE STATEMENT

To Board of Directors, Stakeholders, and Interested Parties,

SIRIM QAS International Sdn. Bhd. was engaged by Malayan Banking Berhad (hereafter referred to as Maybank) to perform an independent verification and provide assurance of the Maybank Sustainability Report (inclusive of materiality assessment review), Environmental Report and Sustainability Statement 2025. The main objective of the verification process is to provide assurance to Maybank and its stakeholders on the accuracy and reliability of the information as presented in the report. The verification conducted by SIRIM QAS International pertains to sustainable performance information (subject matter) within the assurance scope, as featured in Maybank Sustainability Report and Environmental Report 2025. This same information is reflected in the Sustainability Statement, which is included in the Maybank Integrated Annual Report 2025.

The management of Maybank was responsible for the preparation of all relevant documentation. The objective and impartiality of this statement is assured as no member of the verification team and no other employee of SIRIM QAS International was involved in the preparation of any part of Maybank's Sustainability Report and Environmental Report, and the Integrated Annual Report 2025.

The assurance engagement was designed to provide limited assurance in accordance with the International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, and BURSA Sustainability Reporting Guide, irrespective of the organization's ability to achieve its objectives, targets or expectations on their subject matter and sustainability-related issues. The assurance activity evaluates the alignment of the statement and its overall presentation against respective frameworks such as UN-SDGs, GRI Standards requirement, and other relevant frameworks.

As part of our assurance process, we conduct an independent review and verification of the relevant subject matter as presented in the statement together with the sustainability indicators outlined by Bursa Malaysia to ensure the accuracy, completeness, and reliability of the reported information. The results of this verification process have been systematically tabulated in Appendix 1 and the Report to Management, with further details provided therein.

The verification was carried out by SIRIM QAS International from January to February 2026, with the following methodologies:

- Reviewing and verifying the traceability, consistency and accuracy of information collected from various sources, including internal and external documentation made available during the assessment.
- Verifying the data presented in the Sustainability Statement, which includes a detailed review of the sampled data.
- Interviewing key personnel responsible for collating information and developing various sections of the statement to substantiate the veracity of the claims.

The verification process was subjected to the following limitations:

- The scope of work did not involve verification of other information reported in the Maybank's Integrated Annual Report 2025.
- The review excluded all financial-related data, as these are subjected to the company's financial audit.
- The scope of this review excludes GHG emissions and all associated data, including energy management data contributing to Scope 1 and Scope 2 emissions, business travel, leased assets, financed emissions (Scope 3), and any other information relating to Maybank's GHG accounting and reporting.
- In addition, disclosures that fall under the responsibility of other appointed parties are not subject to this review, including those related to Sustainable Finance and Maybank Commitments No. 2 and No. 4, which are overseen by second and third parties.

INDEPENDENT ASSURANCE STATEMENTS

- The assurance engagement in relation to Financed Emissions is limited to checking the consistency of the figures reported in the Sustainability Report and Environmental Report, and the Sustainability Statement, with the final financed emissions data determined by the internal department.

Conclusion

SIRIM QAS International, the Conformity Assessment Body (CAB) in Malaysia, is accredited to ISO/IEC 17021-1:2015 and ISO/IEC 17065:2012 for the provision of management system certification, product certification, and testing services across its full scope of operational activities. Building on this foundation, SIRIM QAS International is accredited as a Validation and Verification Body (VVB) under ISO/IEC 17029:2019 and ISO 14065:2020, enabling it to provide independent, impartial, and technically robust validation and verification services in accordance with internationally recognized standards. The appointed assessors performing the assurance engagement were selected appropriately based on our internal qualifications, training and experience. The verification process is reviewed by management to ensure that the approach and assurance are strictly followed and operated transparently. During the verification process, issues were raised, and clarifications were sought from the management of Maybank relating to the accuracy of some of the information contained in the Sustainability Report and Environmental Report and the Sustainability Statement. In response to the findings, all documents were subsequently reviewed and revised by Maybank. It is confirmed that changes that have been incorporated into the final version of the reports have addressed all issues. Based on the scope of the assessment process and evidence obtained, nothing has come to our attention that causes us to believe that Maybank has not complied, in all material respects, with the referred assurance standard and guide. The following represents SIRIM QAS International's opinion:

