

Leading Asia

SUSTAINABILITY REPORT 2015



Delivering Our
ASEAN VISION TOGETHER

Humanising Financial Services.



Maybank

Delivering Our ASEAN Vision Together

We are forging ahead with the communities we serve to ensure a sustainable future in ASEAN. We continue to make great strides in all our sustainability efforts and remain committed to the relationships we have built. Nurturing joint prosperity and growth is our key motivation moving forward as we strive to find effective ways to meet diverse community needs across the region. In doing so, we humanise financial services every day.

Contents

Corporate Profile & Global Network	2	Corporate Governance	
Financial Highlights	4	Our Approach	20
Group Corporate Structure	6	Good Business Conduct	21
Awards and Recognition	7	Investor Relations	23
Chairman's Message	8		
Group President & CEO's Message	10		
About This Report	13		
Sustainability Governance, Reporting, and Engagement	14		
Maybank Foundation	19		



Community and Citizenship

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



People

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



Access to Products and Services

Integrate Environmental, Social, and Governance considerations into our products and services by 2020 in order to practise responsible financing, promote financial inclusion, and help our customers build financial capability

Community and Citizenship

Year-on-year Progress and Priorities	25
Our Approach	26
Our Performance	27
Education	30
Community Empowerment	32
Arts and Culture	33
Environmental Diversity	34
Healthy Living	34
Disaster Relief	35

Our People

Year-on-year Progress and Priorities	37
Our Approach	38
Employee Engagement Platforms	39
Talent and Leadership	40
Learning and Development	45
Diverse and Inclusive Workplace	45
Safety, Health and Well-being	48

Access to Products and Services

Year-on-year Progress and Priorities	51
Our Approach	52
Commitment to the Environment	52
Focus on Customers	58
Digitisation	66
Product Stewardship	68
Performance Data — Workplace	71
GRI G4 Content Index For	
'In Accordance' option – Core	73
Independent Assurance Statement	76

G4-4, G4-5, G4-6, G4-7, G4-8, G4-9

Corporate Profile & Global Network

Maybank has a proud heritage of over 50 years, bringing its unique brand of financial services to the people it serves. The Bank traces its origins to Malaysia where it was incorporated in May 1960 with the objective of helping finance the economic growth of newly independent Malaya and bringing modern financial services to its people.

The heart of Maybank may be in Malaysia but its home has grown to include Asia and beyond over the years. Today, the Maybank Group operates over 2,400 offices in 20 countries worldwide, including key global financial centres.

As South East Asia's fourth largest bank by assets, Maybank is the only ASEAN-based bank with on-ground operations in all 10 ASEAN nations. With a deep understanding of ASEAN markets, Maybank is well positioned to connect clients to and from this region with the rest of the world.

The Group has extensive expertise in a wide area of financial services which includes commercial banking, investment banking, stockbroking, insurance and takaful, Islamic banking, offshore banking, asset management, venture capital financing, and internet banking. This enables it to offer a wide array of products and financial solutions to meet the needs of any customer segment — whether retail, SME, or multinational.

Maybank has long been acknowledged for its innovation, leadership, and excellence, and has received numerous awards in recognition of the high standards it employs. The Bank is also acknowledged for its financial strength, being ranked among the

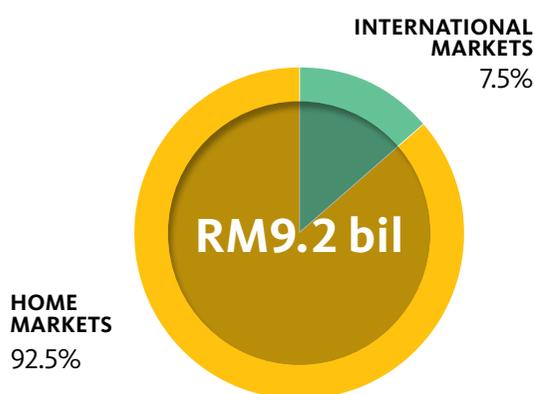
top 100 banks in the world (The Banker). The Group's Islamic banking arm — Maybank Islamic Berhad — is recognised as one of the global leaders in its field and ranks as the leading Islamic bank in Asia Pacific and among the top five in the world in terms of assets.

Maybank's mission of humanising financial services is demonstrated through its commitment to provide easy access to financing at fair terms and pricing, advising customers based on their needs and being at the heart of the community. Maybank remains committed to meeting the sustainability needs of the organisation as well as its stakeholders and actively ensures that elements of environmental, social, and governance criteria are adopted in all areas of operations.

Maybank Foundation is the Group's regional arm for corporate responsibility initiatives. Maybank Foundation exists to positively impact communities in markets that Maybank operates. We care about the communities that sustain our business and we are committed to giving back through long-term partnerships, volunteer efforts, and targeted social investments. Our approach goes beyond charitable giving and we generally operate by building sustainable programmes with long-lasting impact.



Group Profit Before Tax 2015



Home Markets

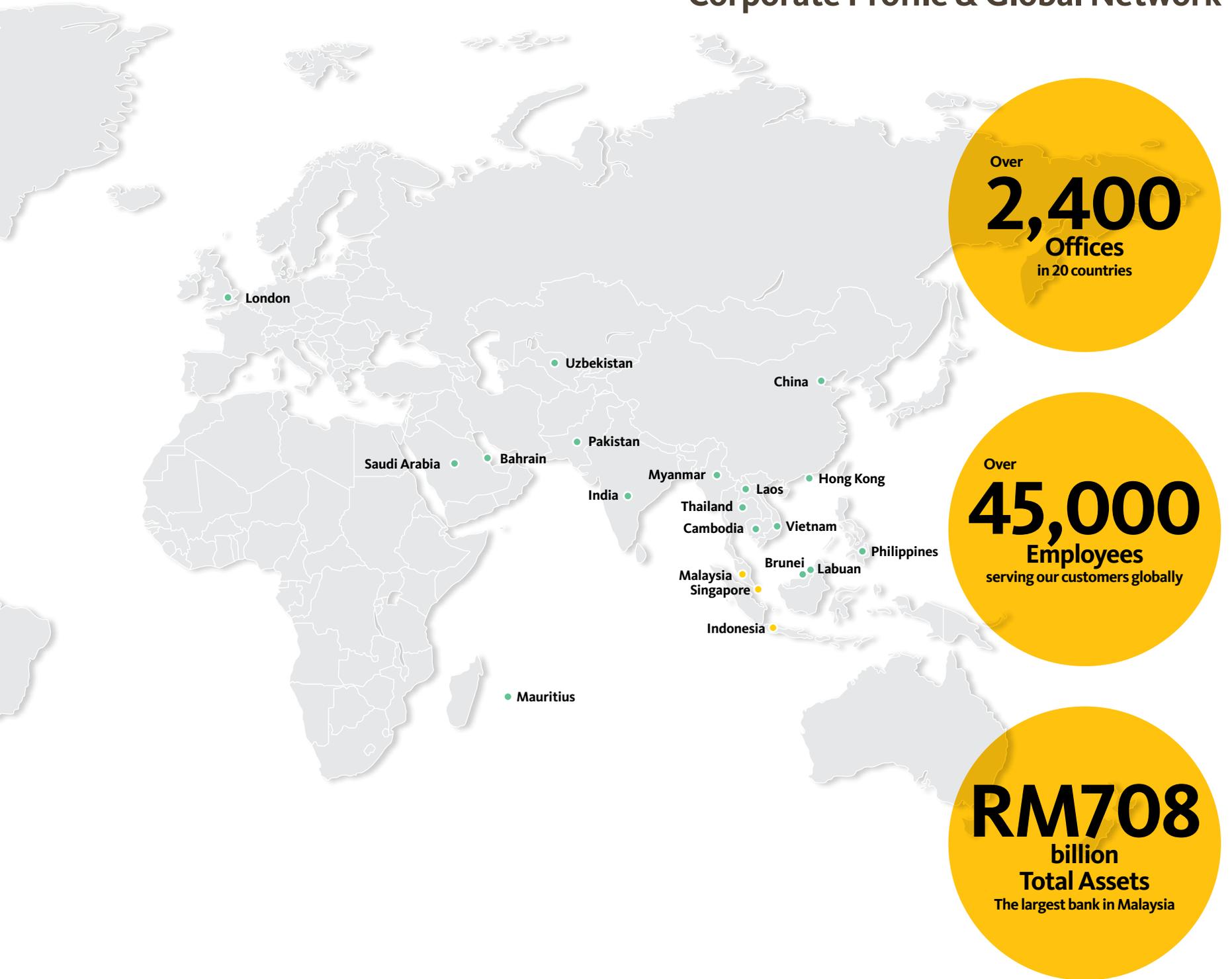
- 
MALAYSIA
 393 branches;
 7 branches via Maybank Investment Bank
- 
SINGAPORE
 22 branches;
 5 branches via Maybank Kim Eng
- 
INDONESIA
 428 branches;
 6 branches via Maybank Kim Eng;
 1 branch via Maybank Syariah Indonesia

International Markets

- 
BAHRAIN
 1 branch
- 
BRUNEI
 2 branches
- 
CAMBODIA
 21 branches

Visit www.maybank.com/worldwide for more information

Corporate Profile & Global Network



 **CHINA**
3 branches

 **LAOS**
1 branch

 **MYANMAR**
1 branch

 **MAURITIUS**
1 branch via Maybank Indonesia

 **THAILAND**
51 branches via Maybank Kim Eng

 **HONG KONG**
1 branch;
1 branch via Maybank Kim Eng

 **LONDON**
1 branch;
1 branch via Maybank Kim Eng

 **UNITED STATES OF AMERICA**
1 branch;
2 branches via Maybank Kim Eng

 **PHILIPPINES**
79 branches;
3 branches via Maybank Kim Eng

 **UZBEKISTAN**
1 office via Uzbek Leasing International

 **INDIA**
1 branch via Maybank Indonesia;
1 branch via Maybank Kim Eng

 **LABUAN**
1 branch

 **PAKISTAN**
1,247 branches via MCB Bank;
4 branches via Pak-Kuwait Takaful Company

 **SAUDI ARABIA**
1 office via Anfaal Capital

 **VIETNAM**
2 branches;
8 branches via Maybank Kim Eng
146 branches via An Binh Bank

G4-EC1

Financial Highlights

RM6.84 billion

Net Profit

Net profit rose 1.8% to RM6.84 billion and Return On Equity (ROE) was 12.2%, within the Group's revised ROE target of 12% to 13%. Net operating income rose 14.6% due to strong growth from net fund and net income but revenue growth was offset by higher provisioning cost.

54.0 sen

Dividend per Share

Dividend per share of 54.0 sen translates to a dividend payout ratio of 76.3%, above our dividend payout ratio policy of 40% to 60%. Maintained a high dividend yield of 6.4% for FY2015.

5-Year

Strategic Objectives Completed

FY2015 marked the final year of our five-year Strategic Objectives transformation journey. As the Maybank Group expanded its footprint to all 10 ASEAN countries, our net profit has risen 79% since FY2010 or at a compounded annual growth rate of 11.2%. For our next five-year journey, the Group has introduced the Maybank²⁰²⁰ plan.

12.78%

Common Equity Tier 1 Ratio

Strong capital position as Common Equity Tier 1 ratio (in accordance with Bank Negara Malaysia (BNM)'s Capital Adequacy Framework) increased 103 bps from 31 December 2014, providing sufficient capacity to pursue business growth. Total Capital Ratio also improved 150 bps to 17.74% as at 31 December 2015.

48.2%

Cost to Income Ratio

Cost to Income ratio was maintained below the internal threshold of 50% for the fifth consecutive year. Net operating income growth of 14.6% exceeded overhead expenses growth of 12.9%, leading to a positive JAW position.

Maybank Indonesia

Rebranding of Indonesian Subsidiary

PT Bank Internasional Indonesia Tbk was rebranded as PT Bank Maybank Indonesia Tbk. The introduction of its new corporate identity reflects the Maybank brand, which has been again recognised as the Brand of the Year at the World Branding Awards.

19.0%

Growth in Maybank2u Transaction Value

Maybank's internet banking portal in Malaysia, Maybank2u, saw its transaction value grow 19.0%. Maybank2u continued to lead the internet banking market with a 42.9% market share.

50.8%

Islamic Financing to Total Malaysia Loans

Islamic financing now constitutes more than half of our total Malaysia loans portfolio, as our Islamic First strategy has enabled us to cement our position as the largest Islamic bank in Malaysia by asset size.

RM2.17 billion

Tax and zakat contribution

Based on Group Income Statements for the financial year ended 31 December 2015.

Maybank's PNG Operations Sale Completed

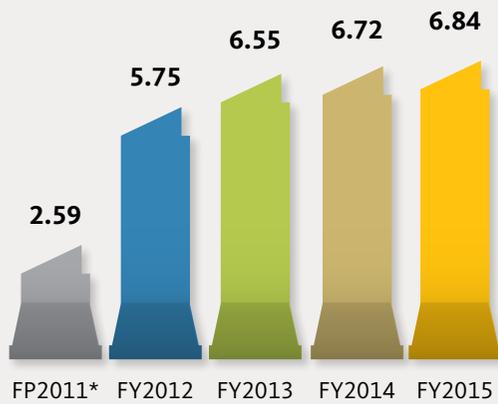
The sale of Maybank's entire equity interest in Maybank (PNG) Ltd and Mayban Property (PNG) Ltd was completed on 30 September 2015, signifying Maybank's effort to optimise use of capital and resources as part of its strategy to focus on the ASEAN region.

Note: Net profit is equivalent to Profit attributable to equity holders of the Bank as stated in the audited financial statements.

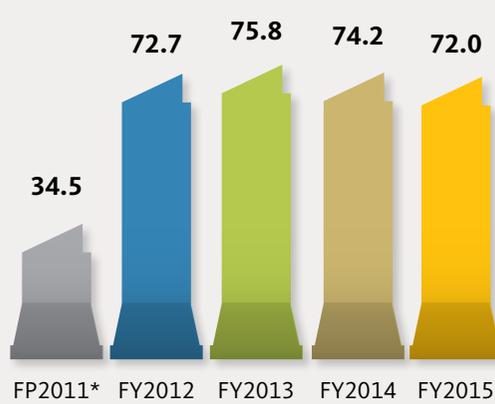
Financial Highlights

Financial Highlights

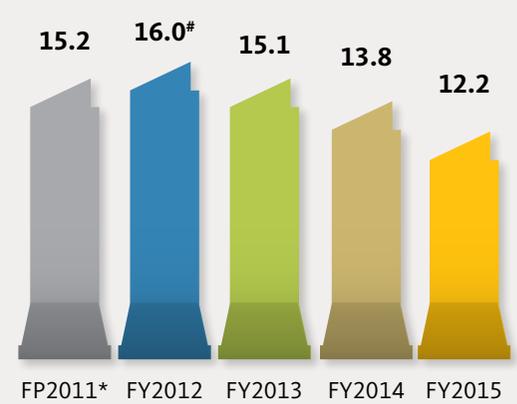
Net Profit
RM6.84 billion



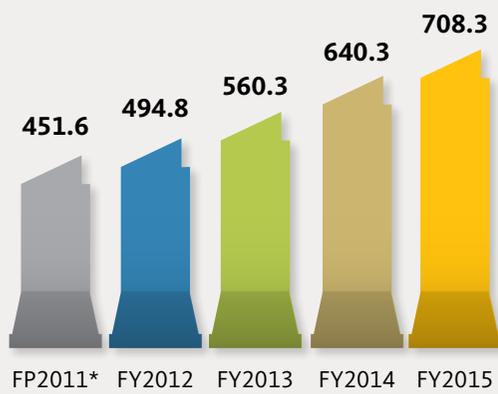
Earnings Per Share
72.0 sen



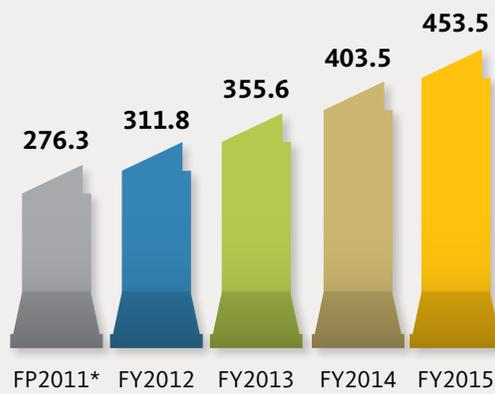
Return on Equity
12.2%



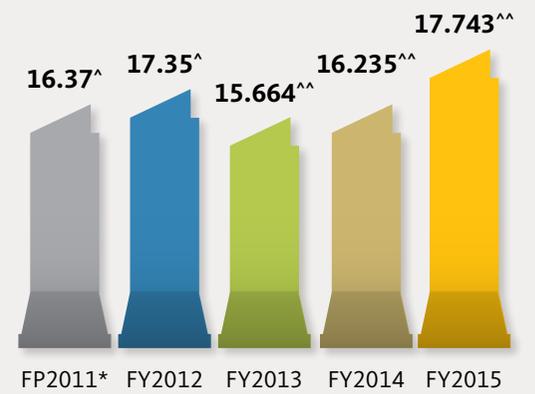
Total Assets
RM708.3 billion



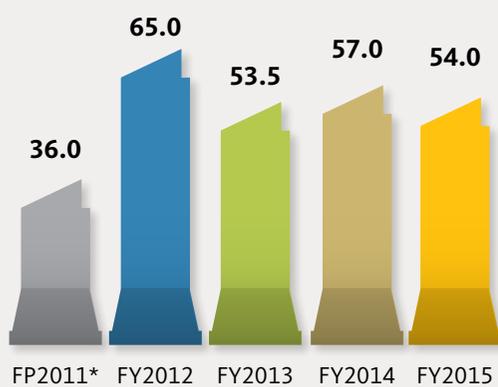
Loans, Advances and Financing
RM453.5 billion



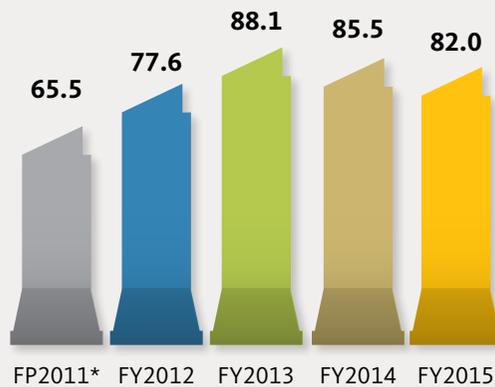
Total Capital Ratio
17.743%^{^^}



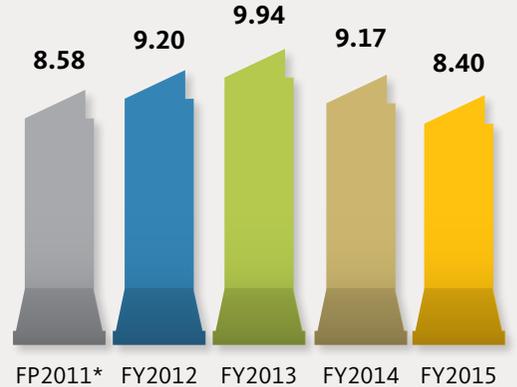
Dividend Per Share
54.0 sen



Market Capitalisation
RM82.0 billion



Share Price
RM8.40



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

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

^ Risk Weighted Capital Ratio (RWCR) and assuming full reinvestment of Dividend Reinvestment Plan

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

Group Corporate Structure

As At 31 December 2015



MALAYAN BANKING BERHAD

COMMERCIAL BANKING

ISLAMIC BANKING

- 100% Maybank Islamic Berhad (Islamic Banking)
- 100% PT Bank Maybank Syariah Indonesia (Islamic Banking)

- 98.31%* PT Bank Maybank Indonesia Tbk (Banking)
- 100% PT Maybank Indonesia Finance (Multi-financing)
- 68.55% PT Wahana Ottomitra Multiartha Tbk (Multi-financing)
- 99.97% Maybank Philippines, Incorporated (Banking)
- 100% Maybank (Cambodia) Plc. (Banking)
- 100% Maybank International (L) Ltd. (Offshore Banking)
- 100% Maybank Allied Credit & Leasing Sdn. Bhd. (Financing)
- 20% MCB Bank Ltd. (Banking)
- 20% An Binh Commercial Joint Stock Bank (Banking)
- 19.7% Uzbek Leasing International A.O. (Leasing)

INSURANCE & TAKAFUL

- 100% Etiqa International Holdings Sdn Bhd (Investment Holding)
- 69.05% Maybank Ageas Holdings Berhad (Investment Holding)
 - 100% Etiqa Insurance Berhad (Life & General Insurance)
 - 100% Etiqa Takaful Berhad (Family & General Takaful)
 - 100% Etiqa Life International (L) Limited (Offshore Investment-linked Insurance)
 - 100% Etiqa Offshore Insurance (L) Limited (Bureau Services)
 - 100% Etiqa Overseas Investment Pte Ltd (Investment Holding)
 - 32.5% Pak-Kuwait Takaful Company Limited (Takaful Business)
 - 100% Etiqa Insurance Pte Ltd (Management Services)

INVESTMENT BANKING

- 100% Maybank IB Holdings Sdn Bhd (Investment Holding)
 - 100% Maybank Kim Eng Holdings Limited (Investment Holding)
 - 100% Maybank Kim Eng Securities Pte Ltd (Dealing in Securities)
 - 83.50% Maybank Kim Eng Securities (Thailand) Plc (Dealing in Securities)
 - 100% Maybank ATR Kim Eng Capital Partners, Inc. (Corporate Finance & Financial Investment Advisory)
 - 100% Maybank ATR Kim Eng Securities Inc (Dealing in Securities)
 - 95.24% AsianLife & General Assurance Corporation (Insurance Provider)
 - 80% PT Maybank Kim Eng Securities (Dealing in Securities)
 - 100% Maybank Kim Eng Securities (London) Limited (Dealing in Securities)
 - 100% Maybank Kim Eng Securities USA Inc. (Dealing in Securities)
 - 100% Kim Eng Securities (Hong Kong) Limited (Dealing in Securities)
 - 75% Kim Eng Securities India Private Limited (Dealing in Securities)
 - Other Subsidiaries
- 100% Maybank Investment Bank Berhad (Investment Banking)
 - 100% BinaFikir Sdn Bhd (Consultancy and Advisory)
 - 35.17% Anfaal Capital^ (Investment Banking)
 - Other Subsidiaries

ASSET MANAGEMENT

- 100% Maybank Asset Management Group Berhad (Investment Holding)
 - 100% Maybank Asset Management Sdn Bhd (Fund Management)
 - 99% PT Maybank GMT Asset Management (Fund Management)
 - 100% Maybank Islamic Asset Management Sdn Bhd (Fund Management)
 - 100% Maybank Private Equity Sdn Bhd (Private Equity Investments)
 - 50% Maybank JAIC Management Ltd^ (Fund Management)
 - 100% MAM DP Ltd (Fund Management)
 - 100% Maybank Asset Management (Thailand) Company Limited (Fund Management)
 - 100% Maybank Asset Management Singapore Pte Ltd (Fund Management)

OTHERS

- 100% Maybank Trustee Berhad (Trustee Services)
- 100% Maybank Shared Services Sdn Bhd (IT Shared Services)
- 100% Maybank International Trust (Labuan) Ltd (Trustee Services)
- 100% Cekap Mentari (Securities Issuer)
- Other Subsidiaries

Notes:

1. This chart is not a complete list of Maybank subsidiaries and associates. Companies that are not shown include those that are dormant, under liquidation, have ceased operations, or are property investment or nominee services companies. For the complete list, please refer to Note 62: Details of Subsidiaries, Deemed Controlled Structured Entities, Associates and Joint Ventures in the Financial Statements book of the Annual Report 2015.

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

* Effective interest rate: refer to Note 62(a), footnote 16, page 267 of the Financial Statements book of the Annual Report 2015 for the details.

^ Joint Venture

Awards and Recognition

National Annual Corporate Report Awards (NACRA) 2015
Best Corporate Social Responsibility Reporting Award
- Platinum



▶ **The 14th CNBC Asia Business Leaders Awards (ABLA)**
- CNBC ABLA Corporate Social Responsibility Award



▶ **The Edge Billion Ringgit Club (BRC) Awards**
- First Place for Best CR Initiatives (Big Cap companies)



National

- **The Edge Billion Ringgit Club (BRC) Awards**
 - First Place for Best CR Initiatives (Big Cap companies)
- **National Annual Corporate Report Awards (NACRA) 2015:**
 - Most Outstanding Annual Report of the Year – Platinum
 - Best Corporate Social Responsibility Reporting Award – Platinum
 - Industry Excellence Award – Finance Sector
 - Best Designed Annual Report – Gold
 - Best Annual Report in Bahasa Malaysia – Silver

International & Regional

- **Sustainability Reporting Award (SRA)**
 - Best Sustainability Report 2014, Overseas Category
- **The 14th CNBC Asia Business Leaders Awards (ABLA)**
 - CNBC ABLA Corporate Social Responsibility Award – Awarded to Datuk Abdul Farid Alias, Group President & CEO, Maybank

Recognitions

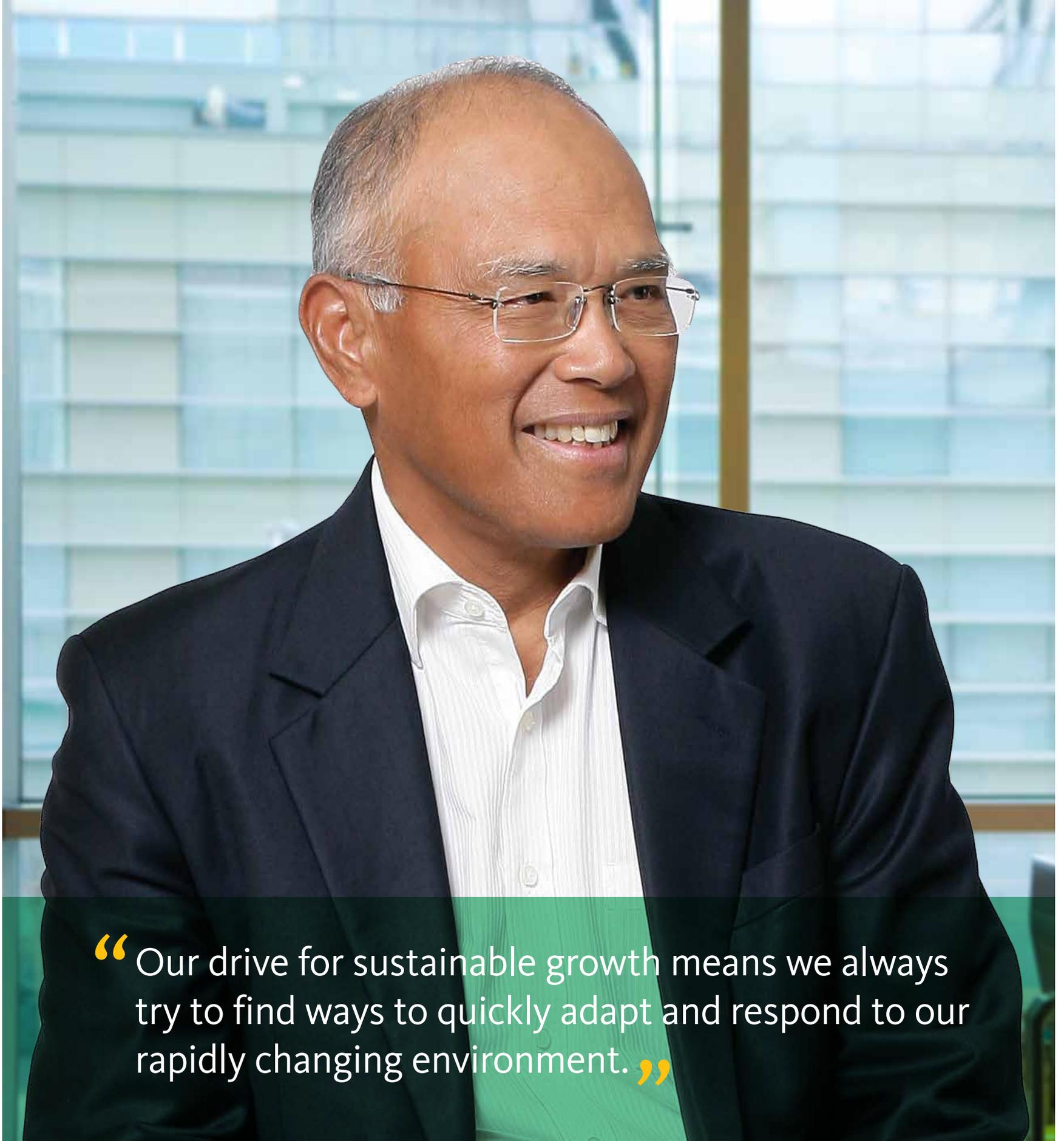
- Rated “A” in the MSCI ESG Ratings
- Ranked as one of the top three companies in Malaysia and top 100 in Asia in sustainability performance by Channel NewsAsia. To provide the ranking, the news channel partnered with Sustainalytics, an award-winning, global responsible-investment research firm specialising in ESG research and analysis
- Included in Newsweek’s Global 500 Green Rankings 2015. Newsweek Green Rankings is one of the world’s most recognised assessments of 500 largest publicly listed companies globally by market capitalisation as determined by Bloomberg. Maybank was in the top 300 with a ranking of 256
- Maybank is a constituent of the FTSE4Good Bursa Malaysia Index



FTSE4Good

G4-1, G4-2, G4-13

Chairman's Message



“Our drive for sustainable growth means we always try to find ways to quickly adapt and respond to our rapidly changing environment.”

Chairman's Message

Maybank has continued to demonstrate developments in our sustainability efforts by being financially resilient, empowering our local communities, and caring for our environment.

SUSTAINABILITY AT MAYBANK

In 2015, we delivered another record net profit of RM6.84 billion which served as a testament to our effective and sustainable business model. This has led to our strong standing in the FTSE4Good Bursa Malaysia Index. The multiple awards and recognitions received for our Sustainability Reports bear testimony to our progressive efforts in managing our ESG risks. We were rated "A" in the MSCI ESG Ratings.

This report, which is also available on our newly launched Maybank Sustainability website, provides an overview of our approaches and targets. You will find that we have continued to make advances in all areas of our 20/20 Sustainability Plan which focuses on three pillars, namely Community and Citizenship, Our People, and Access to Products and Services. Implementing the plan has resulted in a more target-based approach to our ESG progress.

COMMUNITY AND CITIZENSHIP

We continue to contribute approximately 1% of our net profit to community and citizenship programmes. Maybank Foundation, which is the main vehicle through which we engage with our communities, has sharpened its focus and is now even more attuned to demonstrating quantifiable results. With its mandate to positively impact communities in markets that Maybank operates, its six flagship programmes form the strategic thrust towards realising region-wide goodwill-building. In 2015, Maybank Foundation focused on two existing programmes, CashVille Kidz and Reach Independence & Sustainable Entrepreneurship (R.I.S.E.), as well as four new flagship programmes: eMpowering Youths Across ASEAN, Maybank Women Eco-Weavers, Maybank Training & Learning Centre (TLC), and KataKatha (an arts and culture initiative).

Always striving for further value creation for our stakeholders, we are also reviewing ways to incorporate the United Nations' Sustainable Development Goals (SDGs) into Maybank Foundation's operations. For this, I am humbled to work with a committed Board of Trustees that has a strong vision and passion in creating a positive difference for the communities we serve.

OUR PEOPLE

We also remain focused on developing our people, not just in furthering our business strategies but ensuring their greater engagement in our sustainability goals. Last year, we invested over RM114 million for learning and development of our employees. In line with our Group Inclusiveness and Diversity Agenda (GIDA), we continue to make progress in promoting more women into leadership positions across the Group. Our unique Cahaya Kasih (CK) employee volunteer programme, which encourages our employees to form long-term relationships with beneficiaries in our communities, saw Maybankers dedicating 242,514 hours to volunteer in various community efforts, demonstrating the commitment of our people in supporting our sustainability mission.

I am glad that our people transformation efforts over the last few years, so essential in ensuring sustainable organisational capability building, have led Maybank to continue delivering record profits last year. Our holistic approach encompasses not just performance management for delivery of results, but also appropriate job moves locally and internationally, on-the-job coaching and mentoring as well as training. As a result of our long-term retention and succession planning for the Group, our Group turnover rate stood at a seven-year low in 2015 at approximately 8%. More importantly, as our employees align their personal identities with the corporate identity and embrace our T.I.G.E.R. core values as part of their daily routine, they will continue to demonstrate enhanced dedication and productivity.

ACCESS TO PRODUCTS AND SERVICES

Convenient access to products and services is integral to us in realising our mission of humanising financial services. This is achieved through our physical and digital reach. We ensure fair terms and pricing, and advise our customers based on their individual needs. The strong recognition we have been given for engaging customers in our key home markets, Malaysia, Indonesia, and Singapore, demonstrates further progress of our differentiated efforts.

One area of focus is the growth of small and medium enterprises (SMEs) which will only grow stronger on the back of the establishment of the ASEAN Economic Community. In 2015, we disbursed over RM290 million through our SME Portfolio Guarantee Scheme. Expanding on our efforts to deliver innovative solutions, we will also work on building a more inclusive product range, especially harnessing the power of digitisation.

Having diversified operations in all ten ASEAN countries sets us apart from our competitors and ensures we are well placed for vagaries in market situations. Last year, whilst we closed down our Papua New Guinea business, we expanded our operations in our region of focus and opened new operations in Myanmar. This has accelerated our financial inclusion efforts primarily for the ASEAN region and it is in line with the ASEAN Economic Community agenda.

LOOKING AHEAD

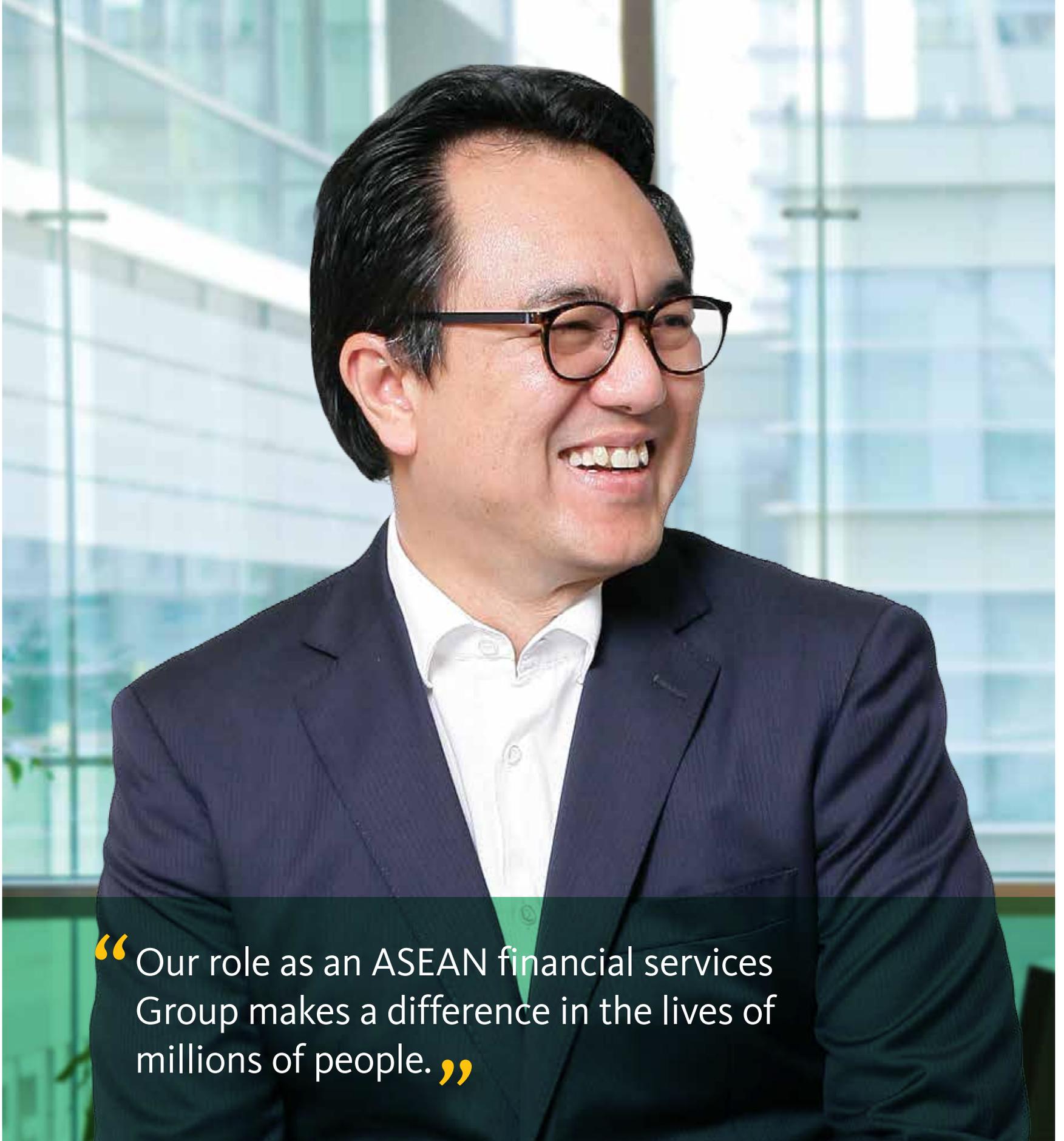
I wish to reiterate Maybankers' pride of all the accomplishments in 2015, which lay the groundwork and strong foundation for our further involvement in our key areas. Our drive for sustainable growth means we always try to find ways to quickly adapt and respond to our rapidly changing environment. As we navigate through our 20/20 Sustainability Plan, we welcome your input and feedback.



Tan Sri Dato' Megat Zaharuddin Megat Mohd Nor
Chairman

G4-1, G4-2

Group President & CEO's Message



“ Our role as an ASEAN financial services Group makes a difference in the lives of millions of people. ”

Group President & CEO's Message

We will continue to strategically position ourselves at the heart of this huge market of over 622 million people. Every day, we consider economic, environmental, and social impacts when we interact with our customers, develop solutions, and manage our operations. The way we integrate sustainability into our business strategy is built upon commitments articulated in our mission to humanise financial services.

We take our responsibility across ASEAN seriously, especially now that the regional integration has taken a big step forward with the formation of the ASEAN Economic Community (AEC) in 2015.

Maybank has undergone a thorough transformation. We are now more agile and better prepared to change along with the world around us. The Group and its values — Teamwork, Integrity, Growth, Excellence & Efficiency, and Relationship Building — are thriving. For us, sustainability means delivering value and conducting business in a humanising way. We are now guided by our 20/20 Sustainability Plan and are well on the way to truly integrate sustainability into the core of our business.

Our ambition is to shape the communities we serve in a positive way. Products, services, and technology are being simplified to reach wider segments. Business is being reshaped to reflect the changes in the global economic environment and regulatory shifts. We will continue to respond to the commercial and sustainability challenges across our operations with a common and scalable approach. While the 20/20 Plan provides an overview of the road ahead, we are realistic that implementing it across our operating countries will take time and much effort, particularly in building more awareness on sustainability.

KEY HIGHLIGHTS

As we took steps to further our sustainability commitment, we also delivered a net profit of RM6.84 billion for the financial year ended 31 December 2015 (FY2015). We paid close to RM2.17 billion in taxes and zakat.

We continued to work on our Environmental, Social, and Governance (ESG) framework. To support the incorporation of ESG into the Group's products, investments, credit practices, and supply chain, we established a responsible lending position: we will not engage in business activities that are not aligned to the Group's values. Moving forward, we will solidify our commitment to Responsible Lending by developing more detailed guidelines for assessment of social and environmental risk.

We believe in empowering communities rather than giving one-off donations. In 2015, we spent over RM65 million across the Group in community programmes. Maybank Foundation is our principal platform for community engagement. Following a strategic review in 2015, Maybank Foundation is now focused on six flagship programmes, of which four are new. These flagship programmes are designed to be of high impact and our clear proxies of humanising financial services. We are committed to tracking the programmes to ensure that their objectives are met.

Our diverse and inclusive workforce consists of people from all corners of the ASEAN region. Our people are a key strength for us. We have strengthened our internal mechanisms to ensure we can respond to the needs arising from our regional presence. For example, in 2015, the Maybank Global Mobility Programme trained 167 participants to take up roles in our operations across the region. We nurture the talent we have and provide support for growth on all levels with focused learning and development initiatives which aim to improve capabilities across the organisation. We also focused on work/life integration with over 56 health and wellness programmes in Malaysia alone.

We continue to promote greater diversity among our leadership. Representation of women in management positions has grown steadily from 38% in 2009 to 47% in 2015. We also note increased participation among employees in environmental-related activities, such as energy and paper saving and recycling, that make an impact to their personal lives as well. This is how we enable a broader sense of community within the organisation.

Connecting with the community through our employee volunteerism initiative, Cahaya Kasih, is now more structured with progressive assessments. Every year, Maybank employees volunteer their time and expertise to improve the lives of those around them. In 2015, 40,761 employees across the region volunteered for various programmes.

Measures to better manage our environmental footprint are reflected in our participation in the Carbon Disclosure Project (CDP) and improvement in our score to 71/100 from 67/100 in 2013. Paperless transactions through Regional Branch Solution have helped us save paper worth RM10.88 million. We are also active in the Green Technology Financing Scheme (GTFS) through our financing of companies focused on green technologies.

Islamic Finance is based on principles that are inherently sustainable. Our Islamic business in Malaysia has been growing much faster than the conventional banking. Our Islamic-first strategy has led to Islamic assets now being on par with conventional assets in Malaysia. That is why we are now proudly the fifth biggest Islamic bank in the world in terms of assets. Segment by segment, in Malaysia, we are everything to everyone.

Digitisation is our focus moving forward. With 8.3 million registered M2U online users, we have a strong digital footprint. MaybankFintech, which seeks to support start-ups and commercialise ideas in the financial technology sphere, is beginning to show results.

Group President & CEO's Message

We see Small and Medium Enterprises (SMEs) as the backbone of ASEAN economies, and hence have put a lot of effort into developing products and services that will help them do business. The importance of SMEs in local communities cannot be underestimated. In the retail SME sector alone, our loans grew by over 35% from RM16.3 billion in 2014 to RM22.1 billion at the end of 2015. As a testament of our support for the local economies in Malaysia, 95% of our suppliers are locally incorporated companies.

We will also continue to offer capacity-building programmes. So far, more than 6,000 SMEs in Malaysia have benefited from these programmes and we plan to further expand these initiatives in the region. We formalised our partnership with the Malaysian Global Innovation & Creativity Centre (MaGIC) to boost entrepreneurship in the ASEAN region.

In line with our philosophy of empowering people and communities towards financial independence, we have increased microcredit to small enterprises that often fall between the cracks of traditional financial services. As at end December 2015, Maybank had disbursed a total of RM36.23 million over the last three years to micro businesses, benefiting over 4,500 customers.

LOOKING AHEAD

Robust data enable us to make smarter decisions, the value of which is demonstrated throughout this report. It is noteworthy that while we make a commitment to better reporting, we are stepping up internal efforts towards sustainability. In 2016, we will be working on improving our sustainability practices across all operating countries and building further capacity for our workforce to embrace product and services innovation.



Datuk Abdul Farid Alias
Group President & CEO

G4-3, G4-17, G4-18, G4-20, G4-21, G4-23, G4-28, G4-29, G4-30, G4-31, G4-32, G4-33

About This Report

Our ongoing sustainability commitment and progress is reviewed in this annual Sustainability Report (SR). The progress we made in 2015, issues of importance to us, and our future aspirations are detailed here. The SR is also to be read alongside our Annual Report 2015 to provide a more comprehensive overview of the organisation as well as further insight on sustainability-related data.

The SR and any important updates are also available on our newly launched Maybank Sustainability Website. We are committed to improving our transparency and disclosure, and the sustainability website enables us to provide real-time updates in addition to an annual publication.

Our mission to humanise financial services continues to guide our work. As of 2015, the report is 'In Accordance' with the GRI G4 Guidelines – Core option.

INDEPENDENT ASSURANCE

The report has been externally assured by SIRIM QAS International Sdn. Bhd. (SIRIM QAS International). The content of this Report was reviewed and the accuracy and reliability of all statements validated. The assurance standard includes the evaluation of Maybank's sustainability behaviour and performance. All underlying systems and processes that support the Group's sustainability framework were reviewed. The independent assurance statement provides a summary of the audit report findings.

SYMBOLS

 Refers to an external link

 Performance Data

 Refers to Maybank Sustainability Report 2015

OUR REPORTING APPROACH

Our approach to reporting is enhanced by the newly introduced Bursa Malaysia Securities Berhad Main Market Listing Requirements relating to Sustainability Statement in Annual Reports and where possible, we have referenced material issues with regards to Economic, Environmental, and Social (EES) aspects.

Key changes in this SR include:

- **Maybank's 20/20 Sustainability Plan:** The framework for our report is based on the Plan and we have developed better indicators in order to measure progress and ensure that it is tracked meaningfully.
- **Real-time reporting:** We have enhanced our disclosure. In the past year, we launched www.maybanksustainability.com and www.maybankfoundation.com which now enable us to provide information in a more timely and consistent manner.

SCOPE

The report covers Maybank, principal subsidiaries, and regional offices. It does not include outsourced activities, joint ventures, and suppliers. We have attempted to report on all issues that are material to Maybank. The SR should be read together with the Maybank Annual Report 2015. It contains qualitative and quantitative results for all indicators presented (unless otherwise specified).

REPORTING PERIOD

This report, which is produced annually, covers the period from 1 January 2015 to 31 December 2015 (Fiscal/Financial Year 2015). For selected performance indicators that have been historically tracked, we have included data from the past two years. Significant restatements of data compared to previous years are noted in the section where they appear.