- The level of data accuracy included in Maybank Sustainability Statement 2025 is fairly stated.
- The level of disclosure of the specific sustainability performance information presented in the statement was found to be properly prepared.
- The Sustainability Statement, based on the content of the Sustainability Report and Environmental Report 2025, offers a reasonable and well-balanced depiction of Maybank's sustainability performance.

List of Assessors.

1)	Ms. Aernida Abdul Kadir	:	Team Leader
2)	Ms. Aine Jamaliah Mohamad Zain	:	Team Member
3)	Ms. Kamini Sooriamorthy	:	Team Member
4)	Ms. Farhanah Ahmad Shah	:	Team Member
5)	Ms. Evelyn Liew	:	Team Member

Statement Prepared by:

Statement Approved by:

AERNIDA BINTI ABDUL KADIR

Team Leader
Management System Certification Department
SIRIM QAS International Sdn. Bhd.

Date: 23 February 2026

WAN SHAHIMA BINTI MIOR AHMED SHAHIMI

General Manager
Management System Certification Department
SIRIM QAS International Sdn. Bhd.

Date: 23 February 2026

Note 1:

This Independent Assurance Statement has been issued based on the content verified prior to the approval date. SIRIM QAS International Sdn Bhd does not express an opinion on, nor guarantee the integrity and/or accuracy of the information provided with the view that the conclusion was conducted post verification assessment, hence not verified. SIRIM QAS International shall not be responsible for any changes or additions made after the referred date (23 February 2026).

Note 2:

The assurance involves activity aims to obtain sufficient appropriate evidence to express a conclusion designed to enhance the degree of confidence of the intended users other than the responsible party, about the subject matter information. It comprises of activities carried out to assess the quality and credibility of the qualitative and quantitative information reported by the organization. This assurance is different from activities used to assess or validate the organization's performance, such as compliance assessments or the issuing of certifications against specific standards.

INDEPENDENT ASSURANCE STATEMENTS

Sustainability Performance Data		
Indicator	Measurement Unit	2025
Bursa (Anti-corruption)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Senior management and above	Percentage	4.00
Middle management	Percentage	16.00
Executive	Percentage	59.00
Non-executive	Percentage	8.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	2.00
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	38,707,424
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	644,990
Bursa (Diversity)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Senior management and above <30	Percentage	0.00
Senior management and above 30-39	Percentage	9.20
Senior management and above 40-50	Percentage	44.00
Senior management and above >50	Percentage	46.80
Middle management <30	Percentage	0.90
Middle management 30-39	Percentage	30.20
Middle management 40-50	Percentage	41.30
Middle management >50	Percentage	27.60
Executive <30	Percentage	21.60
Executive 30-39	Percentage	37.60
Executive 40-50	Percentage	25.20
Executive >50	Percentage	15.60
Non-executive <30	Percentage	16.20
Non-executive 30-39	Percentage	26.90
Non-executive 40-50	Percentage	33.10
Non-executive >50	Percentage	23.80
Gender Group by Employee Category		
Senior management and above Male	Percentage	57.20
Senior management and above Female	Percentage	42.80
Middle management Male	Percentage	49.00
Middle management Female	Percentage	51.00
Executive Male	Percentage	41.00
Executive Female	Percentage	59.00
Non-executive Male	Percentage	42.00
Non-executive Female	Percentage	58.00