AUDIENCE AND DISTRIBUTION

 This report will be made available to key stakeholders. It is also available online at www.maybanksustainability.com

FEEDBACK

We welcome your comments, thoughts, and remarks, which should be directed to:

Group Corporate Affairs & Sustainability
Malayan Banking Berhad
11th Floor, Menara Maybank, 100, Jalan Tun Perak, 50050, Kuala Lumpur, Malaysia

Tel : 03-20708833 Fax: 03-20722504
Email : corporateaffairs@maybank.com.my

 This Sustainability Report is available online at www.maybanksustainability.com

You can also reach us via

 Facebook (<https://www.facebook.com/Maybank>)

 Twitter (<https://twitter.com/MyMaybank>)

Sustainability Governance, Reporting, and Engagement

SUSTAINABILITY AND STRATEGY

Financial resilience, empowerment of local communities, and environmental management are important to our customers and the communities where we operate. They are also key in planning a sustainable future in ASEAN – a region that is still aspiring for greater growth and economic parity. Our regional presence provides us with a platform to participate in realising growth prospects together. The growth and diverse needs across the region demand that our business strategy and our sustainability programmes are mutually reinforcing.

The financial industry is also undergoing a rapid change. The societies where we operate are evolving faster than ever with new players in the industry, new technologies and environmental challenges of colossal scale. We are working very hard to respond to these changes while at the same time maintaining our growth in the current economic climate. We have spelt out our priorities for the next phase of our transformation in our Maybank²⁰²⁰ vision and strategic objectives that reinforces how we are humanising financial services. Providing convenient access to financing in both physical and digital environments, offering fair terms and pricing, and advising our customers based on their needs remain at the heart of what we do. As before, we are passionate about being connected to the communities we operate in.

This is the first year that we have executed our 20/20 Sustainability Plan (the Plan), approved by the Board in 2014. Our Sustainability Report now follows the structure and indicators set forth in the Plan.

In 2014, we announced that through the Plan, that we will use our skills and experiences to make a difference and create value for our communities, employees, shareholders, regulators, suppliers, and all other partners.

The journey in the first year has been challenging, partly because the nature of sustainability management requires multiple inputs from across the organisation. Our aim is not just to continue to track and meet the targets as set forth in the Plan but we seek to always improve on our performance. We are supported by a committed Board and Executive Committee (EXCO) for this purpose.

GOVERNANCE

Sustainability governance at Maybank resides with the Board. The Executive Committee (EXCO) deliberates and approves all key sustainability-related matters. Group Risk reviews and enhances the risk management policies related to the Group's ESG practices. Group Corporate Affairs & Sustainability (GCAS) is responsible for the day-to-day management of sustainability activities. While GCAS is the custodian of the 20/20 Sustainability Plan, the progress of the Plan is dependent on the input and support of various departments and teams across the organisation.

Maybank Foundation is the main implementer of our community programmes. The CEO of the Foundation is supported by a team and reports directly to the Chairman and Board of Trustees. With the appointment of the first CEO in late 2014, followed by a strategic review of Maybank Foundation in 2015, the role of the Corporate Responsibility Committee (CRC) is presently being re-aligned. We are reviewing the scope and composition of the CRC in order for it to encompass more holistic decision-making across regional business units. This is to be in line with the new strategic aspirations and approach of Maybank Foundation, in support of Maybank's 20/20 Sustainability Plan.

In 2015, we launched two new websites to share information on our sustainability efforts: the Maybank sustainability microsite and Maybank Foundation's new website. These sites contain all our reporting and other material on our sustainability work and programmes.

EXTERNAL REVIEWS OF PERFORMANCE

Rankings and ratings are useful as a radar on our efforts and improvements. They are a by-product of our performance.

Ranking/Rating	2014	2015
FTSE4Good Bursa Malaysia Index	Included	Included
Carbon Disclosure Project (CDP)*	71	Outcome available in 2016
MSCI ESG Ratings	A	A

* CDP Score in 2013 was 67.



“As a financial institution, we have a significant role to play in developing and nurturing communities. How sustainability is governed and managed in the organisation is a crucial component towards enabling this role.”

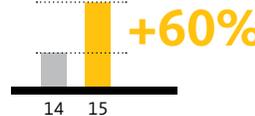
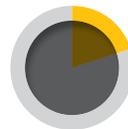
Dato' Mohamed Rafique Merican Bin Mohd Wahiduddin Merican
Group Chief Financial Officer

Sustainability Governance, Reporting, and Engagement

G4-24, G4-26

STAKEHOLDER ENGAGEMENT

Maybank operates in a highly diverse region and our work touches on a variety of issues. Our stakeholders too are diverse and spread across the region. We have identified our main stakeholder groups using the GRI G4 Guidelines. Our latest stakeholder mapping resulted in a prioritised list of stakeholders. Based on this, we have listed seven internal and external stakeholder groups as most relevant: employees, customers, regulators, suppliers, investors, community, and media. From 40 topics, compiled through analyses of internal documents, surveys, policies, and media research, we narrowed the list to 10 topics, which were then analysed in full.

Stakeholder group	Ongoing Engagement Platforms	Key Highlights
Employees	<ul style="list-style-type: none"> Multiple communication platforms Policies and procedures Education and training programmes Volunteerism and internal engagement activities 	<p>Winner of the 'Most Popular Employer for Banking and Financial Services' for the fifth consecutive year</p> <p>'Best Innovation on Campus' and 'Best Social Media Usage' for our innovative recruitment platform, Maybank GO Ahead. Challenge 2015</p> <p>Average of 35 hours of training and development per employee </p>
Customers	<ul style="list-style-type: none"> Policies Website/digital media/general media 	<p>1 2 3 4 5 6 7 Ranked third out of seven competitor banks in the Relationship Strength Index</p> <p>Improvement of 60% from 2014 to 2015 in Net Promoter Score for branches </p> <p>Social Media penetration:</p> <ul style="list-style-type: none">  Facebook likes: around 1.3 million  Twitter followers: approximately 105,000  Number of YouTube subscribers: approximately 9,500
Regulators	<ul style="list-style-type: none"> Policies Website/digital media/general media 	<p> Compliance with all applicable regulations and requirements</p>
Supplier	<ul style="list-style-type: none"> Maybank eProcurement Portal 	<p>A clause against any form of child labour will be included in the revised Group Procurement Manual by first quarter 2016.</p>
Investors	<ul style="list-style-type: none"> Financial reports Investor briefings Conferences and roadshows Investor days Annual General Meeting 	<p>Met 387 analysts and fund managers from 290 companies, a 20% increase in the number of companies from the previous year</p> <p>Engaged ▶</p> <p>387 analysts 290 companies  +20% increase in the number of companies</p>
Community	<ul style="list-style-type: none"> Website/digital media/general media Education and scholarship programmes Employee volunteering, partnerships, and strategic community investments 	<p>Total community spend over RM65 million </p> <p>4 new flagship programmes in 2015</p>
Media	<ul style="list-style-type: none"> Media briefings, interviews, website/digital media/general media, press releases 	<p>Maintained good relationships with the media</p>

Sustainability Governance, Reporting, and Engagement

G4-18, G4-25

MATERIALITY

During the formulation of the 20/20 Sustainability Plan, we updated our earlier materiality analysis based on a step-wise process. Similarly to last year, we have identified areas that could negatively impact or positively support our business – and they have been prioritised according to the level of impact they have (or could potentially have) on our stakeholders and the Group over each topic.

We have endeavoured to create a systematic process for our materiality engagement and the report has been externally assessed by SIRIM QAS International.

In 2015, following in-depth research and analysis, we engaged key management through interviews. A total of 12 interviews were conducted. The outcome of our research and analysis as well as engagement sessions showed that Employee Engagement Platforms and Focus on Customers remained the most important issues with Digitisation being the engine for growth and innovation. Commitment to the Environment was seen as having less impact. However, there was consensus that this is an area that needs to be improved in terms of performance.

We will undertake a more comprehensive materiality mapping in 2016, thereby continuing to improve on our reporting process. A comprehensive process will require time and resources in order to obtain input from a number of stakeholders, including employees, customers, suppliers, and non-profits. Some of these stakeholders were only informally engaged during the sustainability reporting process.

G4-18, G4-25

MATERIALITY PROCESS

STEP 1

Research and Analysis

- Group financial and non-financial risk mapping
- Customer feedback and perception studies
- Investor research and engagement
- Internal employee feedback
- Media reports

STEP 2

Adherence to G4 Guidelines

Analysis of aspect boundaries and the potential and/or actual impact of the Group and its activities on stakeholders *vis a vis* business objectives.

STEP 3

Internal Engagement

A total of 12 interviews were conducted with senior management and data owners across the Group.

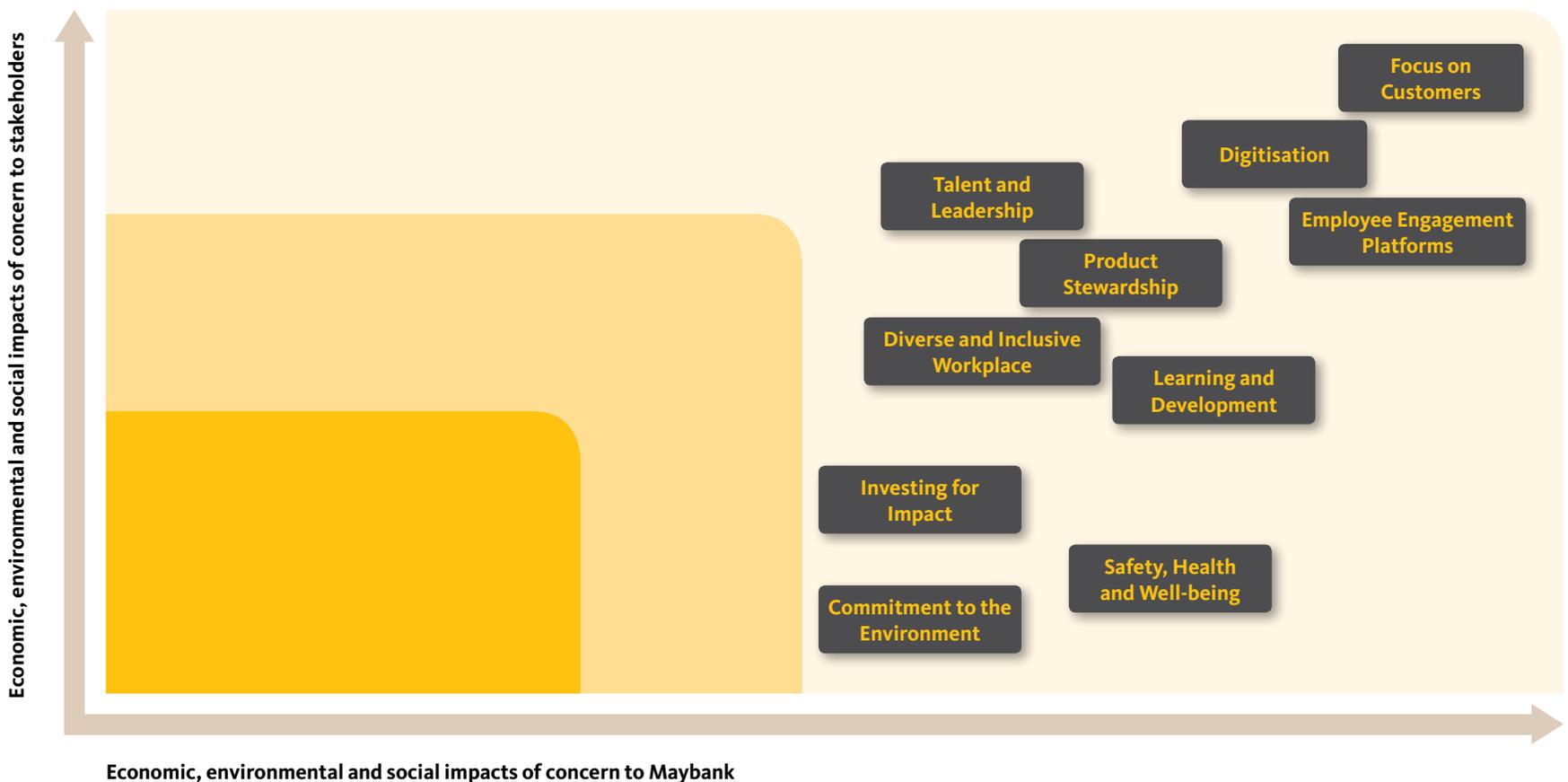
STEP 4

External Engagement

Informal engagement in 2015. We aim to improve our process by discussing the draft materiality matrix with external stakeholders in a more formal manner in 2016. We will also review how to better incorporate stakeholder issues and responses.

G4-20, G4-21

MATERIALITY MATRIX



Sustainability Governance, Reporting, and Engagement

Our materiality analysis is supported by our approach to risk management which involves establishing risk principles and strategies as the core foundation in driving strong risk management culture and practices across the Group. Our risk-management practices enable us to systematically identify, measure, control, monitor, and report risk exposure across the Group. As part of this process, we regularly review the key internal drivers that would impact the Group, and includes a combination of financial and non-financial risk areas. For 2015, the below key areas were identified:



UNPREDICTABLE ECONOMIC CLIMATE

The economic climate remains uncertain and interest rates remain low. Associated effects of low energy prices could drive alternative economic outcomes.



REGULATORY ENVIRONMENT

The 2008 financial crisis has led to an overhaul of regulations. New regulatory requirements will be more arduous.



COMPETITION FROM NON-FINANCIAL PLAYERS

Technology advancement has opened up a space for non-financial players to enter areas which were previously dominated by traditional banks.



SOCIAL CONCERNS

Disparity in countries, people, age, etc. is causing increasing social strains, such as political risk, rise of unemployment, skill gaps and income disparity.



ENVIRONMENTAL STRAINS

As our population grows, it puts a strain on our environment. The world is facing water shortages, global warming, and extreme weather conditions.



CYBER THREATS

Continued rise in the use of mobile devices and social media increases risks related to technology, such as breaches of privacy and cyber attacks.



“In the past year, we have stepped up our focus and understanding of environmental and social risks. An outcome of this is that we have reinforced our policies to integrate stronger financial and non-financial risks, such as environmental and social risks, into our risk management practices. There is much more to be done, especially in developing a consistent and comprehensive set of lending guidelines that ensures ESG impacts are considered.”

Dr John Lee Hin Hock

Group Chief Risk Officer

As part of our continued commitment towards better ESG practices, we are enhancing and reviewing our policies with respect to criteria and methodology employed in the assessing environmental and social risks. We have spearheaded an evaluation of Maybank’s ESG risk management practices, focusing on our lending practices and have established our own Responsible Lending Guidelines. Our approach in determining the types of activities to be involved in are based on the principle of whether the activity would have a positive contribution or impact to society and is within our ESG practices. This Guidelines serve as part of our Risk Appetite and are applicable to all financial services provided by Maybank.

Further, we are in the process of developing more detailed Group-wide guidance on our ESG agenda and will continue to evolve with changing times. We appreciate the trust placed in us by our stakeholders and will continue to ensure that we work towards sustainable success through upholding our core values and high standards of professional and ethical behaviour.

In line with the Group’s ESG practices, we will continue to prepare for the future by focusing on the following areas:

- Reinforce and institutionalise the Group’s risk culture and core values;
- Enhance risk management capacities and capabilities in financial and non-financial risks, especially better understanding and awareness of environmental and social risks; and
- Develop more intelligence and insights to better manage emerging risks.

Sustainability Governance, Reporting, and Engagement

G4-19, G4-27

MATERIAL ISSUES IN 2015

20/20 Sustainability Plan Pillar	Material Issues	Bursa Malaysia Sustainability Reporting Guide
 <p>Community and Citizenship pg. 24</p>	 <p>Investing for Impact Engaging with local communities is a vital element of our work. Talking to the members of communities and other stakeholders helps our businesses to define what a positive or negative impact on the local community means. It also helps us to understand the potential environmental and social impacts of our work on a broader scale.</p>	<p>Social</p>
 <p>Our People pg. 36</p>	 <p>Employee Engagement Platforms As an organisation with over 45,000 employees across the world, we are focused on building an engaged regional workforce.</p>  <p>Talent and Leadership We have established a robust talent management framework recognised as global good practice. It incorporates development of agile talents who are able to operate successfully in diverse cultures and locations.</p>  <p>Learning and Development Investing in the long-term development of our people and improving capabilities across the organisation and the countries where we operate.</p>  <p>Diverse and Inclusive Workplace We believe that improved diversity, flexibility, and inclusiveness are vital to improving the quality and productivity of our workforce.</p>  <p>Safety, Health and Well-being The safety and well-being requirements remain an important aspect of our overall strategy. We particularly encourage changes towards a healthy lifestyle. These principles align closely with our belief that good health contributes to more engaged employees.</p>	<p>Social</p>
 <p>Access to Products and Services pg. 50</p>	 <p>Commitment to the Environment Measuring and managing our impacts and challenges that we are meeting as our operations continue to expand.</p>  <p>Focus on Customers Our ongoing commitment to deepen customer relationships, respond to customer needs, and improve service is fundamental to our business.</p>  <p>Digitisation Technology is evolving rapidly, changing the way customers and businesses interact. Technology paves the way for the next generation's access to finance.</p>  <p>Product Stewardship Providing access to finance, and helping local communities to bank and save responsibly. We are committed to providing a broad range of financial services to the real economy over the long term and showcasing our innovative product stewardship.</p>	<p>Environmental</p> <p>Economic</p> <p>Economic</p> <p>Economic</p>

Maybank Foundation



Maybank Foundation has been the strategic driver and main implementer of the Group's community programmes since it was inaugurated in 2010, in conjunction with the Group's 50th anniversary. The Foundation's mandate is to create positive, long-term impact in communities in the markets where Maybank operates. It strives to identify programmes that will have the most tangible and sustainable results.

The focus of the Foundation is to enhance quality of life for all, irrespective of race, gender, or creed with an emphasis on the poor and marginalised. This is done through strategic partnerships with local stakeholders and NGOs. In all six areas, namely Education, Community Empowerment, Arts and Culture, Environmental Diversity, Healthy Living, and Disaster Relief, and in every country, we focus our activities and our funding on creating meaningful, measurable, and sustainable impacts that differentiate us from our competitors and complement our long-term aspiration to humanise financial services.

Following a capacity-building and strategic review exercise in 2015, we now have clear strategic objectives and measuring tools in place for our programmes. This enables us to not only monitor the programmes but also to collect feedback systematically.

Now, five years after the Foundation's inception, and especially since our strategic review, we are starting to see the results of our work. The various awards we have received bear testimony to the achievements of the Foundation to date and we are working further in the areas of programme mapping and management. Our aim is to work towards building programmes that are regionally significant and yet locally relevant.

GOVERNANCE AND LEADERSHIP



Maybank Foundation's Board of Trustees is made up of highly talented and respected individuals with a range of diverse skills and perspectives. Trustees bring a vast range of knowledge and experience to the task. The small executive team is led by a CEO and they work with relevant units throughout the Group. The profiles of our Trustees and CEO are available at <http://www.maybankfoundation.com/index.php/who-we-are/governance-and-leadership>.



“Our sustainability efforts are particularly important when we consider how communities are facing the current challenging economic climate. Our goals are long term and our support cannot be just about giving, but also empowering communities to improve livelihoods and prospects via entrepreneurship as well as access to finance, education, and training. This broader context provides focus for the execution of Maybank Foundation's programmes, consistent with the requirements of the 20/20 Sustainability Plan.”

Shahril Azuar Jimin
CEO, Maybank Foundation

Q: What is new at Maybank Foundation?

A: Underlying our efforts is our relentless focus on impact which is beginning to bear fruit. We now have a clear and strategic direction that serves to support the 20/20 Sustainability Plan towards realising world-class Corporate Responsibility (CR) ambitions. The new team is better resourced and although small, we have enough diversity in terms of background and skill sets to ensure effectiveness.

Q: How do you work with programme partners?

A: We have engaged with current and potential programme partners extensively. We are seeing growth across the region — for example during the launch of Project H.E.A.R.T. (Helping Every Asian Rise Together) in Myanmar, our programme was supported at all levels, from the regulators down to the community who benefited directly.

Q: How do you implement the programmes?

A: We have introduced a project management template that we use internally and with external partners. We have also developed specific criteria and a matrix to help us plan and measure our programmes better. We have specific tools for evaluation and our own internally developed Maybank Foundation Toolbox that helps us in different stages of the project management cycle.

Q: What would you say are the highlights of the year?

A: I would say that as a result of a series of capacity-building and process improvements, we now have clarity and understanding with regard to the six flagship programmes. Moving forward, they will become our main focus areas and enable us to grow programmes on a regional scale. These programmes are CashVille Kidz, Reach Independence & Sustainable Entrepreneurship (R.I.S.E.), eMpowering Youths Across ASEAN, Maybank Women Eco-Weavers, Maybank Training & Learning Centre (TLC), and KataKatha. The business invariably benefits as we will be able to show clear linkages to the brand and goodwill. Collectively, in the past year, Maybank Foundation has touched people regionally through our programmes and partnerships. That puts us directly in the heart of communities where we operate.