INDEPENDENT ASSURANCE STATEMENTS

Sustainability Performance Data		
Indicator	Measurement Unit	2025
Bursa (Anti-corruption)		
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	60
Female	Percentage	40
50-55	Percentage	10.00
56-60	Percentage	30.00
61-65	Percentage	10.00
>65	Percentage	50.00
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	4.20
Total Employees	Number	43,372
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Number of days	0.4452
Bursa C5(c) Number of employees trained on health and safety standards	Number	934
Total recordable injury frequency rate	Percentage	0.1874
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Senior management and above	Hours	50.9
Middle management	Hours	41.0
Executive	Hours	44.6
Non-executive	Hours	23.8
Bursa C6(c) Total number of employee turnover by employee category		
Senior management and above	Number	167
Middle management	Number	696
Executive	Number	3,288
Non-executive	Number	770
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	44
Percentage of employees who receive human rights training	Percentage	52.00
Security personnel trained on human rights issues	Percentage	89.00
Bursa (Supply chain management)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	83.20
Bursa (Data privacy and security)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	19
Bursa (Water)		
Bursa C9(a) Total volume of water used	Cubic meter	1,051,936
Bursa (Waste management)		
Bursa C10(a)(i) Total waste diverted from disposal	kg	396,087
Good governance and conduct		
Number of sessions in ESG programmes	Number	354
Total learning hours in ESG programmes	Hours	249,035
Number of participants in ESG programmes	Number	118,129
Number of ESG programmes conducted	Number	190
Public policy and advocacy		
Collaborations and partnerships with external stakeholders	Number	24
Customer excellence		
Number of M2U 3-month active users	Million	10.81
Number of online transactions	Billion	28.56
NPS	Score	44

INDEPENDENT ASSURANCE STATEMENTS



SIRIM QAS INTERNATIONAL SDN BHD INDEPENDENT ASSURANCE STATEMENT

To Board of Directors, Stakeholders, and Interested Parties,

SIRIM QAS International Sdn. Bhd. was engaged by Malayan Banking Berhad (hereafter referred to as Maybank) to perform an independent verification and provide assurance of the Maybank Sustainability Report and Environmental Report 2025. The main objective of the verification process is to provide assurance to Maybank and its stakeholders on the accuracy and reliability of the information as presented in this statement. The verification by SIRIM QAS International pertains to all sustainable performance information (subject matter) within the assurance scope which is included in Maybank Sustainability Report and Environmental Report 2025.

The management of Maybank was responsible for the preparation of the Sustainability Report and Environmental Report. The objective and impartiality of this statement is assured as no member of the verification team and no other employee of SIRIM QAS International was involved in the preparation of any part of the Maybank's Sustainability Report and Environmental Report, and Integrated Annual Report 2025.

The assurance engagement was designed to provide limited assurance in accordance with the International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, and BURSA Sustainability Reporting Guide, irrespective of the organization's ability to achieve its objectives, targets or expectations on their subject matter and sustainability-related issues. The assurance activity evaluates the alignment of Maybank Sustainability Report and Environmental Report and its overall presentation against respective frameworks such as UN-SDGs, GRI Standards, IFRS S1 and S2 requirement, and other relevant frameworks. As part of our assurance process, we conduct an independent review and verification of the relevant subject matter as presented in the report. This includes disclosures within the key chapters of the Sustainability Report, namely: Powering Progress and Development, Empowering Our People, Enabling Our Communities and Society, Demonstrating Corporate Resilience and Driving Environmental Stewardship, as well as the Governance, Strategy, Risk Management, and Metrics and Targets sections of the Environmental Report, excluding the items specified in this statement. In addition to this, we also review and verify the sustainability indicators outlined by Bursa Malaysia to ensure the accuracy, completeness, and reliability of the reported information. The results of this verification process have been systematically tabulated in Appendix 1-2 and the Report to Management, with further details provided therein.

The verification was carried out by SIRIM QAS International between January and February 2026, using the following methodologies:

- Reviewing and verifying the traceability, consistency and accuracy of information collected from various sources, including internal and external documentation made available during the assessment.
- Verifying the data presented in the Sustainability Report and Environmental Report, which includes a detailed review of the sampled data.
- Interviewing key personnel responsible for collating information and developing various sections of the report to substantiate the veracity of the claims.

The verification process was subjected to the following limitations:

- The scope of work did not involve verification of other information reported in Maybank's Integrated Annual Report 2025.
- The review excluded all financial-related data, as these are subjected to the company's financial audit.
- The scope of this review excludes GHG emissions and all associated data, including energy management data contributing to Scope 1 and Scope 2 emissions, business travel, leased assets, financed emissions (Scope 3), and any other information relating to Maybank's GHG accounting and reporting.

- In addition, disclosures that fall under the responsibility of other appointed parties are not subject to this review, including those related to Sustainable Finance and Maybank Commitments No. 2 and No. 4, which are overseen by second and third parties.
- The assurance engagement in relation to Financed Emissions is limited to checking the consistency of the figures reported in the Sustainability Report and Environmental Report with the final financed emissions data determined by the internal department.
- As part of this assurance engagement, the verification team visited the corporate office at Menara Maybank, Jalan Tun Perak, Kuala Lumpur. However, the verification process did not include physical inspections of any of Maybank's operations, assets and other related entities.
- The verification team did not assess or verify any data related to contractors or third parties.

Conclusion

SIRIM QAS International, the Conformity Assessment Body (CAB) in Malaysia, is accredited to ISO/IEC 17021-1:2015 and ISO/IEC 17065:2012 for the provision of management system certification, product certification, and testing services across its full scope of operational activities. Building on this foundation, SIRIM QAS International is accredited as a Validation and Verification Body (VVB) under ISO/IEC 17029:2019 and ISO 14065:2020, enabling it to provide independent, impartial, and technically robust validation and verification services in accordance with internationally recognized standards. The appointed assessors performing the assurance engagement were selected appropriately based on our internal qualifications, training and experience. The verification process is reviewed by management to ensure that the approach and assurance are strictly followed and operated transparently. During the verification process, issues were raised, and clarifications were sought from the management of Maybank relating to the accuracy of some of the information contained in the report. In response to the findings, the Sustainability Report and Environmental Report was subsequently reviewed and revised by Maybank. It is confirmed that changes that have been incorporated into the final version of the report have addressed all issues. Based on the scope of the assessment process and evidence obtained, nothing has come to our attention that causes us to believe that Maybank has not complied, in all material respects, with the referred assurance standard and guide. The following represents SIRIM QAS International's opinion:

- The level of data accuracy included in Maybank Sustainability Report and Environmental Report 2025 is fairly stated.
- The level of disclosure of the specific sustainability performance information presented in the report was found to be properly prepared.
- The personnel responsible were able to demonstrate the origin(s) and interpretation of data contained in the report.
- The Sustainability Report and Environmental Report 2025 present a reasonable and balanced view of Maybank Berhad's sustainability Performance.

List of Assessors.

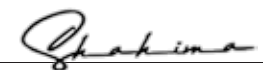
1)	Ms. Aernida Abdul Kadir	:	Team Leader
2)	Ms. Aine Jamaliah Mohamad Zain	:	Team Member
3)	Ms. Kamini Sooriamoorthy	:	Team Member
4)	Ms. Farhanah Ahmad Shah	:	Team Member
5)	Ms. Evelyn Liew	:	Team Member

Statement Prepared by:

Statement Approved by:


AERNIDA BINTI ABDUL KADIR

Team Leader
Management System Certification Department
SIRIM QAS International Sdn. Bhd.
Date: 23 February 2026


WAN SHAHIMA BINTI MIOR AHMED SHAHIMI

General Manager
Management System Certification Department
SIRIM QAS International Sdn. Bhd.
Date: 23 February 2026

Note: This Independent Assurance Statement has been issued based on the content verified prior to the approval date. SIRIM QAS International Sdn Bhd does not express an opinion on, nor guarantee the integrity and/or accuracy of the information provided with the view that the conclusion was conducted post verification assessment, hence not verified. SIRIM QAS International shall not be responsible for any changes or additions made after the referred date (23 February 2026).