G4-34

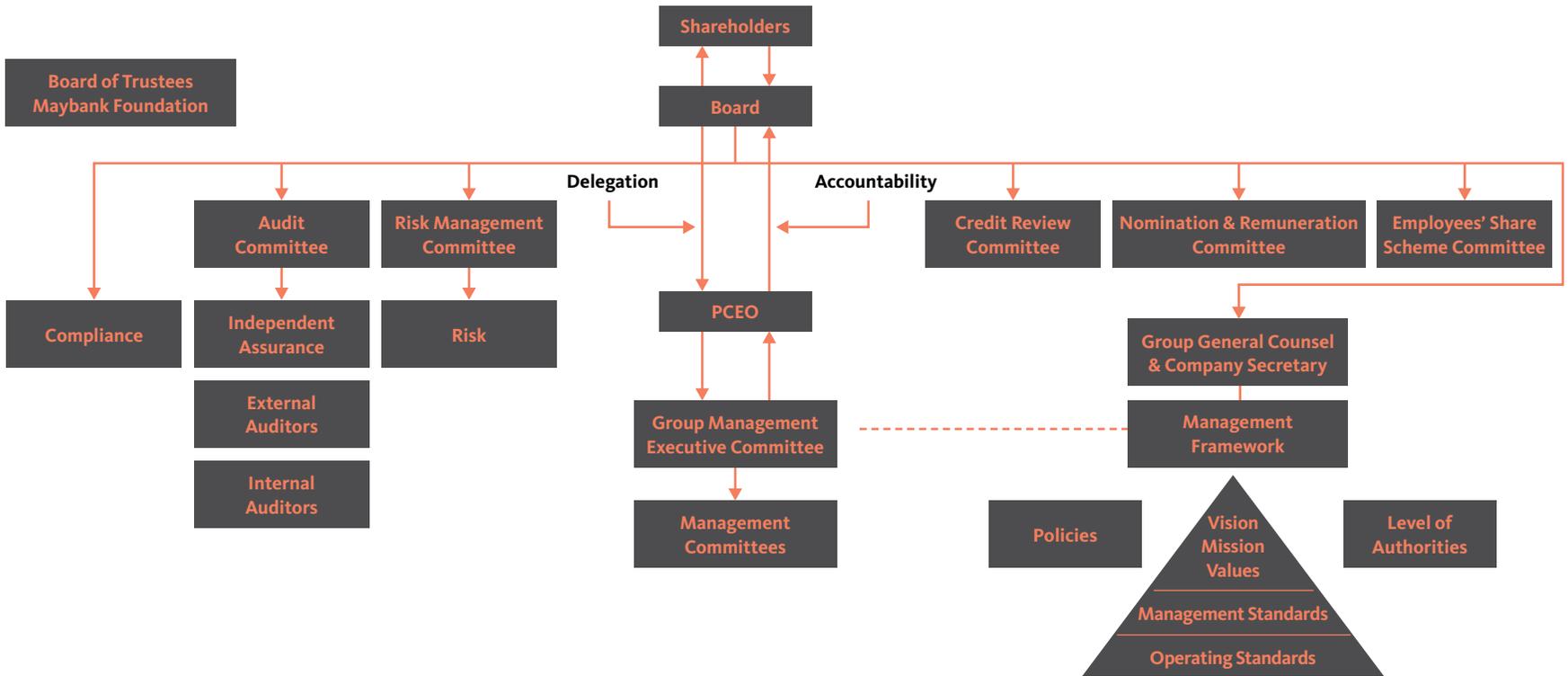
Corporate Governance

Our Approach

Corporate governance and transparency are the cornerstones of our operations. Effective corporate governance supports our belief in transparency and safeguards the shareholders' interests. It also helps us to be forward-looking with fresh ideas and to be more decisive in the execution of strategies and initiatives.

Maybank's governance framework follows closely the Malaysian Code on Corporate Governance (MCCG) 2012, underlying the implementation through the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, guided by Bank Negara Malaysia Guidelines on Corporate Governance for Licensed Institutions and other locally relevant and globally present best practices. The code sets out broad principles and specific recommendations on structures and processes to ensure good corporate governance becomes an integral part of business dealings and culture.

The chart below illustrates the Corporate Governance Model adopted by Maybank.



The Maybank Group's corporate governance model adheres to the following requirements and guidelines:

1. Malaysian Code on Corporate Governance 2012 (referred to herein as the Code or MCCG 2012);
2. Bank Negara Malaysia (BNM)'s Revised Guidelines on Corporate Governance for Licensed Institutions (BNM/GP1);
3. Bursa Malaysia Securities Berhad (Bursa Malaysia)'s Main Market Listing Requirements (Listing Requirements);
4. Green Book on Enhancing Board Effectiveness (Green Book) by the Putrajaya Committee on Government Linked Companies (GLCs)' High Performance;
5. Corporate Governance Guide: Towards Boardroom Excellence 2nd Edition (CG Guide) by Bursa Malaysia; and
6. Minority Shareholders Watchdog Group (MSWG)'s Malaysia-ASEAN Corporate Governance Scorecard.

 For list of policies and procedures that enable holistic implementation of sustainability at Maybank, refer to <http://www.maybanksustainability.com/#/who-we-are/corporate-governance/policies>

PERFORMANCE IN 2015	
Separation of Chairman and CEO	Yes
Percentage of independent non-executive Directors	60%
Details of executive remuneration	Yes
Board Diversity	
Percentage of female Directors	10%
Percentage of Directors from operating countries other than Malaysia	10%

Corporate Governance



CORPORATE GOVERNANCE AWARDS IN 2015

1. National Annual Corporate Report Awards (NACRA) 2015 for demonstrating high standards of Corporate Governance, including the **Platinum Awards for both “Most Outstanding Annual Report for the Year” and “Best Corporate Social Responsibility Reporting Award”**.
2. Among the **Top 50 ASEAN Publicly Listed Companies** conferred by ASEAN Capital Markets Forum based on the ASEAN Corporate Governance Scorecard.
3. Among the **Top 10 Corporate Governance Merit Recognition Award and Top CG Overall Recognition Award** conferred by the Minority Shareholder Watchdog Group based on the Malaysian-ASEAN Corporate Governance Transparency Index.

G4-11, G4-16, G4-57, G4-58, G4-HR5

Good Business Conduct

Key Governance Matters	Regulations, Supporting Policies, and Codes	Action taken
Board Diversity & Inclusiveness	In accordance with the Recommendation 2.2 of the Malaysian Code on Corporate Governance 2012, Maybank has established a Board Gender Diversity Policy (Gender Diversity Policy) to demonstrate its commitment to increasing representation of women on its Board	<p>Under the Maybank’s Group Board Gender Diversity Policy (Gender Diversity Policy), the Board adopts measurable objectives from time to time i.e. maintaining at least one woman Director on the Board and having minimum 20% women representation by 2016.</p> <p>The selection process for appointment of Directors involves the shortlisting of potential candidates which includes at least one (1) woman representation whenever reasonably possible, and that priority is placed on the appointment of a woman Director to fill a membership vacated by a retiring or resigning woman Director.</p> <p>Further details on our inclusive workplace practices which are tracked through Group’s Inclusiveness and Diversity Agenda (GIDA) are detailed in Our People Chapter.</p>
Anti-Money Laundering and Counter Financing of Terrorism (AML/CFT)	Group Policy, Procedural Guidelines and Standard Practices, on AML/CFT	<p>The policies and guidelines are intended to provide all employees with a standard toolkit in managing AML/CFT risks. In 2015, enhancements were made to policies, procedures and guidelines to comply with applicable AML/CFT laws and regulations as well as to be on par with global best practices.</p> <p>We will continue to perform more in-depth AML/CFT thematic reviews to assess the effectiveness of our current measures in meeting regulatory requirements, expectations and alignment with global leading practices. A campaign themed Compliance is Everyone’s Responsibility, Own It, Live It was successfully undertaken in 2015.</p>
Personal Data Protection	Compliance with Personal Data Protection Act 2010 (PDPA)	In 2015, we continued to comply with the requirements of publication of Maybank’s Privacy Notice on our website and notification to customers through the message portal on ATM machines and customers’ account statements that the Privacy Notice is available on our website.
Whistleblowing Policy	Group Anti-Fraud Policy; Signatory to the Malaysian Anti-Corruption Commission (MACC)’s Corporate Integrity Pledge	<p>The Integrity Hotline (formerly Fraud Reporting Hotline) has been in place since 2004. All employees can raise their concerns regarding any misconduct or wrongdoing including, but not limited to, unethical incidences such as criminal activities or contravention of laws/regulations committed by another employee or any person who has dealings with the Group. Concerns can be raised using the following channels without any fear of retribution:</p> <ul style="list-style-type: none">  Protected email address at integrity@maybank.com.my;  Toll-Free Message Recording Line at 1800 38 8833 or for Overseas at 603-2026 8112;  Secured P.O. Box Mail Address at P.O. Box 11635, 50752 Kuala Lumpur, Malaysia.

Corporate Governance

Key Governance Matters	Regulations, Supporting Policies and Codes	Action taken
Human Rights	Compliance with all applicable laws and regulations on forced and child labour, as well as on the rights of employees	<p>We note that we operate in fragile countries in emerging markets of the ASEAN region, and will monitor human rights situation in our operational environment closely.</p> <p>With regard to labour rights, during the year, negotiations on four Collective Agreements (CA) were concluded with the National Union of Bank Employees, Sabah Banking Employees' Union, Sarawak Banking Employees' Union and Serikat Pekerja Bank Maybank Syariah Indonesia (SP-MSI). A total of 35.33% of Maybank employees in Malaysia are union members.</p> <p>A clause against any form of child labour will be included in the revised Group Procurement Manual by the first quarter of 2016. This is the first step towards a more holistic approach to human rights in our procurement practices.</p>

MAYBANK'S COMPLIANCE WEEK

Group Risk implements initiatives that provide continuous learning opportunities for Maybank employees on evolving global and local regulations. Our Compliance Week at Menara Maybank in November 2015 was themed **“Compliance is Everyone’s Responsibility, Own It, Live It”**.

We introduced **myWiki — Maybank’s internal Wikipedia**-like application piloted by the Group Risk users within the Group in Malaysia. myWiki provides easy access to all Group Risk frameworks, policies, and procedures in the Electronic Standard Practice Instructions (e-SPI).

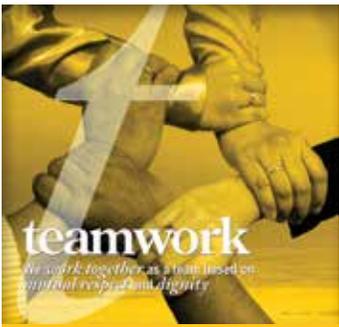
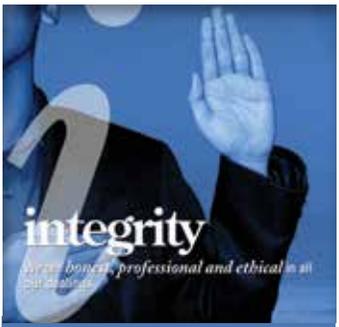
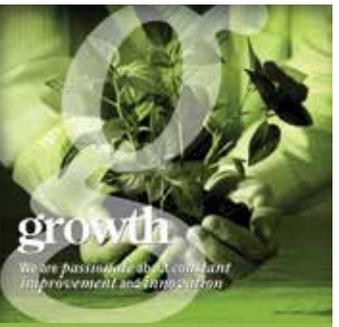
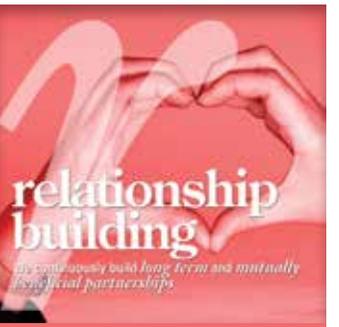
In line with the events at Menara Maybank, Maybank Philippines organised its own Risk and Compliance Week 2015 to strengthen the compliance culture within the Bank. Themed **“Risk and Compliance in an Evolving Landscape”**, the event emphasised the importance of risk and compliance, corporate governance and transparency to our business.

G4-56

GROUP'S CORE VALUES AND CODE OF ETHICS AND CONDUCT

The Group's core values, T.I.G.E.R. (Teamwork, Integrity, Growth, Excellence & Efficiency, and Relationship Building), are our essential ethical principles. They are further complemented by the Code of Ethics and Conduct.

Our Code of Ethics and Conduct sets out sound principles and standards of good practice in the financial services industry and govern all our interactions with stakeholders, customers, fellow employees and regulators. The principles are observed by all employees, and we ensure that everyone is familiar with the code through periodic training. This is in line with the Group's Core Values which emphasise ethics when dealing with third parties and fellow employees.

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

Corporate Governance

OUR SPHERE OF INFLUENCE — PARTNER IN MYANMAR'S GROWTH

We were the first Malaysian financial institution to have been granted a foreign banking licence by the Central Bank of Myanmar (CBM) in 2014. We have been committed to the socio-economic growth of Myanmar from the beginning and have launched several initiatives in the country. With the official launch of Maybank Yangon branch, we launched our first community initiative in Myanmar. Under our Project H.E.A.R.T. (Helping Every Asian Rise Together), we provided solar light bulbs to improve living conditions in rural areas.

Maybank International Internship Programme (MIIP) invested over RM350,000 and sponsored three young talents on overseas internships at Maybank's ASEAN offices. Maybank GO Ahead. Challenge was opened to applicants from Myanmar in 2014, and in 2015, it received over 100 applications from graduate and final-year students. A total of 23 young people from Myanmar were selected for the national competition. One candidate made it to the global finals, competing with 59 other challengers.



DID YOU KNOW

Maybank has been playing a significant role in supporting the development of Myanmar's financial services industry ever since the opening of our representative office in 1994. We have built capacity, networked with bankers and hosted seminars in topics such as global markets, transaction banking, human capital, and business excellence. Good corporate governance standards guide us in our business practices in Myanmar.

GUIDELINES ON DONATIONS

Every year, we receive more requests than we can support. Clear guidelines are necessary to ensure transparency and accountability in the decision-making process. Consideration depends on the area of impact as well as the number of beneficiaries. The strict application procedures include procedures in writing, providing additional information when required and approval by the Group for requests by branches involving an amount exceeding RM750.

G4-27

Investor Relations

Improving the quality of investor disclosure enables both existing and potential investors to evaluate our business, performance and its prospects. It has always been the Group's focus to deliver updated company knowledge with high transparency and integrity. Our revised and renamed Group Corporate Disclosure Policies and Procedures was approved by the Board in 2015.

In 2015, there was rising demand from the investment community for more detailed and specific information as a result of the more challenging economic and sector-specific landscape. Effective teamwork between the Investor Relations team and various information providers and leaders within the Maybank Group allowed us to provide the necessary information to better serve our stakeholders' needs.

In 2015, Maybank Investor Relations continued its strategy of diversifying its shareholder base by targeting more emerging market funds, preferably with an ASEAN focus, as well as long-term funds focused on financial institutions and large caps. Maybank participated in 8 conferences and 3 roadshows. We also increased engagement with fixed-income investors by participating in fixed-income non-deal roadshows and conferences. We met with a total of 387 analysts and fund managers from 290 companies, a 20% increase in the number of companies from the previous year.



Group President & CEO, Datuk Abdul Farid Alias, and Maybank Board of Directors at the Maybank 55th Annual General Meeting on 7 April 2015.

FOCUS

Leveraging Maybank Group's presence in ASEAN and its growing regional franchise, Maybank Kim Eng's Invest ASEAN 2015 edition roadshow was launched in February 2015, travelling to 6 countries, namely Malaysia, Singapore, Vietnam, Indonesia, the Philippines, and Thailand. As our flagship investors conference, Invest ASEAN continued to advocate ASEAN's rich opportunities as a single marketplace and promote the region's most investable companies to global investors. Overall, the Invest ASEAN 2015 edition was a great success, drawing close to 4,118 participants from 19 countries, including 175 companies with a total market value of nearly USD459 billion, and investors with a combined AUM of over USD34.6 trillion. The conferences were very well received in each location and have further entrenched Maybank's position as the Gateway to ASEAN opportunities.



Community and Citizenship

20/20 Sustainability Plan Objective:
To deliver long-term value for the community and environment by being the region's most impactful corporate citizen.

Performance: **Achieved**



Four flagship programmes were conceptualised based on Maybank Foundation's new strategic direction. The programmes have been designed to be regional, scalable and target driven. They will be tracked systematically to provide evidence on the long-term results.

Nearly **1%** 
of net profit spent on community programmes

 CashVille Kidz financial literacy programme reached **53,020 students**


Bali Marathon brought together **>5,000 runners** 
from  **37 countries**

Scholarship Awards totalling **>RM14 million** 

 R.I.S.E. (Reach Independence & Sustainable Entrepreneurship) Programme
480 participants as at 31 Dec 2015 

  **9 community projects** granted through eMpowering Youths Across ASEAN Programme

52  **patients** benefited from Save a Child's Heart since 2012

 KataKatha Southeast Asian Conversations on Culture and the Arts
Featured 10 renowned ASEAN artists and reached out to 5 ASEAN universities 

Nukilan Jiwaku reached a total of  **29 artists** with disabilities

RM0.48 million  disbursed for tiger conservation

Liver Transplant Centre at Selayang Hospital performed **66 transplants** since 2011 

Community and Citizenship

Year-on-year Progress and Priorities

Education

Supporting access to education across the region to foster academic and non-academic excellence.

Year	2013	2014	2015
Financial literacy programme (number of students)*	72,000	102,580	53,020
Scholarships disbursed (RM)	11,260,504.50	13,760,497	>14,000,000

* In the 2013 and 2014 Sustainability Reports, we stated cumulative figures. The 48.3% reduction in number of students in 2015 from 2014 is due to our enhanced focus on impact and not on scale.

Community Empowerment

Reaching out to communities across the region with empowerment programmes.

Year	2013	2014	2015
Reach Independence & Sustainable Entrepreneurship (R.I.S.E.) (number of participants)	n/a	280	200
eMpowering Youths Across ASEAN (amount disbursed, RM)	n/a	n/a	1 million
Maybank Women Eco-Weavers (amount disbursed, RM)	n/a	n/a	1.5 million
Maybank Training & Learning Centre (TLC) (amount disbursed, RM)	n/a	n/a	201,000
Microfinance (KOMIDA) (number of women impacted)	1,634	2,439	2,748

Arts and Culture

Leadership in promoting and preserving traditional and new forms of art and expression.

Year	2013	2014	2015
KataKatha (amount disbursed, RM)	n/a	n/a	822,974
Nukilan Jiwaku (number of People with Disabilities (P.W.D.s) artists supported)	25	28	29

Environmental Diversity

Commitment to preserving environmental diversity across ASEAN, particularly through tiger conservation.

Year	2013	2014	2015
Amount disbursed (RM)	n/a	n/a	481,548*

* In 2014, we reported disbursement of RM1.2 million as approved by the Board of Trustees. However, we only managed to release a total of RM481,548. The implementation was delayed as we had to undertake further research before embarking on the project. We expect the project to be fully operational in 2016 and for all funds to be disbursed to the project partner.

Healthy Living

Enabling access to affordable healthcare, supporting premier sporting events in the region and nurturing local talent.

Year	2013	2014	2015
Number of liver transplant surgeries performed at Selayang Hospital (cumulative since 2011)	60	63	66
Total contributions to Selayang Hospital (RM)	1,000,000	1,000,000	1,000,000
Save a Child's Heart at Regional Paediatric Heart Centre, National Heart Institute of Malaysia (number of patients – cumulative since 2012)	30	42	52*

* As at February 2016

Disaster Relief

Supporting communities faced with natural disasters in relief and rebuilding.

Year	2013	2014	2015
Disaster Relief Contribution to MERCY Malaysia (RM)	n/a*	1 million	1 million

* Partnership with MERCY Malaysia commenced in 2014.

G4-EC1, G4-EC7, G4-EC8, G4-SO1

Community and Citizenship

FOCUS AREA	2015 (RM)
Education	23,268,204.64
Community Empowerment	7,512,641.31
Arts & Culture	880,781.36
Environmental Diversity	534,863.63
Healthy Living	32,380,455.01
Disaster Relief	1,139,143.00
TOTAL	65,716,088.95

G4-DMA

Our Approach

Our approach to giving back to the community is threefold. With targeted social investments, volunteer efforts and long-term partnerships, we are able to empower the communities where we operate. This goes beyond charitable giving and we want to build sustainable programmes with long-lasting impact. Maybank Foundation is the platform through which we engage with our communities. We focus on six areas: education, community empowerment, arts and culture, environmental diversity, healthy living, and disaster relief.



Our desire is to continuously engage and collaborate for the long-term well-being of communities where we operate. For us to have a long-term mindset, we need to ensure that our business thrives along with our communities. As our regional strategy guides and expands the scope of our community contribution, we are challenged by the diversity of our beneficiaries. Our focus is to ensure that investments in our programmes continue to create impact and new programmes are based on a rigorous internal assessment process that is consistent across the Group.

In 2015, Maybank Foundation took inventory of all existing programmes and realigned them to the new strategy that will help to realise world-class CR ambitions for Maybank. We started new programmes and phased out some of the old ones. We continued our long-standing CashVille Kidz and R.I.S.E. programmes, and launched four new flagship programmes: eMpowering Youths Across ASEAN, Maybank Women Eco-Weavers, Maybank Training & Learning Centre (TLC), and KataKatha.

With a total investment of over RM65 million in 2015, Maybank is one of the more active corporate citizens in Asia. In addition to our financial contribution, over 23,000 Maybank volunteers contributed their expertise with almost 120,000 hours channelled to various valuable community causes through our Cahaya Kasih volunteer programme. In addition, over 17,000 volunteers contributed to festive celebrations and other philanthropic activities.

Community and Citizenship

P PERFORMANCE — INVESTING FOR IMPACT

Participants of the **R.I.S.E.** programme were able to increase their income significantly. The top 40% of the participants who finished the pilot programme achieved an average of

411.7%
increase in their business income.



CashVille Kidz programme reached more than **53,000** students and created awareness on financial literacy.



We dedicated more than **RM14 million** for **Maybank scholarships**. The number of new scholars **increased from 65 in 2014 to 66 in 2015**.



More information on Community and Citizenship can be found on the Maybank Foundation website, <http://www.maybankfoundation.com>. We launched the website in 2015 to increase transparency and improve the frequency of communication of our programmes.

Our Performance



CashVille Kidz

- **Launched in 2013**
- **Teaches children how to be financially savvy through an animated TV series**
- **Partnership with MoneyTree**
- **Reached over 100,000 students since its launch**
- **Season 3 is expected to be released at the end of 2016**



CashVille Kidz, Malaysia's first financial literacy animated series, focuses on specific financial lessons that range from the importance of saving money to developing positive spending habits and making smart investments.

CashVille Kidz, in partnership with MoneyTree and with the support of the Ministry of Education Malaysia, serves as a platform to build financial literacy among students in Malaysia. Launched in 2013, this programme teaches children how to be financially savvy through an animated TV series. A long-running programme, CashVille Kidz nurtures financially literate youth who will be able to cultivate positive spending and saving habits and eventually grow to be better-informed customers. Participants' progress is tracked through financial literacy assessments provided before and after the programme.

CashVille Kidz has been popular over the years and since its inception, it has reached over 100,000 students. In 2015, we decided to concentrate more on impact and run the programme in a more targeted way, in co-operation with schools that are already working with us on our long-running schools adoption programme. The programme was carried out in 241 schools and reached about 53,020 students. The 48.3% reduction in number of students is due to our enhanced focus on impact and not on scale.

The programme has shown good results and our aim now is to track it more meaningfully. Assessments to be taken before and after the programme were introduced to get feedback and measure the effectiveness of our methods.

We repeated seasons 1 and 2 following requests by the Ministry of Education Malaysia in 2015. Season 3 is expected to be released at the end of 2016. As we have more clarity about the impact of the programme, the time is right to expand the programme regionally.



Programme objectives:

- Equip children and youth with good financial management skills and empower them to make informed financial decisions.
- Develop positive savings and spending habits.
- Promote independent learning through provision of content — online and offline.

Community and Citizenship



Reach Independence & Sustainable Entrepreneurship (R.I.S.E.)

- Support disadvantaged communities to increase their income and become financially independent through training, coaching, and mentoring
- 200 entrepreneurs were enrolled in the programme in 2015
- To be expanded to Indonesia and the Philippines



The Reach Independence & Sustainable Entrepreneurship (R.I.S.E.) programme is so successful that it has now been expanded in Malaysia and is making its debut regionally.

R.I.S.E. is an economic empowerment programme designed to support disadvantaged communities to increase their income and become financially independent through training, coaching, and mentoring. It also addresses the lack of effective economic empowerment programmes for People with Disabilities (P.W.D.s) in Malaysia. The programme started as a pilot project for 280 participants in early September 2014 and exceeded expectations within a short period of time. By the end of the pilot project in April 2015, 60% of the participants had completed a mentoring programme. The top 40% of graduates achieved an average of 411.7% increase in their business income as at 31 December 2015.

The programme continued to build capacities of people with disabilities in 2015, enabling them to increase their income and improve their business operations. The quality of life of the participants improves when they have the tools to become financially independent and increase their self-confidence. In 2015, 200 entrepreneurs were enrolled in the programme.

Maybank also offered microfinancing opportunities to selected participants enrolled in the R.I.S.E. programme, allowing them to expand their businesses further. A total of 28 participants from the programme's pilot phase were eligible for microfinancing through Maybank.

The programme was evaluated in 2015 by University of Nottingham (Malaysia Campus) and the findings have been incorporated into the programme design.

Following the success of the programme, R.I.S.E. will be expanded to benefit 1,800 people in the region: Malaysia (1,400), Indonesia (200) and the Philippines (200).



Programme objectives:

- Raise income of People with Disabilities (P.W.D.s) and other disadvantaged communities through mentoring and capacity-building.



eMpowering Youths Across ASEAN

- To champion youth volunteerism and drive social innovation
- Programme includes mentoring, leadership training, and community service projects
- Spent SGD327,800 as grants for 252 participants across 9 community programmes

Youth can drive social innovation to alleviate poverty as well as grow wealth in ASEAN. **eMpowering Youths Across ASEAN** is Maybank Singapore's initiative to champion youth volunteerism and drive social innovation to tackle poverty. The programme is an exchange programme for youth in tertiary institutions to embark on community projects in ASEAN countries with the goal of creating sustainable impact for the community. This programme includes mentoring, leadership training, and community service projects.

The eMpowering Youths Across ASEAN programme creates positive impact for youth across ASEAN by allowing them to learn and contribute to solutions on developmental issues of our time. In 2015, we spent SGD327,800 as grants for approximately 250 participants and 9 community programmes.



Programme objectives:

- Empower students to understand regional issues and impact the communities they serve.
- Improve living conditions through social innovation and transform communities.

Community and Citizenship

Maybank Women Eco-Weavers

- Promotes creation of employment for women weavers throughout the ASEAN region
- Will be expanded to include use of environmentally friendly practices and materials



Traditional weaving looms have been used to produce beautiful silk products in Takeo Province, Phnom Penh, Cambodia.

Maybank Women Eco-Weavers promotes creation of employment for women weavers throughout the ASEAN region. This newly established programme will empower women who are living in poverty. Through training, capacity-building and microfinancing, the women will have the tools to help their families to become economically independent.

With this programme, we hope to contribute to the economic development and gradually improve the financial inclusion of women in areas where we operate. The programme was in the planning stages in 2015, and new partners and project plans have been approved. The programme will be gradually expanded to include use of environmentally friendly practices and materials, as well as preserving and promoting ASEAN’s cultural heritage. We want to address issues across the value chain, hence activities will also include building a training centre in Takeo Province, Cambodia, and introducing a sericulture programme for Mulberry tree farmers.



Programme objectives:

- Create economic independence and financial inclusion for women weavers.
- Promote and enhance traditional textiles in a sustainable manner.
- Preserve and promote ASEAN’s cultural heritage.

Maybank Training & Learning Centre (TLC)

- Create opportunities for young people who have been deprived of basic education or skills training
- Reduce the level of youth unemployment



The groundbreaking ceremony was held in Xavier EcoVille to build the first Maybank Training & Learning Centre (TLC), a three-storey skills training centre with technical facilities to enhance the livelihood skills of the Xavier Ecoville community and its neighbouring towns.

The **Maybank Training & Learning Centre (TLC)**’s pilot programme will provide vocational education and certification for selected communities in the Philippines. It will create opportunities particularly for young people who have not been able to access basic education or skills training. Skills training will be combined with training on livelihoods, health, and entrepreneurial skills. This programme is a continuation of our long-term commitment to Xavier EcoVille Resettlement Community, home to some 600 families. The five-hectare eco-friendly resettlement community was built for the survivors of Typhoon Sendong in 2011 by Maybank.

The new Maybank TLC is currently in the planning stage. It will empower youth, create new job opportunities in local communities, promote mentor development, and enhance capacity-building for communities. This, in turn, can reduce the level of youth unemployment. We will report on the progress of this programme after the first year of implementation in 2016.



Programme objectives:

- Provide relevant vocational skills for young people across ASEAN.

Community and Citizenship



KataKatha

- **Aims to increase dialogue among established and emerging regional practitioners of culture and arts**



Mr Eddin Khoo, Founder-Director of PUSAKA, conducting one of the KataKatha dialogue sessions at KuAsh Theatre, Kuala Lumpur, in November 2015.

KataKatha is a common term in the ASEAN community, meaning to chat. This initiative celebrates cultural similarities and differences of the ASEAN community. It is a cultural platform that aims to increase dialogue among established and emerging regional practitioners of culture and arts in Singapore, Malaysia, Indonesia, Thailand, and the Philippines. KataKatha was launched in 2015 as a joint initiative by Maybank Kim Eng and Maybank Foundation. It is conceptualised and curated in collaboration with cultural organisation PUSAKA. The Foundation and Maybank Kim Eng set objectives and directions of the programme. The Foundation provides programme advice to Maybank Kim Eng and monitors the programme.

Part of our new strategic direction, KataKatha was approved in 2014 as the Maybank Annual Regional Arts Exchange (MAX) and the Maybank Arts in School Programme (MARS). After much research and deliberation with project partners, it has evolved into its current form.

Our vision is for KataKatha to become a regional arts institution in the future. It was launched with a series of “conversations”. The 4-day event themed “Shared History, Shared Culture, Shared Traditions”, brought together 10 important cultural figures and artists from the region. Art enthusiasts, aspiring writers, filmmakers and the public had a chance to engage with the artists in a series of forums, movie screenings, and public readings — free and open to all. The initiative will culminate in an exhibition with works inspired by the conversations, as well as a publication and film documentary about the conversations and artistic process.

Students from five universities in the region were also invited to take part in an effort to nurture arts and culture talents in Southeast Asia and enable interaction with some of the best artists in the region.

In 2016, the programme will curate and host exhibitions and publish annual publications on topics of each year’s theme.



Programme objectives:

- To support arts in Southeast Asia and preserve heritage.
- Encourage dialogue between artists in the region



Education

Children and youth must have access to education and the opportunity to fulfil their potential. We invest in education through scholarships, financial literacy, and school programmes.

Maybank Scholarship Awards received 10,000 applications in 2015, more than ever before, and an 11% increase from last year. A total of 66 scholarships were awarded. We also sponsored the first visually impaired scholar. We contribute more than RM14 million in scholarships annually and will continue to explore ways to expand the scholarship programme.

Our scholarship scheme tracks and monitors scholars to ensure continuous development upon completion of their studies. This year, we are leveraging on the ASEAN Economic Community and introducing the ASEAN Internship Programme. Maybank scholars will, for the first time, be doing their internship for a minimum

two-month period at any Maybank office in an ASEAN country for them to gain global literacy. The international exposure is aligned with Maybank’s talent development programme to nurture our talent to compete successfully in a global environment.

In terms of other educational programmes, we made a decision to stop our P.E.E.R.S. school adoption programme in 2015 in its previous format as we are looking at reforming the programme with a more holistic focus. We hope that the new format will enable us to align the programme with the Malaysia Education Blueprint 2013-2025. In doing so, we will work closely with relevant stakeholders, including the Ministry of Education Malaysia.

We support the School Pocket Money Fund in Singapore, which provides pocket money to children from low-income families to help them through school. The children can use this money for school-related expenses, such as buying a meal during recess, paying for transport, or using it to meet other schooling needs.

Community and Citizenship

P Performance Data

Programme	2013	2014	2015
Financial literacy programme*			
Number of students	72,000	102,580	53,020
Number of teachers	540	2,660	1,052
Number of schools	180	660	241
Maybank Scholarship Awards			
Amount disbursed (RM)	11,260,504.50	13,760,497	>14,000,000
Number of scholars	51	65	66
Yayasan Peneraju Pendidikan Bumiputra			
Amount disbursed (RM)	2 million	2 million	2 million
Maybank Family Fund - Support for School Pocket Money Fund in Singapore**			
Number of primary school students reached	n/a	>300	>300
Amount disbursed (RM)	n/a	53,600	53,986

* In the 2013 and 2014 Sustainability Reports, we stated cumulative figures. The 48.3% reduction in number of students in 2015 from 2014 is due to our enhanced focus on impact and not on scale.
 ** Data is as at 31 March as the programme is tracked according to this timeline.

FOCUS

HOW WE REACH OUT TO PEOPLE WITH DISABILITIES (P.W.D.S)

We are working hard towards building an inclusive environment that reaches out to P.W.D.s in our community initiatives and also through our business:

Reaching Out through Community Initiatives

- We welcomed our first visually impaired scholar in 2015.
- Engaged with various communities that include P.W.D.s: Through R.I.S.E., we are providing economic empowerment, and our long-standing Nukilan Jiwaku programme continues to support artists to improve their skills and level of confidence via structured learning programmes and guidance towards financial independence.
- Initiated the Maybank-MAB Cinema, South East Asia's first movie theatre for the visually challenged in Kuala Lumpur in collaboration with the Malaysian Association for the Blind (MAB).
- Enabled our M2U Pay facility for Generating Opportunities for Learning Disabled (GOLD) Centre – enabling non-profit organisations to use this payment platform to sell their products and crafts to a wider market.



Over 90 branches

in Malaysia, Singapore, and the Philippines that are accessible to physically challenged customers

Reaching Out through Our Business

- Through the Friendly Features Facilities for Physically Challenged Customers initiative, we are committed to build branches that are accessible to physically challenged customers. The features provided include wheelchair access, ramp walkways to branch entrances, sliding doors, and designated cash machines for the physically challenged.
- The number of P.W.D.s employees has increased to 12.



In 2015, Chew Sui Teng became our first visually impaired recipient of the Maybank Scholarship Awards. Hailing from Penang, she aspires to be an outstanding teacher.

Community and Citizenship



Community Empowerment

Our community empowerment efforts are centred on creating sustainable livelihoods and support systems. As we expand regionally, we are committed to developing effective and affordable solutions that tackle issues of financial and social exclusion. Our interventions are driven by the belief that financial inclusion is a powerful enabler for economic growth.

P Performance Data

Programme	2013	2014	2015
R.I.S.E.*	n/a	280	200
Number of participants			
eMpowering Youths Across ASEAN			
Amount disbursed (RM)	n/a	n/a	1 million
Maybank Women Eco-Weavers			
Amount disbursed (RM)	n/a	n/a	1.5 million
Maybank Training & Learning Centre (TLC)			
Amount disbursed (RM)	n/a	n/a	201,000
Maybank Family Fund - Matched Savings initiatives**			
Number of families impacted	203	215	184
Amount matched (RM)	232,147.28	316,005.80	184,040.22
Maybank Family Fund - Maybank-Etiqa Family Shield***			
Number of beneficiaries (cumulative since 2011)	180	517	701
Amount disbursed (RM)	68,876.97	97,231.44	125,205.68
Policy coverage value (RM) (cumulative since 2011)	22.46 million	67.11 million	94.61 million
Microfinancing			
Number of women impacted (through Koperasi Mitra Dhuafa, KOMIDA)	1,634	2,439	2,748
Maybank-MAB Cinema			
Number of cinemagoers	n/a	n/a	>800
Biogas Development Programme Mount Merapi, Indonesia	Pending further research and development		

* In the Annual Report 2015, we stated cumulative figures.
 ** Cultivate a Savings Habit (C.A.S.H. UP) programme is now categorised under the Matched Savings initiatives. Data is as at 31 March as the programme is tracked according to this timeline.
 *** Data is as at 31 March as the programme is tracked according to this timeline.

DID YOU KNOW

Maybank Breadwinner Protection Programme has been sponsoring a personal insurance with accident coverage for 3,000 low-income families in Singapore since 2012. The programme was renamed Maybank-Etiqa Family Shield in 2015. In celebration of SG50, Maybank and Etiqa Insurance Pte Ltd (EIPL) jointly pledged S\$500,000 to be disbursed over 3 years.

66

Since 2012, Maybank has been sponsoring insurance for low-income families in Singapore. The programme has benefited over 700 families in the past three years. We are very pleased that with Etiqa on board, we can extend this to even more families and provide them with better financial security.

Datuk Lim Hong Tat
 Group Head, Community Financial Services
 Chief Executive Officer (CEO), Singapore

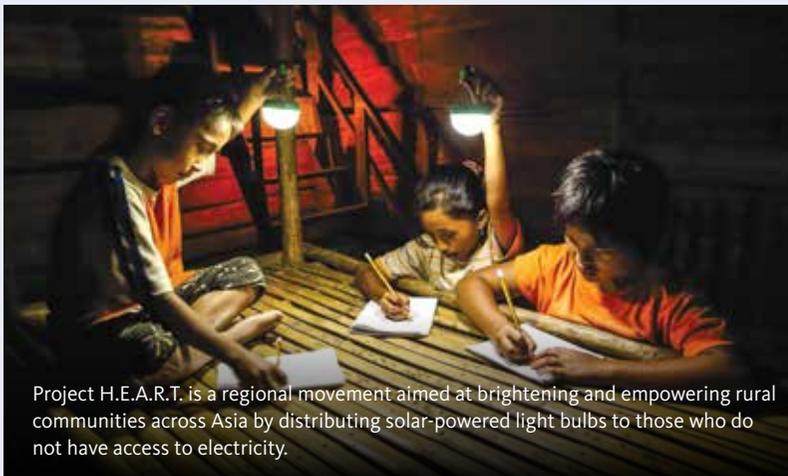
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Community and Citizenship

FOCUS

Project H.E.A.R.T. – how community programmes are helping us build long-term linkages in our emerging markets.

In 2015, we marked another milestone by becoming the first and only Malaysian bank to open a branch in Myanmar.



Project H.E.A.R.T. is a regional movement aimed at brightening and empowering rural communities across Asia by distributing solar-powered light bulbs to those who do not have access to electricity.

The community at Hinthada Village in Myanmar was the first community to receive solar-powered light bulbs under Project H.E.A.R.T. (Helping Every Asian Rise Together) in Myanmar.

As part of our presence in the country, Project H.E.A.R.T. aims to empower and bring light into needy communities. They will be provided with solar-powered light bulbs — a free, sustainable light source. The lights will help the community carry out their normal activities such as sewing, weaving, and reading at night.

Project H.E.A.R.T. is a community initiative that forms part of Maybank Group’s larger mission to humanise financial services.

	Input - 2,612 light bulbs		Amount disbursed - RM538,570
.....			
	Impacted - 5 schools		1,328 homes
	22 villages		>5,000 lives
.....			



Arts and Culture

We recognise the importance of safeguarding our arts and cultural heritage for future generations. Through Maybank Kim Eng, we are undertaking various key arts and culture-related programmes. We have helped numerous artists, photographers, graphic designers, and writers by sponsoring and promoting a wide range of events to celebrate South East Asia’s unique, diverse, and vibrant cultures. Our own Balai Seni at Maybank is a venue for showcasing arts and cultural programmes, such as our long-running Nukilan Jiwaku.

Nukilan Jiwaku started in 2012 and was then known as Independent Living for the Disabled ‘Nukilan Jiwaku’ — Arts and Craft Gallery Business for People with Disabilities (P.W.D.s). The co-operation with the disabled has since deepened to cover activities like the Abilympics, a vocational skills competition for artists and craftspeople with disabilities. Selected participants have been offered further training and guidance towards achieving financial independence.

P Performance Data

Programme	2013	2014	2015
KataKatha			
Amount disbursed (RM)	n/a	n/a	822,974
Nukilan Jiwaku			
Number of participants in Abilympics	25	28	29

Community and Citizenship



Environmental Diversity

The population of the Malayan tiger, pictured in our logo, is dwindling. From 3,000 in the 1950s, the number of tigers in Malaysia is estimated to have declined to between 250 and 340. We are working with WWF-Malaysia and relevant governmental and regulatory agencies to do our part in supporting the conservation of tigers. The conservation efforts include protection and monitoring of tigers as well as engagement with communities. In 2015, we planned for a long-term programme in the area of tiger conservation in the Belum-Temenggor Forest Complex with our existing partners. It is expected to start in 2016.

P Performance Data

Programme	2013	2014	2015
Tiger conservation	n/a	n/a	481,548*
Amount disbursed (RM)			

* In 2014, we reported disbursement of RM1.2 million as approved by the Board of Trustees. However, we only managed to release a total of RM481,548. The implementation was delayed as we had to undertake further research before embarking on the project. We expect the project to be fully operational in 2016 and for all funds to be disbursed to the project partner.



Healthy Living

Our healthy living programmes are based on our belief that companies have potential to positively affect the health of not just their employees, but their communities as well. In addition to events for the public, like the Bali Marathon, we have programmes to support development of public health care and provide access to underprivileged patients.

We also have a long history of supporting exceptional sports programmes at junior and professional levels. We sponsor events in golf and badminton, and promote excellence among aspiring athletes. Apart from the global publicity for our brand, sponsorship of premier sporting events is also an important tool of corporate responsibility.

P Performance Data

Programme	2013	2014	2015
Bali Marathon			
Number of participants	>2,000	4,400	>5,000
Number of country of participants	-	49	37
Number of wheelchair participants	40	40	40
Save a Child's Heart at Regional Paediatric Heart Centre, National Heart Institute of Malaysia			
Amount disbursed (RM)	1.7 Million	2.55 Million	107,772.73
Number of patients – cumulative since 2012	30	42	52*
Retinoblastoma			
Retinoblastoma (number of treatment)	45	24	Retinoblastoma therapy equipment was donated to Cipto Mangunkusumo Hospital on 10 August 2012 and tracking of this programme was discontinued in 2015.
Premature Retinopathy (number of treatment)	21	10	
Liver Transplant			
Amount disbursed (RM)	1 million	>1 million	1 million
Number of surgeries performed at Selayang Hospital's Liver Transplant Centre (cumulative since 2011)	60	63	66

* As of February 2016

Community and Citizenship



Disaster Relief

Although our region is one of the more disaster-prone areas in the world, we did not face natural calamities that were as dramatic as the previous year. We have learnt over the years that disaster relief work is only impactful if we invest continually in disaster preparedness. We have now entered the second year of our 3-year partnership with MERCY Malaysia. Our financial support of RM 1 million is used for disaster response, rebuilding and risk-reduction programmes. In 2015, MERCY Malaysia provided relief in Ormoc City in the Philippines and for victims of floods in Kelantan.

P Performance Data

Programme	2013	2014	2015
Disaster Relief			
Partnership with MERCY Malaysia (amount disbursed, RM)	n/a	1 million	1 million

FOCUS

MERCY Malaysia – We now have a more structured intervention programme through our partnership with MERCY Malaysia. The partnership is focused on disaster response, rebuilding efforts (post-disaster), and risk reduction programmes. Funding provided for MERCY Malaysia will be used for the deployment of emergency responses, purchase of medical supplies, and developing Disaster Risk Reduction (DRR) preparedness programmes. We are the largest supporter of MERCY Malaysia.

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The partnership between Maybank Foundation and MERCY Malaysia has taken corporate-civil society partnership to new heights in Malaysia and indeed, the region. The mode of funding whereby it's a multi-year partnership agreement focusing on response, recovery, and preparedness, allows MERCY Malaysia to conduct its operations in a sustainable and holistic manner. It also allows us to plan better, both in terms of programme planning and project management. This has had a tremendous impact on the affected communities we serve. Maybank Foundation also has a very hands-on and involved approach to our partnership. The interest as well as the presence of the members of the Maybank Foundation team and leadership of Maybank in our projects not only ensure positive outcomes for the projects but also inspire our team and the local communities to reach greater heights. We look forward to a long, productive, and fruitful partnership with Maybank Foundation in years to come.

MERCY Malaysia

Dato' Dr Ahmad Faizal Mohd. Perdaus, President, MERCY Malaysia

99

What's Next?

We are already beginning to see the results of our focused and high-value programmes. To continuously link the Group's business outcome with community investment, we will continue to challenge ourselves and push for greater impact, especially through partnerships and better performance monitoring.

2016 TARGETS:

- 1) Establish a physical centre for Maybank Eco-Weavers and to organise the first exhibition to showcase products by artisans around Asia
- 2) Incubate young business leaders by providing further platforms to promote youth leadership through our eMpowering Youths Across ASEAN programme
- 3) Move forward with KataKatha regionally
- 4) Launch the Maybank Training & Learning Centre (TLC) in the Philippines
- 5) Employ a globally recognised methodology to measure and track programmes



Our People

20/20 Sustainability Plan Objective:
Build the most engaged and inclusive workplace to strengthen ability to connect with customers and for our people to make better, more informed decisions for high business performance.

Performance:
Achieved



We continue to nurture local talent with global acumen in the region by promoting retention of talent within the organisation and ensuring that employees make the best of our GO Ahead. Employee Value Proposition. Our learning and development strategy is result driven in order to meet the needs of the business.

Awards in 2015

- Best Malaysian Organisation — Life at Work Awards 2015
- HR Innovation Awards (5 Awards)
- Malaysia's 100 Leading Graduate Employer 2015 Awards (4 Awards)
- Asia Recruitment Awards (7 Awards)



Volunteered

Over
242,500
 hours



RM114
million
 spent on Learning and Development



167

participants in the Maybank Global Mobility Programme



5,000

participants through

56 Health and Wellness Programmes



More than

23,000

applicants from over

100



nationalities in the Maybank GO Ahead. Challenge 2015, from 1,000 in its first year in 2012

Over

45,000

employees from 41 nationalities



Women in top management increased to

35%

from 31% in 2013 and 15.68% in 2009



Over

387,900

learning hours utilised



Our People

Year-on-year Progress and Priorities

Employee Engagement Platforms

Engaging employees on issues that matter most to them is key to unlocking a values-based organisation with an agile and competitive regional talent pool.

Year	2013	2014	2015
Annual employee appraisal rate (%) (based on employees who are eligible to participate in the year-end appraisal)	100	100	100

Talent and Leadership

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

Year	2013	2014	2015
International mobility (number of talents)	100	>130	167

Learning and Development

Investing in the long-term development of our people and improving capabilities across the organisation.

Year	2013	2014	2015
Learning and development spend (RM million)	118.87	120	114
Average training hours per employee	45.31 hours	33.68 hours	35 hours

Diverse and Inclusive Workplace

Embracing and nurturing all employees' needs and requirements within a single group culture, which guides how we do business, how we work together, and how we collectively deliver value across the Group.