INDEPENDENT ASSURANCE STATEMENTS



Independent Practitioner's Limited Assurance Report to the Board of Directors of Malayan Banking Berhad on the selected sustainability information disclosed in the Sustainability and Environmental Report 2025

Limited assurance report on Selected Sustainability Information

We have conducted a limited assurance engagement on the sustainable finance achievements of Malayan Banking Berhad ("Maybank" or the "Group"), identified by the symbol "A", in the Group's Sustainability and Environmental Report (the "Sustainability and Environmental Report 2025") and as defined in the section below, as at 31 December 2025 and for the year then ended ("Selected Sustainability Information").

Selected Sustainability Information and Reporting Criteria

The Selected Sustainability Information needs to be read and understood together with the Reporting Criteria, which the Group is solely responsible for selecting and applying. The Selected Sustainability Information and the Reporting Criteria are set out below:

Selected Sustainability Information	RM billion	Reporting Criteria
Sustainable finance mobilised – Retail	10.46	"Our Guiding Approach" under the "Powering Progress & Development" section on page 59 of the Sustainability and Environmental Report 2025
Sustainable finance mobilised – Non-retail	50.49	

Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Sustainability Information has not been prepared, in all material respects, in accordance with the applicable criteria set out in the "Selected Sustainability Information and Reporting Criteria" section above.

Basis for conclusion

We conducted our limited assurance engagement in accordance with ISAE 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ("ISAE 3000 (Revised)").

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under this standard are further described in the "Practitioner's responsibilities" section of our report.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA") and the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants ("IESBA Code"), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.



Independent Practitioner's Limited Assurance Report to the Board of Directors of Malayan Banking Berhad on the selected sustainability information disclosed in the Sustainability and Environmental Report 2025

Responsibilities for the Selected Sustainability Information

Management of the Group is responsible for:

- The preparation of the Selected Sustainability Information in accordance with the Reporting Criteria.
- The design, implementation and maintenance of such internal control as management determines is necessary to enable the preparation of the Selected Sustainability Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error.
- The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Those charged with governance are responsible for overseeing the Group's sustainability reporting process.

Inherent limitations in preparing the Selected Sustainability Information

As discussed in "Our Guiding Approach" under the "Powering Progress & Development" section on page 59 of the Sustainability and Environmental Report 2025, due to the diverse guidance and practices that the Group may use to evaluate and measure the Selected Sustainability Information, which allow for different but acceptable measurement bases, the comparability of the Selected Sustainability Information between entities and over time may be affected.

Practitioner's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Selected Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Selected Sustainability Information.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised), we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Determine the suitability in the circumstances of the Group's use of Reporting Criteria as the basis for the preparation of the Selected Sustainability Information.
- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Group's internal control.
- Design and perform procedures responsive to where material misstatements are likely to arise in the Selected Sustainability Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

INDEPENDENT ASSURANCE STATEMENTS



Independent Practitioner's Limited Assurance Report to the Board of Directors of Malayan Banking Berhad on the selected sustainability information disclosed in the Sustainability and Environmental Report 2025

Summary of work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Selected Sustainability Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Selected Sustainability Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- Evaluated the appropriateness of measurement and evaluation methods, reporting policies used and estimates made by the Group;
- Performed analytical procedures for consistency of data with trends and our expectation;
- Performed limited substantive testing on a sampling basis on transactions included in the Selected Sustainability Information of the Group, which involved agreeing data points to/from source information to check that the underlying subject matter had been appropriately evaluated or measured, recorded, collated and reported;
- Checked mathematical formulas, proxies and default values used in the Selected Sustainability Information against the Group's Reporting Criteria; and
- Evaluated the appropriateness of the disclosures and presentation of the Selected Sustainability Information based on the Reporting Criteria.

Our assurance procedures specifically did not extend to the remaining parts of the Sustainability and Environmental Report 2025 and the information included therein, other than the Selected Sustainability Information, nor did we perform procedures on financial information extracted from the audited financial statements of the Group and used in the recognition of the Selected Sustainability Information. Our assurance procedures also involved agreeing to certain information obtained by Maybank from third party sources. However, our scope did not extend to testing the completeness and accuracy of the information obtained from third party sources.



Independent Practitioner's Limited Assurance Report to the Board of Directors of Malayan Banking Berhad on the selected sustainability information disclosed in the Sustainability and Environmental Report 2025

Restriction on distribution and use, and disclaimer of liability to third parties and for any other purpose

Our report, including our conclusion, has been prepared solely for the Board of Directors of the Group in accordance with the agreement between us dated 9 August 2022 (the "agreement"). We consent to the inclusion of this report in the Sustainability and Environmental Report 2025 of the Group which will be accessible at www.maybank.com in connection with the Group's responsibilities under paragraph 6.2(e) of Practice Note 9 of the Main Market Listing Requirements in respect of the disclosure of a statement on whether the listed issuer has sought independent assurance on the Selected Sustainability Information. To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than the Group for our work or this report except where terms are expressly agreed between us in writing. Any reliance on this report by any third party is entirely at its own risk.

PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants

Kuala Lumpur
3 March 2026

INDEPENDENT ASSURANCE STATEMENTS



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Limited assurance report on Selected Sustainability Information

We have conducted a limited assurance engagement on the Scope 1, Scope 2 and Scope 3 Categories 6, 7 and 8 Greenhouse Gas ("GHG") Emissions of Malayan Banking Berhad ("Maybank" or the "Group"), identified by the symbol "A", in the Group's Sustainability and Environmental Report (the "Sustainability and Environmental Report 2025") and as defined in the section below, as at 31 December 2025 and for the year then ended ("Selected Sustainability Information").

Selected Sustainability Information and Reporting Criteria

The Selected Sustainability Information needs to be read and understood together with the Reporting Criteria, which the Group is solely responsible for selecting and applying. The Selected Sustainability Information and the Reporting Criteria are set out below:

Selected Sustainability Information	Figures Disclosed	Reporting Criteria
Scope 1 Direct Emissions – Fuel used in generators and company vehicles, chiller refrigerant refill, and fire extinguisher refill	8,365 tCO ₂ e	"GHG Emissions Methodology" in the Appendix section on pages 230 to 232 of the Sustainability and Environmental Report 2025
Scope 2 Indirect Emissions (Location-based) – Purchased electricity across branches, offices and key facilities	105,272 tCO ₂ e	
Scope 2 Indirect Emissions (Market-based) – Purchased electricity across branches, offices and key facilities, which includes purchase of Malaysian Renewable Energy Certificates	43,352 tCO ₂ e	
Scope 3 Other Indirect Emissions Category 6 – Business travel	11,248 tCO ₂ e	
Scope 3 Other Indirect Emissions Category 7 – Employee Commuting – Malaysia	35,521 tCO ₂ e	
Scope 3 Other Indirect Emissions Category 7 – Employee Commuting – Indonesia	4,610.75 tCO ₂ e	
Scope 3 Other Indirect Emissions Category 7 – Employee Commuting – Singapore	685.63 tCO ₂ e	
Scope 3 Other Indirect Emissions Category 7 – Employee Commuting – Cambodia	202.06 tCO ₂ e	
Scope 3 Other Indirect Emissions Category 8 – Upstream leased assets	7,984 tCO ₂ e	"Energy Consumption" under the Metrics and Targets section on page 225 of the Sustainability and Environmental Report 2025
Energy consumption	540,198 GJ	



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Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Sustainability Information has not been prepared, in all material respects, in accordance with the applicable criteria set out in the "Selected Sustainability Information and Reporting Criteria" section above.