Year	2013	2014	2015
Women in top management, Band D and above (%)	31*	31*	35
Women in management, Band G and above (%)	42*	46*	47
Women workforce below 30 years old (%)	14.5	15.3	16.2
Employee Volunteerism (number of volunteers)	23,513	26,200	23,541** 17,220*** (Started to track based on programmes and initiatives since 2015)

* Excluding Maybank Indonesia

** Cahaya Kasih initiatives

*** Festive celebrations and other philanthropic activities

Safety, Health and Well-being

Improving safety as well as work-life balance.

Year	2013	2014	2015
Health and wellness programmes (number of participants)	>3,400	>5,000	5,000

Our People

G4-DMA

Our Approach

Our many milestones, from financial to governance and creating value to stakeholders, to being a responsible corporate citizen, provide a strong platform for our talent to be associated with an organisation that is admired and recognised as a reputable financial services Group in the country and the region. The combination of our effective leadership, notable achievements and Employer Value Proposition (EVP) via our GO Ahead. EVP, are factors that have contributed to our success of being an employer of choice to our people and prospective talents.

Investing in the long-term development of our people allows us to increase our performance and productivity while providing opportunities for growth within our organisation. As an organisation that is present in 20 countries, we have always understood the importance for our talent to have global literacy and perform effectively in different environments. Our approach to human capital development is to continuously build and harness their capabilities to contribute beyond the organisation to the country we operate in. We are gearing our people to be agile, adaptable, culturally competent, and possess extraordinary leadership skills to deal with the new ways of working. Our talents are actively involved in regional projects and assignments, preparing for the workplace of the future.

At Maybank, we actively influence diversity and inclusivity because they foster creativity and innovation. Inclusivity is embedded in our culture, where diversity and differences are valued and employees are treated fairly and with respect. Our approach to diversity and inclusion is to maintain an inclusive workforce that embraces racial and gender diversity. The Group's Diversity and Inclusion Policy governs all aspects of employment practices and activities. It ensures there is no discrimination or harassment, and all practices are based on the rule of meritocracy.

Strategies and programmes in safety, health, and well-being are put in place to ensure a happier and healthier workforce. We also promote healthy work-life balance, as well as physical and emotional well-being.

Volunteerism is deeply rooted in our global workforce. Each year, our employees volunteer their time and expertise to improve the lives of those around them. Our flagship Cahaya Kasih employee volunteer programme encourages them to form long-term relationships with beneficiaries. In 2015, 23,541 employees across the region volunteered 119,597 hours. Of this, 16,559 Maybank employees worldwide took part in the sixth Maybank Global CR Day and were involved in initiatives that have a direct impact on local communities.



“Our relentless efforts and discipline to execute, track, and improve on our People and Culture Transformation Plan since 2008 to achieve our 2015 vision have been fulfilling with many significant milestones. It delivered commendable financial performance, well-defined corporate culture, a robust talent management framework, high talent attraction and retention trends, among others.

We are humbled and grateful that our people initiatives have been recognised as trailblazers in many aspects — regionally and internationally. These acknowledgements further reinforce Maybank's leadership strength as a leading employer of choice, in the region. As we continue with our next phase of growth, we will remain focused in strengthening the value and impact that we can offer to our stakeholders and the organisation.”

Nora Abd Manaf
Group Chief Human Capital Officer



Maybankers volunteering for their environmental diversity CR initiative, during Global CR Day 2015.

Our People



Employee Engagement Platforms

Communication channels are central in engaging our employees and it is our culture to have H.O.T. (Honest, Open, and Trusting) conversations to further our common goals. We have tracking mechanisms in place to ensure that employees are both aware of and able to utilise communication platforms in a meaningful way.

OPERATIONAL EFFICIENCY & SHARED CUSTOMER EXPERIENCE

In 2015, we expanded our online HR platform, myHR2u, to more countries and entities — it is now available in 16 countries. Common modules include Employee Information, Leave, Payment, Claims, Performance Management, and Talent Management, among others. The system can now be accessed by 70% of the Group's

total workforce. We introduced myHR2u's mobile application called Mobile-On-The-Go that provides easy and flexible access on smart phone devices and operating systems. The modules available are Leave, Employee Information, and Claims. Its popularity is evident as staff are actively using the mobile app. For the Leave module, there was a 70% increase in its use within the first six months of its availability.

We did not administer the Employee Engagement Survey (EES) in 2015 and plan to run it in 2016.



myHR2u
available in
16 countries

Common modules include:
Employee Information, Leave, Payment, Claims, Performance Management, and Talent Management



DIALOGUE WITH EMPLOYEES

Every year, the Group EXCO spends a significant amount of time with employees through dialogues and engagement sessions that include Maybank Group and Sectorial Townhall sessions, Conversation Series with Chairman and Group EXCO, Group EXCOs Leaders Teaching Leaders sessions, and Leaders-On-the-Go Series. These engagement platforms allow our leaders to continue to coach employees to be more productive, effective and collaborative for business success. In 2015, 44 Conversations Sessions with the Chairman/Group EXCO involving staff from all levels were held.

- **Maybank Group Townhall** is designed for our leaders to give employees updates on the Group's financial performance, map out clear direction and expectations as well as foster employees' involvement in delivering our vision and mission. They are held quarterly and broadcasted across our offices via webcast, teleconference, and WebEx live-streaming.
- **Leaders Teaching Leaders** sessions enable our employees to experience first-hand coaching from the leaders of the Maybank Group. During the session, they learn useful leadership insights for their career and personal growth and have the opportunity for thought-provoking conversations with each other.
- **Leaders-On-the-Go Series** consists of impromptu management walkabouts, Leaders Reach Out and Recharge (ROAR) visits to branches/centres where they actively engage with employees and customers. At the Leaders First Hand Day, the leaders paired up with an experienced Maybanker to understand specific tasks or roles.
- **Leaders' Luncheon** is a platform for Maybank leaders and high achievers to share their thoughts on areas they are passionate about in a TED-talk style. Our leaders share their inspiring personal stories as well as best practices that shape a leader's style and behaviour. In 2015, ten employees took to the stage and 297 people attended their sessions.



Datuk Abdul Farid Alias, Maybank Group President & Chief Executive Officer, sharing the Group's financial performance at the quarterly Maybank Group Townhall.

Our People

We continuously reinforce our rewards system based on merit and it is aligned to our business goals. It is the key in nurturing a high-performance culture that generates growth and delivers on our vision. We have multiple other platforms to boost motivation and appreciate employees for breakthrough performance. These include merit-based short-term variable bonus/incentives and a long-term incentive plan, namely Employee Share Scheme (ESS), business incentive schemes, employee academic excellence award, Maybank Group Awards for Best Employee/Team, long-service awards, values/customer experience campaigns, as well as volunteerism programmes. In 2015, we offered the fifth ESS to staff and paid ex-gratia to clerical and non-clerical staff over and above their contractual bonus.

We continue the tradition of celebrating excellence and recognising exemplary employees across Maybank for their outstanding accomplishments. In 2015, we held an exclusive two-day Maybank Group Awards Programme themed 'Celebrating the Stars' to honour more than 70 top performers from across the Group. This platform encourages our colleagues to enhance relationships, share best practices, and inspires even higher levels of performance.

G4-LA16

GRIEVANCE MECHANISMS

A large organisation with over 45,000 employees needs functional channels for solving any problems or complaints arising among employees. The grievance mechanism that we have in place enables employees to raise issues such as dissatisfaction regarding conditions of employment, relationship with colleagues or supervisors, or discrimination. When a grievance report is filed, an investigation will be conducted with due process. If no agreement is reached in a meeting between the parties, the complaint is escalated to the next level and a trade union representative attends the negotiations. The final level of negotiations is with the union standing committee at the national level. Unresolved complaints will be referred to the Ministry of Human Resources. In 2015, we resolved 46 out of 49 grievances. Three cases are still going through the due process.

G4-LA10, G4-LA11



Talent and Leadership

Our robust Talent Management Framework ensures the sustainability of our talent pool by continuously attracting, developing, and retaining the right talent. This Framework helps us to identify strengths, weaknesses, and critical gaps as well as design suitable pipeline programmes feeding into different levels and specialisation pools, as well as leadership roles. We deploy global best-practice processes in identifying our talent pool, comparable to or better than top-performing organisations worldwide. Benchmarked against Saratoga Institute's global and regional standards, in 2014, we were rated global best practice for six out of nine aspects and good practice for the remaining three.

Our multi-level talent reviews give visibility on talent-related insights such as in-depth review of our talent pool, our bench strength, namely high potentials, and successors to meet future needs. Our Leadership Teams take an active role and each year, we achieve 100% completion for these reviews. In 2015, we initiated a skills inventory exercise for employees to update their skills and knowledge via our online HR platform (myHR2u) aimed at making our employee database even stronger — enabling even greater effectiveness and accuracy in talent planning and development. All eligible employees are appraised annually. We measure the productivity of our employees not only through performance appraisals and productivity-enhancing initiatives, but also by Profit Before Tax Per Employee and Net Income Per Employee. High productivity is a direct return on our investment in people. Our productivity has increased steadily year-on-year. In 2015, our Profit Before Tax Per Employee was RM199,129 compared to RM193,695 in 2014. Our net income per employee was RM462,116 in 2015, and RM393,924 in 2014. Overall income per employee costs was a strong 3.68 times. We will strengthen our ongoing initiatives and deploy new efforts to maintain high productivity levels.



Maybank employees beaming with pride at an awards ceremony.

Profit Before Tax Per Employee

RM199,129

RM193,695 in 2014

Net Income Per Employee

RM462,116

RM393,924 in 2014

Overall Income Per Employee Cost

3.68 times

strong in 2015

Our People

P PERFORMANCE — TALENT MANAGEMENT:

Since Maybank's transformation in 2009, our Talent Management people dashboard has improved considerably. Our succession realisation stands at over 70% (from over 30% in 2009), above the global benchmark of 55%. We are committed to fill eight out of every ten vacancies with internal talents. In 2015, 68% of appointments were made internally.

Succession Realisation Mission Critical Positions

	2014	2015
Realisation target	60%	70%
Achievement	70%	70%

Target
80%

to fill 8 of every 10 vacancies internally

Performance
68%

vacancies filled internally



Offer Acceptance Ratio for new graduates was 97% in 2015, compared with 60% in 2009 — above the global benchmark of 85%.

Job Offer Acceptance Ratio for new graduates



Key retention rate has been improving gradually from below 52% in 2009 to 85.6% in 2015.

Key retention rate



Regrettable loss — voluntary turnover of critical and high potential talents — was 15% in 2015, well below the 25% global benchmark.

Ready Now successors — individuals who are able to take on responsibilities of any Mission Critical Positions that become vacant — rose from 26% in 2008 to 34% in 2015.

Ready Now successors



We continued to emphasise development of a wide range of opportunities for employees to serve in all 20 countries, and to strengthen our multi-tiered mobility assignments, which have increased by 33% from 2014. These assignments and internship attachments are key elements of experiential learning in our core geographies, especially ASEAN.

International mobility (number of talents)



The proud winners of the Maybank GO Ahead. Challenge 2015.

Our People

TALENT MANAGEMENT

Our talent management framework covers all career stages from entry-level talent development programmes to top-tier executive programmes. These programmes, year-on-year, are differentiated to ensure that they continue to be relevant to the changing needs of our people and business as well as being impactful and meaningful.



Top Management

We have signature homegrown leadership programmes for our key talents across the Group as follows:

Top Team Effectiveness Programme

The Top Team Effectiveness Programme is a 24-month programme, facilitated by respective Group EXCO to strengthen their team's effectiveness. In 2015, 55 leaders were involved in this programme.

Strategic Talent Accelerated Readiness (STAR) programme

Our top leadership acceleration programme, the two-year Strategic Talent Accelerated Readiness (STAR) programme, entered its second year in 2015. The programme aims to accelerate the readiness of our senior leadership. Forty-five participants from across the Group attended action-learning workshops facilitated by industry and business leaders as well as academicians from renowned universities such as the Harvard Business School. Fifty-five percent of the STAR programme participants were women. Fifty-eight percent of them were identified as EXCO successors and the rest for mission critical positions.

Transitioning Leaders to CEOs (TLC) programme

Transitioning Leaders to CEOs (TLC) is a three-year programme that prepares our key talent to take on CEO-like roles. Since 2010, 82 participants have completed the programme and 41 are currently undergoing the programme. Twenty-one percent of the participants are international employees, and 40% are women.

Other signature programmes include the Maybank Great Executives, Maybank Great Managers and Maybank Great Leaders' programmes.



Executive Level

Global Maybank Apprentice Programme (GMAP)

Global Maybank Apprentice Programme (GMAP), our flagship entry level, two-year rotational programme includes on-the-job training, international assignment to overseas offices, and enrolment into High Potential Performer Integrated Programme (HIP). GMAP talent are recruited from various educational backgrounds, with close to 10% from non-banking disciplines. Women make up 44% of the talent in GMAP, and the diverse composition has grown from one nationality when it commenced in 2008 to 14 nationalities in 2015. The retention rate for GMAP talent is almost 90%. The GMAP Plus programme, introduced in 2014, sponsors those who aspire to be Chartered Accountants with the Institute of Chartered Accountants in England and Wales (ICAEW) with no bond or contract. GMAP was recognised as a finalist in the 'Best Management Trainee Programme' category at the M100 Awards 2015.



One for the album — our GMAP participants.

The High Potential Performer Integrated Programme (HIP)

The High Potential Performer Integrated Programme (HIP) is aimed at developing and equipping young talent with the right leadership capabilities for more ambitious roles. In 2015, more than 750 high potential Gen Ys are in HIP and 120 have already completed the programme. Women make up 55% of the HIP talent. The programme is conducted in Malaysia, Indonesia, and the Philippines.



The HIP participants enjoying the fun and insightful learning experience.

The Branch Management Entry Level Pipeline (BMELP)

The Branch Management Entry Level Pipeline (BMELP) grooms aspiring branch managers for Community Financial Services (CFS). BMELP is an intensive training experience including a two-year attachment in a branch. We have a total of eight batches and 164 talents enrolled in 2015 as bench strength for Branch/Centre Managers within the next five years.

Our People



Specialist Development

Specialist development programmes are offered to enhance and hone integral skill sets of employees to perform their roles effectively:

The 18-week Credit Pipeline Programmes

The 18-week Credit Pipeline Programmes sponsor employees to be credit Professionals in Business Banking and SME units.

Global Markets Trainee Programme

Global Markets Trainee Programme participants are deployed to our global financial trading hubs upon completion of the one-year programme.

Global Banking Programme

Global Banking Programme is meant for employees who aspire to work in Investment Banking operations. The two-year programme includes an international assignment.

Risk IT Pipeline Programme

Risk IT Pipeline Programme prepares employees for a career in risk and IT-related departments.

Shariah Pipeline Programme

Shariah Pipeline Programme sponsors undergraduates and postgraduate students who pursue Shariah or Islamic Finance studies. The programme develops employees into Shariah Professionals and Islamic Finance Professionals. Those under the programme will be placed at Maybank Group Islamic Banking. The programme equips participants with INCEIF certification.

Career Transition Programme (CTP)

With our Career Transition Programme (CTP), we are one of the few organisations with a structured programme to reskill and upskill employees who become redundant due to organisational changes. From 2013 to 2015, 340 employees completed the programme and were redeployed in their new roles in the organisation.



Entry-Level Programmes

The ASEAN Internship Programme

The ASEAN Internship Programme was launched in 2015 as part of the MY ASEAN Internship Programme. The programme is a collaboration between the Ministry of International Trade and Industry (MITI) and TalentCorp to increase awareness of ASEAN among youths. The interns, comprising Maybank scholars and university students, undergo a minimum of two months' internship at any Maybank office in the ASEAN countries. In 2015, 14 interns have enrolled and are currently at our offices in Cambodia, Indonesia, the Philippines, Singapore, Vietnam, and Malaysia.

The Maybank Internship Programme

The Maybank Internship Programme operates under the Skim Latihan 1Malaysia (SL1M), which supports the Malaysian Government's initiatives to enhance the employability of graduates. The trainees undergo an experiential working experience and rotation guided by supervisors. Since 2011, Maybank has enrolled 431 trainees. In 2015, 28% have been absorbed into permanent employment with the Bank.

Maybank GO Ahead. Challenge (MGAC)

Maybank GO Ahead. Challenge (MGAC) 2015 continues to be an innovative recruiting platform to spot diverse, global talents. The increasing number of submissions attest to the appeal of the challenge. In 2012, it attracted 1,000 applications, rising to 5,000 in 2013 and 10,000 in 2014. In 2015, the number of applications doubled to more than 23,000 from over 100 nationalities. The number of campus-level events doubled to 27 across the region from 13 in 2014. The Maybank GO Ahead. Challenge 2015 is part of our efforts in investing in the region's future human capital needs.

Applicants to MGAC



Our People



Syeda Fariha Preanka from Bangladesh participated in the Maybank GO Ahead. Challenge 2013 and emerged as part of the winning team as well as the Ultimate GO Ahead. Challenger.

Syeda Fariha Preanka, graduate from The Imperial College, London, is currently under the Global Maybank Apprentice Programme (GMAP), our marquee entry-level two-year rotational programme that offers best-in-class development incorporating on-the-job training, international assignment to offices where Maybank has a presence and enrolment into the High Potential Performer Integrated Programme (HIP).

“GMAP has given me a very privileged experiential learning opportunity. Coming from a non-finance background, this rotational programme has positioned me well to pave my career in banking as well as garner a vast appreciation for the organisation and opportunities within. My journey started by touching base with our retail customers at the KLCC branch and SMEs at the Tun Perak Business Centre. Next, I was chosen as Organising Committee member for MGAC 2014, where along with my team, we developed the business case challenges to find the most talented and brightest Gen Y from across our global footprint. Later, I served a stint at Debt Capital Market, learning the bank’s propositions for the corporate clients. When I came to International, I found just the right flavour of work that suits my learning ambitions. Here I am able to develop my working knowledge of Maybank’s international presence against economy, regulatory, political, and competitive backdrops and be part of the transformation projects deployed in some of our overseas units. An international assignment into the International CEO’s office was the cherry on top of the cake to wrap up my Maybank International exposure.

Outside the rotations, I was very fortunate to be invited for a breakfast session with the Chairman, Group President & CEO and Group Chief Human Capital Officer. These humbling checkpoints are a result of the management’s efforts in nurturing and investing time to develop young talents.”

AWARDS AND RECOGNITIONS

Maybank continued to hold the top two positions on the list of the most popular employers at Malaysia’s 100 Leading Graduate Employers Awards 2015. We were the winner of ‘Most Popular Employer for Banking and Financial Services’ for the fifth consecutive year. We were ranked 1st in 2014 and 2nd in 2015 as the ‘Graduate Employer of the Year’, rising from 17th place in 2009. Maybank was also recognised for ‘Best Innovation on Campus’ and ‘Best Social Media Usage’ for our innovative recruitment platform, Maybank GO Ahead. Challenge 2015.

We received numerous regional recognition for our Talent Management and Employee Branding. Top awards received were the Grand Award Winner for the ‘Best In House Corporate Recruitment’, and Gold for ‘Best Employer Brand Development’, ‘Best Regional Recruitment Programme’ and ‘Best Recruitment Innovation’ at the Asia Recruitment Awards 2015 for Malaysia. For the same awards in Singapore, Maybank won Gold for ‘Best Graduate Recruitment Programme’.

At the inaugural HR Innovations Awards in Hong Kong, Maybank won Gold for ‘Excellence in Employer Branding’, joint Gold for ‘Excellence in Talent Management’ and Silver for ‘Excellence in HR Social Media’, ‘Excellence in Recruitment and Retention Strategy’ and ‘Excellence in Graduate Development’.

Our Gender agenda and work-life balance programmes, including the Flexible Work Arrangement (FWA) and Career Comeback Programme, were recognised by the Ministry of Women, Family and Community Development, and Talent Corporation Malaysia’s Life At Work Awards 2015. For the second year running, Maybank won ‘The Best Malaysian Organisation Award’. The award recognises organisations that incorporate global standards and demonstrate drive and commitment championing work-life balance and women agenda efforts. We believe that the FWA is one of the contributing factors that have resulted in the improved key retention rate, that has been steadily growing from 52% in 2009 to 85% in 2015. This year, 66% of those using FWA were women.



Pn Nora Abd Manaf, Maybank Group Chief Human Capital Officer, and Maybank employees sharing the joy of Maybank’s wins at the Malaysia’s 100 Leading Graduate Employer Awards 2015 Ceremony.

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For us, diversity means the ability to meet different needs of our employees and what is important for them. It is not about dangling a carrot but about being genuine in our efforts to build a caring culture at the workplace — one that is fuelled by high performance and where the organisation is able to outperform its targets and objectives whilst meeting the everyday needs of our employees.

Banita Sandhu

Head, Employee Relations & Internal Communications, Group Human Capital

99

Our People

G4-LA9, G4-LA10



Learning and Development

Our GO Ahead. EVP encourages staff to take personal ownership of their career that is reinforced in our 70:20:10 philosophy of Experiential Learning: Coaching, Mentoring & Networking: Formal Learning. The curriculum takes into account employees' learning needs as detailed in their Personal Development Plans (PDP), which is a key component of our performance management.

For 2015, our total Group learning budget utilisation was RM114 million. Training per employee Group-wide averaged at 35 hours; well above The Association for Talent Development's (formerly ASTD) global benchmark of 30.48 hours.

Programmes are customised according to the needs of our employees and business. Our flagship learning portal, MyCampus, provides round-the-clock online access to a

multitude of learning and development programmes. Since it was introduced in 2005, we have seen a significant upward trend in usage of e-learning. In 2015, MyCampus was used for over 387,900 hours, a seven-fold increase from 54,800 learning hours utilised in 2011. In 2016, we will be upgrading MyCampus, to provide a worldwide standard of seamless user experience.

In 2015, we disbursed RM5.7 million to employees in Malaysia undertaking various professional qualifications and graduate studies under the Staff Education Assistance Scheme. We continuously develop various support schemes, in addition to our other employee benefits, in line with our commitment for caring for the well-being, personal and professional development of our employees.

 **Total spend**
RM114
million

 **Average training hours**
per year per employee
35 hours

G4-LA12



Diverse and Inclusive Workplace

As a regional organisation with over 45,000 people of 41 nationalities, operating in 20 countries, Maybank has a rich diversity within its employees. We constantly take measures to ensure that our diverse workplace continues to be inclusive. Our solution is not a tick-box exercise — it is an ongoing effort to ensure that the organisation means something to everyone.



Sarah Shayne Palmero, a Management Information System (MIS) Analyst, with Centre of Expertise Cards, Group Community Financial Services shares her journey which brought her from her home ground of Maybank Philippines to the Malaysian headquarters at Menara Maybank, Kuala Lumpur.

"I joined Maybank Philippines as a management trainee in 2005. I realised that this would give me a good opportunity to experience the various departments as I was not sure of my preferred area of work. I am grateful for the management trainee experience as it allowed me to experience the various functions at the Bank.

Following my management trainee stint, I was posted as a Loan Officer with Auto Finance where I had end-to-end training on the entire process as well as customer engagement. As I was interested in corporate planning, I took the opportunity to apply when a vacancy was advertised internally.