Basis for conclusion

We conducted our limited assurance engagement in accordance with ISAE 3410 "Assurance Engagements on Greenhouse Gas Statements" ("ISAE 3410").

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under this standard are further described in the "Practitioner's responsibilities" section of our report.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA") and the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants ("IESBA Code"), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities for the Selected Sustainability Information

Management of the Group is responsible for:

- The preparation of the Selected Sustainability Information in accordance with the Reporting Criteria.
- The design, implementation and maintenance of such internal control as management determines is necessary to enable the preparation of the Selected Sustainability Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error.
- The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Those charged with governance are responsible for overseeing the Group's sustainability reporting process.

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Inherent limitations in preparing the Selected Sustainability Information

As discussed in "GHG Emissions Methodology" in the Appendix section on pages 230 to 232 of the Sustainability and Environmental Report 2025:

- GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases; and
- The Group has estimated consumption for Scope 2 and Scope 3 Categories 6, 7 and 8 GHG Emissions for which no primary usage data is available. In accordance with the requirements of the reporting criteria, management has used the assumptions to estimate the information required to be reported related to the period ended 31 December 2025.

Practitioner's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Selected Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Selected Sustainability Information.

As part of a limited assurance engagement in accordance with ISAE 3410, we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Determine the suitability in the circumstances of the Group's use of Reporting Criteria as the basis for the preparation of the Selected Sustainability Information.
- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Group's internal control.
- Design and perform procedures responsive to where material misstatements are likely to arise in the Selected Sustainability Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



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Summary of work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Selected Sustainability Information. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Selected Sustainability Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- Evaluated the appropriateness of measurement and evaluation methods, reporting policies used and estimates made by the Group, noting that our procedures did not involve testing the data on which the estimates are based or separately developing our own estimates against which to evaluate the Group's estimates;
- Performed analytical procedures for consistency of data with trends and our expectation;
- Performed limited substantive testing on a sampling basis on transactions included in the Selected Sustainability Information of the Group, which involved agreeing data points to/from source information to check that the underlying subject matter had been appropriately evaluated or measured, recorded, collated and reported;
- Checked mathematical formulas, proxies and default values used in the Selected Sustainability Information against the Group's Reporting Criteria; and
- Evaluated the appropriateness of the disclosures and presentation of the Selected Sustainability Information based on the Reporting Criteria.

Our assurance procedures specifically did not extend to the remaining parts of the Sustainability and Environmental Report 2025 and the information included therein, other than the Selected Sustainability Information, nor did we perform procedures on financial information extracted from the audited financial statements of the Group and used in the calculation of the Selected Sustainability Information. Our assurance procedures also involved agreeing to certain information obtained by Maybank from third party sources. However, our scope did not extend to testing the completeness and accuracy of the information obtained from third party sources.

Other matters

The comparative Selected Sustainability Information of the Group as at 31 December 2023 and 31 December 2024 and for the years then ended in relation to energy consumption was not subject to an assurance engagement. Our conclusion is not modified in respect of this matter.

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Our report, including our conclusion, has been prepared solely for the Board of Directors of the Group in accordance with the agreement between us dated 11 February 2026 (the "agreement"). We consent to the inclusion of this report in the Sustainability and Environmental Report 2025 of the Group which will be accessible at www.maybank.com in connection with the Group's responsibilities under paragraph 6.2(e) of Practice Note 9 of the Main Market Listing Requirements in respect of the disclosure of a statement on whether the listed issuer has sought independent assurance on the Selected Sustainability Information. To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than the Group for our work or this report except where terms are expressly agreed between us in writing. Any reliance on this report by any third party is entirely at its own risk.



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Chartered Accountants

Kuala Lumpur
3 March 2026

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