Another opportunity dawned again in the form of an advertisement for the position of an MIS Analyst at Menara Maybank. I realised that this would be a great opportunity for me and applied. I was among the two candidates shortlisted from Maybank Philippines and a few weeks after my interview, I received the letter of offer.

It was a new beginning as it was my first time leaving the Philippines. I was initially worried that I was not going to last beyond six months. It's now been almost three years. This has been a great learning experience, especially working outside the confines of my home country.

The greatest benefit is being able to work with diverse nationalities — Indonesians, Singaporeans, Cambodians and of course, Malaysians, that enables me to view things from different perspectives. My bosses always involve me in the conversations and meetings and this allows me to learn and grow."

G4-LA12

Our People

GENDER EQUALITY

Tracking of gender representation at all levels of the organisation has been a part of Maybank's standard people dashboard since the start of the Maybank Transformation Programme. We aggressively undertake various initiatives especially for women leaders to be able to accelerate their development, enhance performance and to successfully balance the demands of their career and personal life. Fifty-four percent of our workforce are women. Out of all Maybank employees, 16.2% are women under the age of 30 years (15.3% in 2014). The share of women in management positions has grown from 38% in 2009 to 47% in 2015, while the proportion of top management positions held by women has increased from 15.68% in 2009 to 35% in 2015. Women in the succession planning pool for critical positions increased from 35.1% in 2014 to 36% in 2015. These indicators show that our initiatives focused on driving greater diversity at the leadership bench have been impactful.

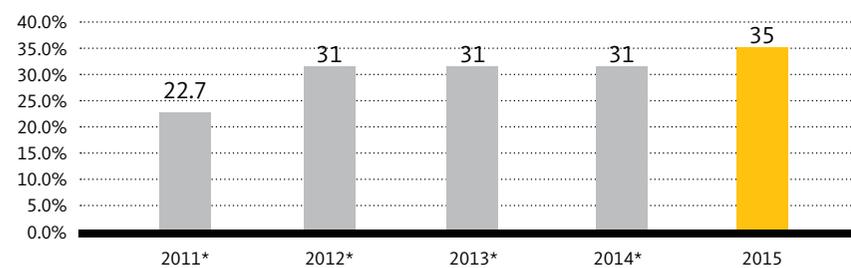
The Group's Diversity and Inclusion Policy governs all aspects of employment practices and activities. It ensures there is no discrimination or harassment, and that all nominations are made based on merit.

Our holistic Group Inclusiveness and Diversity Agenda (GIDA) Framework includes initiatives to empower women and other minorities in areas of leadership as well as economic enhancement.



Percentage of women in top management

(Band D and above)



* Excluding Maybank Indonesia



Our gender and family-friendly initiatives include Flexible Working Arrangements (FWA), the Maybank Tiger Cub Childcare Centre (MT3C), 90 days maternity leave, paternity leave, lactation and breastfeeding rooms, gym for ladies, year-long wellness programmes on health and family issues for employees, and celebrations such as the International Women's Day (IWD). We were also recognised among the nation's leading champions that implement Flexible Work Arrangement and 'Companies Introducing Career Comeback Programme' at TalentCorp's Career Comeback Programme Grant Launch and Fair 2015.

WOMEN MENTOR WOMEN (WMW) COUNCIL

Our Women Mentor Women Council, formed in 2013, supports women's professional development across the Bank, including increasing representation of women in top management. It also has an agenda to support business in the delivery of products and services to female consumers.

The Council's Vision is "to inspire Maybank women, and empower them to draw on their own unique leadership qualities that will enable them to elevate to the highest levels of leadership."

The Council's Mission is to;

1. Facilitate the development of a platform to support the Vision through a range of initiatives that focus on the development of S.E.A.R.C.H. capabilities (Strategic Visioning, Engaging and Developing Leaders, Spirit of Achievement, Cultivating Relationship, Customer Centricity, and Innovation and Change) within the female talent pool;
2. Provide female Maybankers with the right tools, support, confidence, and development programmes to unveil their unique talent and strength, and build their executive presence;
3. Enable them to acquire leadership knowledge and skills in alignment to the Group's S.E.A.R.C.H. competencies;
4. Share experiences with other women leaders within the organisation via appropriate networking and mentoring forum;
5. Build an internal talent pipeline of women leaders; and
6. Increase visibility of Maybank's women leaders in the industry and general public.

In 2015, the Council paired 44 mentors and mentees, an increase from 35 pairs matched in 2014. In 2015, the Council organised an external engagement event, H.E.R. (Health, Empowerment, and Richness). The Council also organised initiatives with the aim of increasing independence and improving personal finance management among Maybank women and appreciating women's contribution to the organisation.

Across the region, we are also playing our part in accelerating gender diversity efforts. In 2015, through Maybank's Invest ASEAN series, with key corporates and fund managers, held in Malaysia, Singapore, Thailand, the Philippines, Vietnam, and Indonesia we organised exclusive engagement sessions called "Brand ASEAN Woman". These sessions focused on women's role in capturing the opportunities in ASEAN. These concerted efforts amongst others, were recognised when we were named the 'Best Malaysian Organisation' at the Talent Corporation Malaysia's Life At Work Awards 2015.

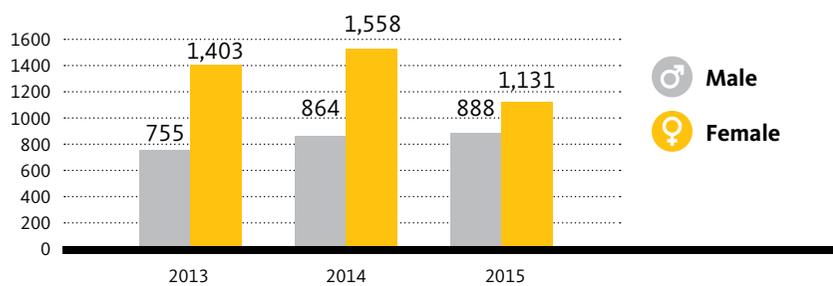
Moving forward, the WMW Council will be focusing on developing its outreach and mentoring programme further as well as to accelerate the Bank's gender diversity in areas such as leadership, international mobility, and specialist skill sets.

Our People

PATERNITY LEAVE

All employees are entitled to parental leave regardless of their gender and marital status. In 2015, 888 fathers and 1,131 mothers used their parental leave.

Total number of employees that took parental leave, by gender



HIRING PEOPLE WITH DISABILITIES

Our policy for hiring people with disabilities is based on suitability for the role.



VOLUNTEERISM

Employee volunteerism is mutually beneficial for us, individual employees and the communities we engage with. We see it as an effective way to get involved in local communities, build relationships, support recruitment and retention, and strengthen our internal culture based on our values. Our flagship employee volunteerism programme, Cahaya Kasih (CK), encourages Maybankers to come together as agents of change in making positive and long-lasting effects to the beneficiaries and communities we serve. Projects and causes they choose to work on are consistent with the pillars of Maybank Foundation and they are encouraged to establish a long-term relationship with the communities. All Cahaya Kasih initiatives are closely monitored and evaluated, to ensure the teams implement initiatives that are well-structured and sustainable.

OUR GLOBAL CR

Our Global CR Day is part of the CK Programme where the global Maybank community proudly shows the world what they have achieved. Held annually, our Global CR Day gets a lot of attention in the media every year, but the volunteer work behind the scenes happens throughout the year. In 2015, about 16,559 Maybank employees worldwide took part in the 6th Maybank Global CR Day.

In 2015, 102 initiatives were implemented by employees Group-wide. Some of the initiatives implemented include:

- Landscaping houses built by Maybank Islamic in Kelantan to victims affected by the flood in the East Coast of Malaysia.
- Fundraising efforts to empower disabled communities suffering from visual and auditory impairment.
- Health screening and empowerment programmes, to upkeep the livelihood of indigenous people.
- Beach clean-up and replanting of mangrove trees, to preserve the environment for nearby communities.
- Empowerment programmes for single mothers and underprivileged women through financial literacy programmes.
- Community volunteerism programme to empower individuals with intellectual and learning disabilities.
- In Myanmar, Maybankers brought light and hope to underprivileged villages, through donations of solar light bulbs.
- In Cambodia, we continue to develop underprivileged children through education and vocational training programmes.

Global CR Day 2015

Inspiring Communities Globally

Save the date!
The Maybank Group Global CR Day is back on Saturday, 5 September 2015!
 Together we play our part in humanising financial services in the communities we serve.
#MaybankCRday2015 #mymaybank #maybankcares

With the support from **Cahaya Kasih** @Maybank **Foundation**

Humanising Financial Services.

Our People



Safety, Health and Well-being

There is growing evidence that employers have an important role to play in supporting employees' health. In 2015, we continued to encourage employees to participate in wellness, health, and sports programmes in order to promote a healthy lifestyle.

G4-LA6

OCCUPATIONAL SAFETY AND HEALTH

We invest in the well-being of all our employees, including their safety and health at the workplace. We have a robust Occupational Safety and Health (OSH) Policy and various campaigns and programmes are run annually to help employees understand and comply with health and safety requirements. Our OSH Central Committee holds its National OSH Secretaries Meeting once a year to ensure consistency in policies and communications. Due to scheduling reasons, the 2015 annual meeting was held in early 2016.

OSH guidelines and practices are implemented by our Occupational Safety and Health (OSH) unit. It also ensures that we comply with national OSH regulations.

E-learning platforms are among the tools that are being deployed for awareness and safety-compliance training.

The NIOSH-Maybank Safety Passport (NSMP) programme ensures health and safety of all contractors at work in Maybank's main buildings and premises. The programme started in 2011 at the Head Office and is now fully implemented in Malaysia. This NSMP is in line with the government's call to reduce the number of accidents and promote an accident-free working environment.

Maybank was the first financial institution in Malaysia to set-up a First Aid Standby Team (FAST) in 1997 located at the Head Office. FAST assists in emergencies in the Bank's premises and is available during the Bank's events. To date, we have eight certified FAST teams in Malaysia with plans to set up teams in the other countries according to their needs.

2015 Occupational Safety Health report:	
	Total recordable injury frequency rate: 0.002
	Occupational disease: Nil
	Severity rate: 0.006
	Number of work related fatalities: Nil

Note: Data covering Malaysian operation

FIRE SAFETY ENHANCEMENT PROJECT AT CREDIT ADMINISTRATION CENTRES

The fire systems in our Credit Administration Centres (CAC) in branches across West and East Malaysia were updated in 2015. Our fire rated security rooms store important documents and require specific fire-risk mitigation actions. The new fire protection system uses both heat and smoke detectors for fire alarm and will automatically discharge when both detectors are activated. This double-knock system will ensure no accidental discharge.

The documents stored in these facilities are classified as Class A fire hazard. Water-based fire suppression systems are unsuitable for protecting documents, hence a Clean Agent fire suppression system was installed. A Clean Agent system is an electrically non-conductive, volatile, or gaseous fire extinguisher. Clean Agents are designed to extinguish a fire without depleting the oxygen content of room and hence will not suffocate anyone who is accidentally trapped in the room. Clean Agents rapidly vaporise to gas during discharge. They evaporate cleanly, leaving no residue behind, which means no costly clean-up. Clean Agents are also non-ozone depleting and have a short atmospheric lifetime.

HEALTH AND WELLNESS PROGRAMMES

Health and wellness programmes are an important tool for increasing employee satisfaction and retention, as well as improving productivity.

We conduct a number of wellness programmes for employees and their family members every year. In 2015, 5,000 participants attended the 56 health and wellness programmes in Malaysia. Among the programmes were the monthly noon talks, a total wellness and health programme, pedometer challenge, Mind Therapy@Work campaign and trauma and stress counselling sessions for victims of natural disasters.

We regularly conduct blood donation drives and were awarded a special recognition for our efforts by the Minister of Health of Malaysia. At our head office, 700 blood donations were made during the campaigns in 2015. We also organised our first organ donation drive in Malaysia, where 51 donors pledged their organs for donation under the Organ Donation Campaign in collaboration with the National Organ Transplant Centre, under the Ministry of Health. We will continue to raise awareness and provide opportunities for interested employees to sign up as donors.

In 2015:

5,000 participants
attended 56 health and wellness
programmes in Malaysia



Our People



Maybankers celebrating the inaugural National Sports Day at the Maybank Sports Complex, Maybank Academy, Bangi.

The recently refurbished Maybank Recreation Centre at Menara Maybank was upgraded into a modern and ergonomically designed fitness and recreational hub, equipped with facilities for a variety of activities. The Centre is open from 6am to 10pm and has an average of 200 users a day. We also have sporting and fitness facilities at Dataran Maybank, Maybank Group Call Centre and Maybank Academy.

In 2015, more than 2,000 employees from different parts of the Group participated in our annual Maybank Games Carnival. More than 3,000 employees nationwide, including the Group EXCO, joined in Malaysia's inaugural National Sports Day in October 2015 to promote healthy living, goodwill and unity.

We extend various support schemes to our employees. Tabung Kebajikan Kakitangan Kumpulan Maybank (TKKKM or Maybank Group Employees Welfare Fund) provides financial assistance to employees and their families affected by circumstances not covered by the current benefits. Assistance can be applied for situations like illness, death and loss of property due to natural disasters. In 2015, TKKKM disbursed over RM440,000 to 206 employees.



The refurbished Maybank Recreation Centre is one of the Bank's initiatives to reinforce and cultivate a healthier lifestyle among employees.

During the floods in Malaysia, Maybank employees and the management provided various forms of support, such as alternative accommodation in hotels and homestays, contribution of essential items and monetary assistance. Employees also volunteered front-line services to relieve affected employees from their duties and helped clean their premises. Maybank collaborated with the Crisis Preparedness and Response Centre of the Ministry of Health and engaged counsellors as well as psychiatrists to conduct Post-Traumatic Counselling Sessions to affected employees and their family members. Maybank Islamic also offered help through its Zakat Flood Relief Fund by providing household and home repair items, medical supplies and educational items.

We go beyond the norms in offering academic excellence awards to employees' children who excel in public examinations to foster the culture of excellence. In 2015, 348 children received RM164,100 in cash incentives at the Staff's Children Academic Excellence Award. Maybank Indonesia disbursed IDR1,020 billion to 420 children under their Beasiswa Prestasi Award. Maybank Singapore handed out SGD10,100 to 14 children who excelled under their children's excellence award scheme. RM499,800 was extended to 1,060 employees and 1,758 children in Malaysia under the Back-to-school and Financial Assistance to Staff's Children Entering Institutions of Higher Learning, Form Six and Boarding Schools.



2016 TARGETS:

- 1) Strengthen our culture and our values through targeted programmes.
- 2) Build capabilities and competencies for competitive advantage.
- 3) Continue to build robust succession plans and pipeline programmes.
- 4) Streamline our global human resources practices and eliminate duplication.
- 5) Intensify our approach to the health, well-being and safety of our people across the region.



Access to Products and Services

20/20 Sustainability Plan Objective: Integrate ESG considerations into our products and services by 2020 in order to practise responsible financing, promote financial inclusion, and help our customers build financial capability.

Performance: Partly achieved



While we continue to exceed our targets to provide access to financial services with a more distinct and strategic approach through digitisation, we are still working on ESG targets and policies to align our products and services. Tracking our environmental impact internally needs to be further improved.

Over **45,000** employees serving customers in 20 countries



Carbon footprint: **46,575** tCO₂e



RM10.88 million in paperless initiatives through Regional Branch Solution



RM17.84 million made in zakat contributions



Retail Small and Medium Enterprises (RSME) Financing

RM10.2 billion



2.03 billion online M2U transactions

Worth **RM173.6 billion**



96.6% of procurement spend in Malaysia are through local suppliers

with a value of **RM1.03 billion**



RM25.90 million microcredit disbursed



Newsweek's Global 500 Green Rankings Top 300

Ranked at number **256**



Access to Products and Services

Year-on-year Progress and Priorities

Commitment to the Environment

Managing our environmental impacts.

Year	2013	2014	2015
Carbon Footprint (tCO₂e)	37,704.81	40,221 ¹	46,575²
Paper consumption (pieces) (tracking started in 2014)	n/a	236,283,832	263,846,748

¹ six strategic buildings in Malaysia only

² Malaysian operations with limited boundary. Further details, please refer to page 54

Focus on Customers

Understanding the interaction of social issues and financial products to develop effective and affordable solutions for the community.

Year	2013	2014	2015
Maybank One Solution Kiosks	44 kiosks	86 kiosks	74 kiosks
Retail SME financing (RM billion)	6.0	7.5	10.2

Digitisation

Enabling technology to fulfil the increasingly complex requirements of a growing sophisticated customer base.

Year	2013	2014	2015
Number of M2U registered online users	6.9 million	7.5 million	8.3 million

Product Stewardship

Leading in responsible lending practices.

Year	2013	2014	2015
Zakat contributions (RM million)	30.80	25.25	17.84
*Green Technology Financing Scheme, GTFS (RM million)	n/a	245	273
*Number of green projects financed	n/a	16	21

* tracking started in 2014

Access to Products and Services

G4-DMA

Our Approach

ASEAN is a region of opportunities. As a leading financial services provider we contribute to the region's growth. However, we see clearly the need to grow responsibly — whether we are talking about nations or companies. We are committed to serving our customers better throughout the region and embedding the elements of good governance, social innovation, and environmental integrity in everything we do.

We are committed to providing innovative financial services solutions to all of our stakeholders. As an industry, we are also exposed to additional impacts through companies and industries we finance. We endeavour to produce products and services that not only meet our customers' current needs but ensure they will meet the rapidly changing requirements of our digital age. For us to maintain our powerful and distinctive position in the marketplace, we cannot afford to lose sight of our goal: providing access to financial services and focusing on product stewardship.



“We recognise that with the pace of change, the environment in which we operate is different in the future. We are working towards future-proofing our business.”

Michael Foong Seong Yew

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



Commitment to the Environment

MANAGING OUR ENVIRONMENTAL IMPACTS

We are committed to minimising the environmental impact of our operations when and where possible. To reach this goal, we have established environmental goals and practices in different areas of environmental management.

As we continue to grow regionally, our direct impact for the environment also expands. The most important way to control the direct impact of our operations on the environment is how we use the resources in our buildings and manage our business travel. In addition to managing our carbon footprint, the scope of our environmental management programme also includes water and paper consumption as well as waste recycling.

To combat the indirect impact we have on the environment, we are now looking to incorporate ESG integrations into a range of banking operations, such as lending, products and services as well as community activities.



Access to Products and Services

G4-EN29

Our Footprint

In 2015, we continued with our efforts to cut down our carbon footprint by using less electricity. We are working towards low-carbon operations, and strive to monitor and further reduce the direct and indirect emissions from our operations.

We made progress in energy efficiency, waste management, and paperless environment. Thanks to innovative e-banking and internal solutions, paper usage was managed efficiently. However, we will be monitoring usage even more closely in the coming year to manage the increase.

The Property Go Green Council (PGGC) has been addressing environmental issues within the Group since 2011. The committee is led by the Head of Property, Security & Valuation (Executive Vice President) and its members are vice presidents and officers from Property, Security and Valuation. As part of internal restructuring, we are reviewing the mandate of the PGGC.

We comply with the statutory and regulatory requirements related to the environment, including:

- Environmental Quality Act 1974 and its subsidiary regulations
- Occupational Safety and Health Act 1994
- Efficient Management of Electrical Energy Regulations 2008
- Local Government Act 1976 on waste dumping policy



“In the past year, we have been working to reduce our impact on the environment through a more efficient approach in the use of resources in our operations. The success of such efforts depends on our people. When our people are engaged in environmental management at a very practical level, it will help create awareness and promote a culture towards a green environment. Such efforts are also translated beyond the workplace, creating a multiplier effect — and the community at large benefits.”

Jerome Hon Kah Cho
Group Chief Operations Officer

CO₂e Our Carbon Footprint in Malaysia

Scope 1



Company-owned vehicles



Diesel generator



Fire extinguisher



Refrigerant

Scope 2



Electricity

Scope 3



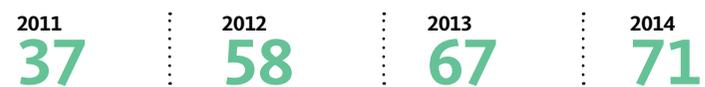
Business air travel

G4-EN15, G4-EN16, G4-EN17

CARBON EMISSIONS

As part of our commitment to the environment, we focus on managing our carbon footprint. We have been participating in the Carbon Disclosure Project (CDP) for four years — we were the first Malaysian financial institution to take part and continue to be committed to disclose our carbon footprint. Thanks to our improved data tracking and management, our score in 2014 was 71, compared to 67 in 2013.

Carbon Disclosure Project (CDP) score



In the Annual Report 2015 and Sustainability Report 2014, we expressed our commitment to disclose data on our carbon footprint covering all operations in Malaysia. However, due to changes in the technology we use, we are not able to compare data on a monthly basis for 2015. We have commenced installation of a power optimisation system in all Maybank offices and branches. We are able to show results in terms of energy savings and will be able to provide data for all Maybank buildings in Malaysia in 2016.

As a result, we are now restating the carbon footprint for 2014 based on indirect emissions only for six strategic buildings in Malaysia, in line with the GHG Protocol Corporate Standard.

G4-EN15, G4-EN16, G4-EN17

Access to Products and Services

For FY2015, our carbon footprint covers direct and indirect emissions across Malaysian operations as follows:

1. Direct emissions — Scope 1 (petrol and diesel consumption from company-owned vehicles, diesel consumption from diesel generator, fire extinguishers, and air conditioning)
2. Indirect emission — Scope 2 (electricity consumption)
3. Other indirect emissions — Scope 3 (business air travel)*

Total Carbon Footprint (tCO₂e)



In 2015 our total GHG emissions were **46,575 tCO₂e.**

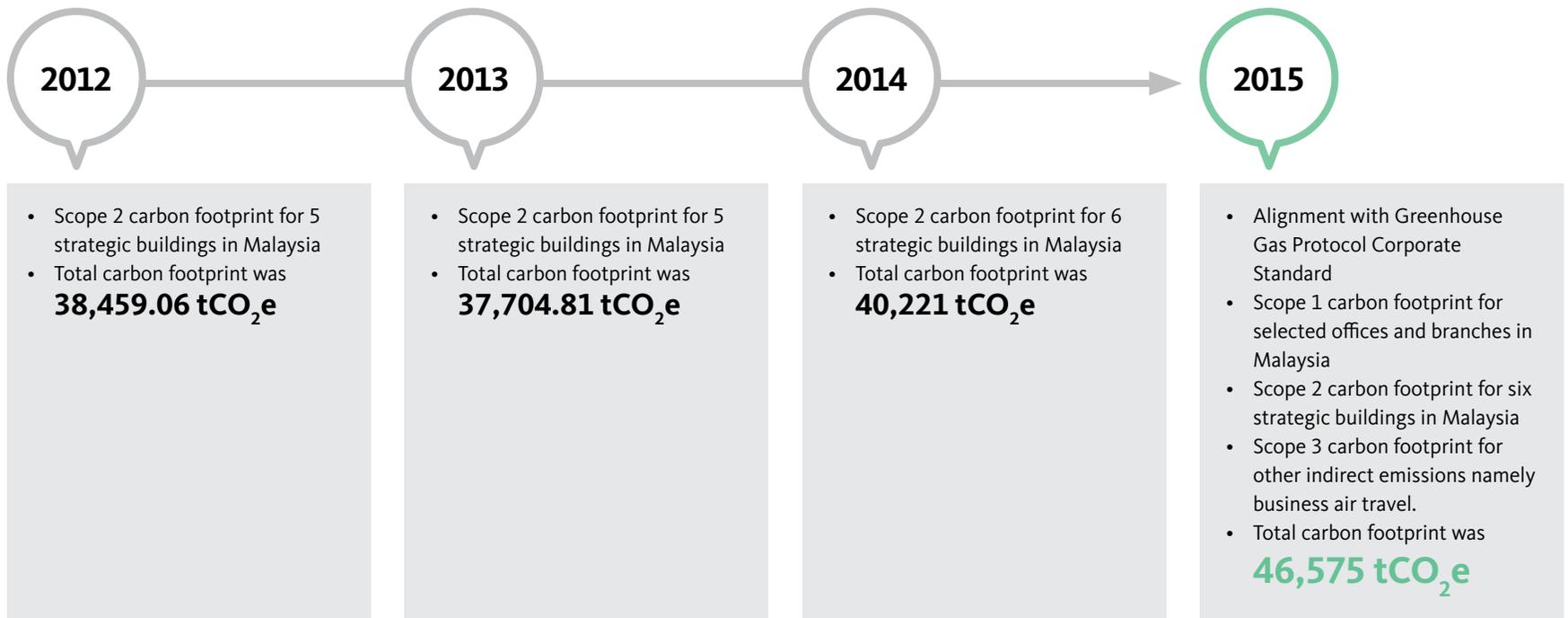
We have enhanced the Scope of our disclosure to encompass Scopes 1 and 3 which is reflected in the increase in the total amount of GHG emissions. Most of our emissions result from Scope 2, followed by Scope 1 and Scope 3. In our efforts to manage our carbon footprint this year, we have continued to retrofit existing systems in our buildings with more energy-efficient equipment. We also focused on improving fire safety in all of our buildings.

* Note on data collection:

We have identified emission sources by referring to company activities using an operational approach:

- On Scope 1, data collected was from all relevant departments and some vendors. Emissions from diesel generators, fire extinguishers and air-conditioning gas were calculated using a conservative approach by multiplying the amount of substances refilled by their respective global warming potential. Fire extinguishers and air-conditioning gas cover the branches, Menara Maybank, and Maybank Academy in Malaysia while diesel generators cover the branches, Menara Maybank, and Etiqa Academy. Diesel and petrol consumption of company-owned cars that are vans and buses is limited to six strategic buildings.
- Regarding Scope 2 (electricity consumption), we started tracking consumption in 5 strategic buildings in Malaysia in 2012. In 2014, we increased the scope to cover 6 strategic buildings.
- Regarding air travel (Scope 3), we identified two sources of data: bookings through our registered travel agent and bookings made independently and subsequently claimed via myHR2u system. However, the information via myHR2u does not track the basic attributes necessary for calculation (airport departure and arrival, and class). As a result, the Scope 3 calculation is limited to bookings made via our travel agency, that covered 94.07% of all travel in 2015. We used the International Civil Aviation Organisation's Carbon Emissions Calculator to quantify our carbon emissions that result from business air travel (<http://www.icao.int/environmental-protection/CarbonOffset/Pages/default.aspx>).

Carbon Footprint Journey



This is the first year that we are able to report on business air travel emissions. We worked with our appointed travel agent to track bookings in the current year and covered over 94% of all travel. We will be implementing measures to manage travel and enhance connectivity and productivity through technology.

Access to Products and Services

G4-EN3

ELECTRICITY CONSUMPTION

We operate in six strategic buildings and 344 branches in Malaysia. In 2015, our total electricity consumption at the six strategic buildings was 52,483,861 kWh. For us, the most effective way to reduce GHG emissions and energy use is to improve energy efficiency of our offices and branches.

In 2015, our total electricity consumption at six strategic buildings was
52,483,861 kWh

Energy efficiency initiatives include:



1 We have commenced installation of energy-efficient devices at all Maybank offices and branches. The device is a power optimisation system that reduces losses in the electrical circuits and connected load, and is expected to result in at least 10% reduction in energy consumption. We are now tracking data in a more systematic manner and will be able to provide comprehensive electricity-related information covering all branches in Malaysia from 2016 onwards.

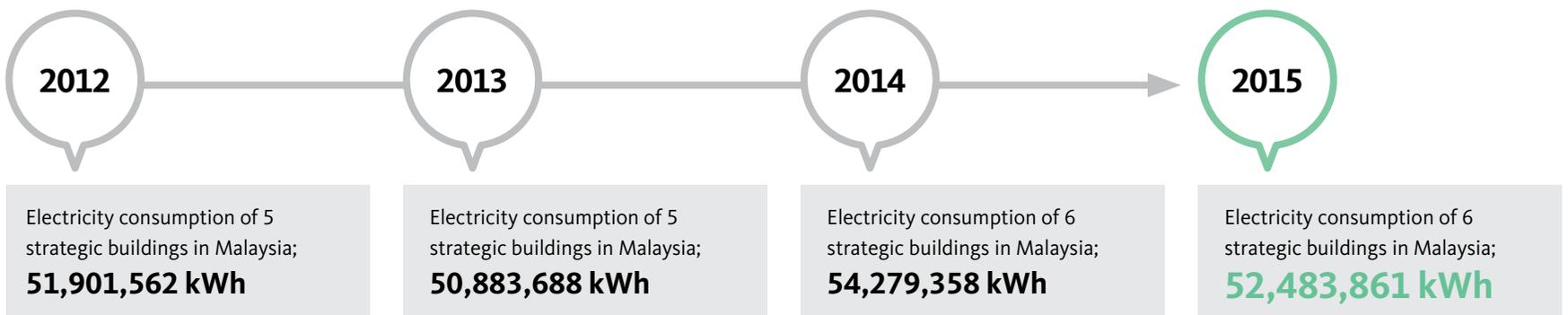


2 Modernisation of 26 elevators at Menara Maybank in stages by converting to LED lightings resulted in an estimated 75% energy saving, and changing Direct Current (DC) motor to Alternating Current (AC) motor led to an estimated energy saving of around 25%. This upgrade is expected to be completed by 2018.



3 We have continued our successful campaign at Menara Maybank and Dataran Maybank to turn off lights and other electricity appliances when possible.

Electricity consumption 2012-2015



G4-EN8

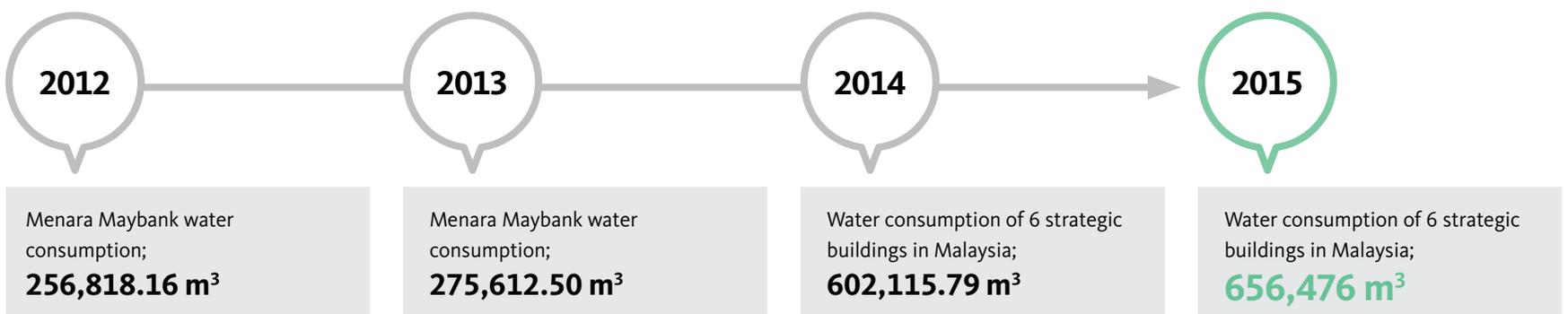
WATER CONSUMPTION

Water consumption in our six strategic buildings was 656,476 m³ in 2015, compared to last year's 602,115.79 m³. The amount of water consumption at Menara Maybank had increased by 35.8% in 2015 — from 230,019 m³ in 2014 to 312,351 m³. The increase is attributed to upgrading of hydrant pipes, maintenance of moot pool and water tanks as well as water leakages, of which, the related issue has been addressed. Water is supplied from the municipal water sources throughout our operations in Malaysia.

Water consumption at Menara Maybank (m³)

2013	275,613	2014	230,019	2015	312,351
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Water consumption 2012-2015



Access to Products and Services

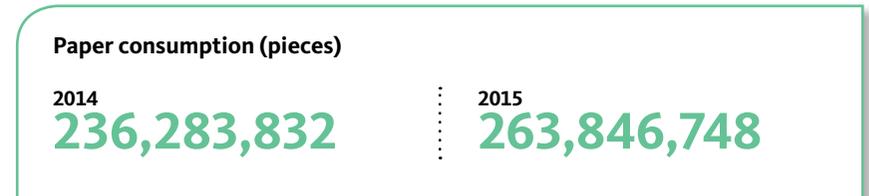
G4-EN1

PAPER CONSUMPTION

In the previous years, we have emphasised management of paper usage in printing and photocopying. We have been encouraging customers and employees alike to move towards a paperless environment. We are constantly harnessing digital technology in order to save paper and create less waste.

We have started tracking paper usage at the headquarters and all branches. However, usage increased in 2015 mainly owing to increased business volume. We will continue putting measures in place to address this issue, including educating employees and customers about going paperless. We will also be able to disclose regional paper consumption for internal usage from 2016 onwards, as our new regional vendor will be able to submit monthly consumption reports. We are paying attention to details every day: printing less, ordering fewer printed items, using less paper receipts — and moving more information online.

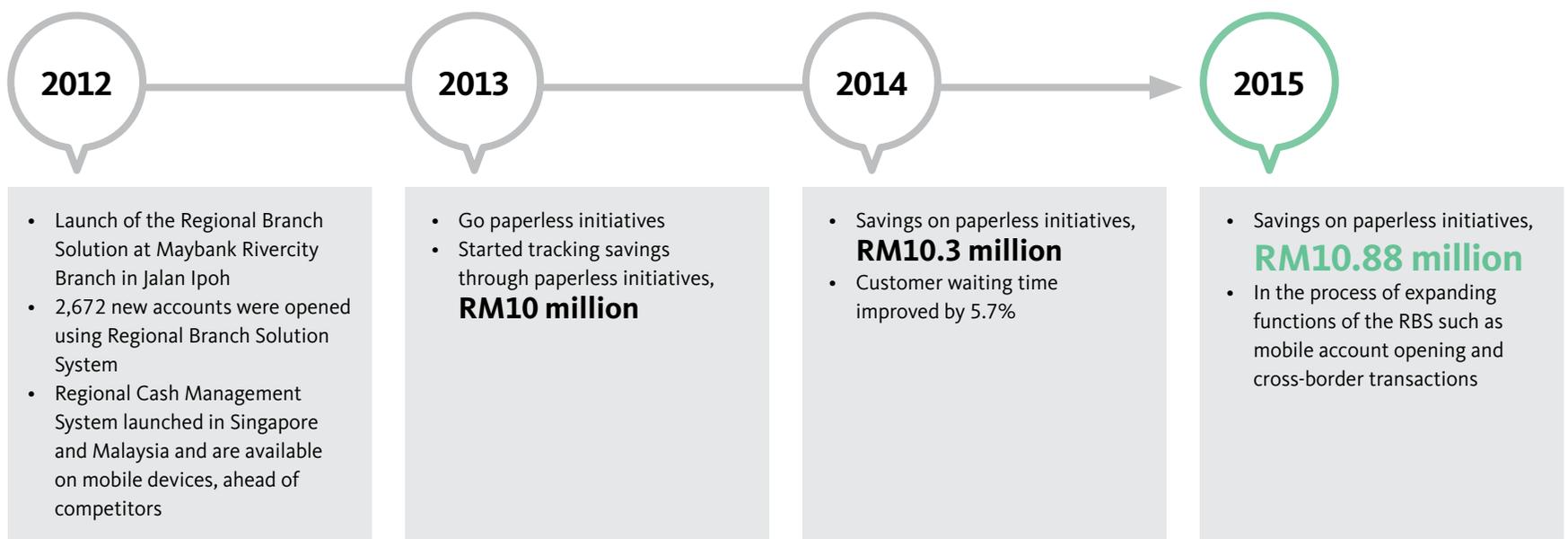
Paper consumption for Malaysia Operation (Headquarters and all branches)



Towards Paperless Banking

One of our objectives for 2015 was to move further with our goal of paperless banking. We took important steps towards this goal in all the countries in the region. Savings in paper usage have been achieved, thanks to less printing and moving some of our internal processes to mobile platforms. The biggest change has been brought by our Regional Branch Solution (RBS), an initiative launched in 2012 as part of our IT Transformation Programme. The RBS system enables branches to access the Maybank nationwide database and reduces the need for paper statements. The digitisation of

customers' documents enables speedy retrieval of customer details, hence enhancing the customer experience. In 2015, we continued to make improvements in RBS and rolled out new functions, for example e-verification for end-of-day-balancing and rationalisation of batch reports. In 2015, we recorded RM10.88 million in savings through the initiatives. Our digitisation strategy will take us towards a paperless environment — this will remain a priority for 2016.



Access to Products and Services

Strategic Operational Excellence Initiatives:

The Merchant Business's objective is to improve customer experience in terms of acquisition, processing and set-up. One of the challenges they used to face was incomplete information and documents. By improving the application form, pre-Self-Assessment Questionnaire, e-statement and e-commerce forms, the team managed to reduce the amount of documents needed from seven pages to three pages. From July to December 2015, estimated paper saving was 16,000 sheets.

Merchant Business

From July to December 2015, estimated paper saving was

16,000 sheets

As of 30 June 2014, there were 52,623 unconsolidated Individual Life proposals reported in Core Life System (CLS). The objective set out by Bancassurance is to streamline and simplify document handling process from Maybank to Etiqa for cases initiated from CAREPOS. Prior to this project, three sets of proposal documents were made. Each set of policy pack has 70 sheets of paper. One set is sent to Etiqa, one set is given to the customer while one set is kept in the branch. One of the Future State Components is to print only one set of proposal document for the customer to sign and scan the document for CAREPOS for consolidation. By cutting out the two sets of Proposal document copies, about 2.5 million sheets of paper were saved from September to December 2015.

Bancassurance

By cutting out the two sets of Proposal document copies, about

2.5 million sheets

of paper were saved from September to December 2015

Mortgage 2.0 is a continuation of our Mortgage Pilot, that provides a fully integrated customer experience from first touch point to loan disbursement. Presently, there are 17 different types of documents required for origination and each document has a Bar Code Separator. In the past, photocopying documents with Bar Code Separators has compromised the quality, resulting in new copies made. This problem was solved by scanning all the documents without the Bar Code Separator and then attaching all the scanned documents in CARE. As a result, the Mortgage team has saved approximately 500,000 sheets of paper since July 2015.

Mortgage

Saved approximately

500,000 sheets

of paper since July 2015

Our Customer Feedback and Resolution Management team decided to find out the root cause for lengthy processes in complaint management. After the completion of each stage of the complaint, the team used to print black and white as well as coloured documents to keep track of complaint status. By not printing these status updates, we saved about 100,000 sheets of paper in 2015.

Customer Feedback and Resolution

Saved

100,000 sheets

of paper in 2015 by not printing updates

We focused on reducing the number of processes involved in account opening and card replacement and issuance. We managed to reduce necessary paper from eight pages to four pages. The reduction comprises application form, thumb print verification, PDPA, Foreign Account Tax Compliance Act (FATCA) and Online Credit Information Search System (OCISS) print out. Between August to December 2015, more than 500,000 sheets of paper were saved.

Account opening and card replacement procedures

Between August to December 2015, more than

500,000 sheets

of paper were saved

Cheque Management & Report Rationalisation was initiated due to many batch reports to review and file. We managed to reduce printing from 31 types of reports to 19 types of reports (with six reports pending completion). As a result, the team managed to save 150,000 sheets of paper in 2015.

Cheque Management and Report Rationalisation

Saved

150,000 sheets

of paper in 2015

Access to Products and Services

G4-EN23

WASTE MANAGEMENT AND RECYCLING

Most of our premises in Malaysia have systems in place for collection, recycling and disposal of waste. The waste is collected by appointed licensed contractors to ensure compliance with government requirements. We ensure old IT equipment is disposed of in an appropriate manner by appointed contractors. The same practices are applied to all branches.

	2013	2014	2015
Total paper recycled (kg)	36,237*	44,128*	44,029**
* Recycling amount from Etiqa and Menara Maybank			
** Recycling amount from Menara Maybank only			



While we are committed to recycling and reducing waste, due to the nature of our business, many documents contain private financial information. We are always careful and have processes in place to ensure that we do not expose private customer data during the process of waste management, including transportation to recycling premises. We do have to balance both requirements and as a basic rule, all sensitive data has to be shredded before disposal.

G4-PR5



Focus on Customers



“We have embedded customer experience into the way we do business by establishing a strong feedback mechanism, which captures the voice of the customer and feeds it back into the process of where key decisions are made. This ensures we stay connected to the customers and capture their sentiments. The areas we have prioritised include the customer’s level of trust in the Maybank brand, their perception of our ability to fulfil their needs and the value for money that we deliver to them. We also look at our differentiators and assess our strengths and weaknesses based on what is important to our customers. We have moved on from just purely delivering customer satisfaction; instead we want to transport our customers to a level that makes them confident to recommend us to their friends and families.”

Datuk Lim Hong Tat

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

Traditional financial institutions are faced with a rapidly changing environment: new business models, new players in the market, and changing customer expectations. Disruptive services are emerging to sway customers away from traditional banking services. We are confident that by focusing on new experiences and the needs of customers, we can continue to attract loyal customers and revenue. Customer satisfaction is one of the most important measures of success for us. We also want our services to reach everyone, regardless of their location or social status. We will continue to polish the quality of our service and introduce innovative new products that respond to the needs of our customers, using the latest technology.

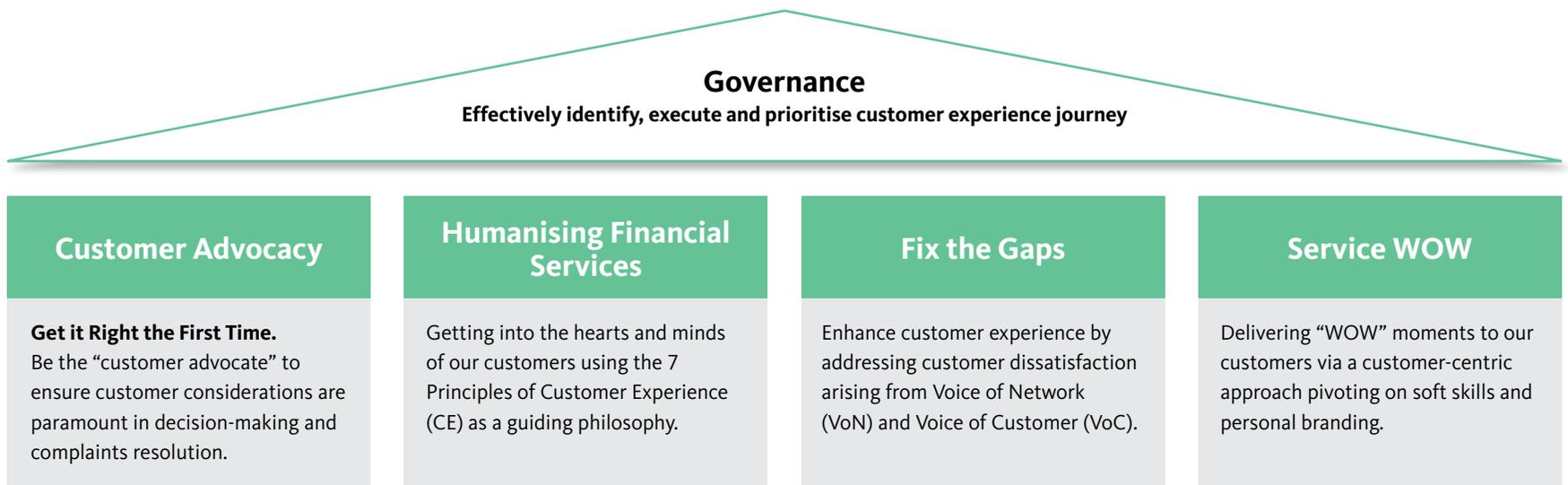
Customer Satisfaction Index of Singapore (CSISG) is the national barometer of customers’ satisfaction for companies in Singapore. In 2015, Maybank Singapore achieved its highest-ever score of 71.9, and was ranked first among all local banks in Singapore. It was a significant 3.7 point improvement in score and a major leap from the 7th place that we had held for the past two years.



71.9 CSISG score for Maybank Singapore
against industry average of **70.9**.

Access to Products and Services

We introduced a new service governance framework, Maybank Customer Experience Framework, to standardise service delivery in all countries. The framework is divided into five pillars, as depicted below:



IMPROVING CUSTOMER EXPERIENCE

For us to be the leading financial institution in the region, we need to maintain stakeholders’ and the general public’s trust in our brand, products and services. Effective complaint management increases customer satisfaction and drives operational improvements, often improving the Group’s overall financial performance.

In January 2015, Group Service Quality Management (GSQM) repositioned itself as Group Customer Experience Management (GCEM) to solidify Maybank as a truly customer-centric organisation. GCEM’s main areas of focus are complaint management, product knowledge, Voice of Customer, and waiting time. Under it, the Customer Feedback and Resolution Team (CFRM) acts as a single point of contact for customer complaints. It aims to deliver a top-notch customer experience in complaint management. The team is focused on turning customer’s unpleasant service experience into a positive one. Our employees are also regularly trained on products and are tested on product knowledge. In 2015, employees from Maybank Malaysia, Singapore and Indonesia scored more than 90% on product knowledge, exceeding the set baseline.

We use several channels to make customer experience better. We have also established an internal procedure for complaint management and oversight, called the Regional Complaint Management Standard Operating Procedure. It provides the employees with the necessary tools, standards, guidelines and frameworks to effectively resolve customer complaints. As a result, the number of complaints recorded in 2015 was reduced by 8% compared with the previous year. Our robust complaints handling framework has received regional awards.

In 2015, employees from Maybank Malaysia, Singapore and Indonesia scored more than 90% on product knowledge, exceeding the set baseline.

Customer focus behind the scenes

We have institutionalised a framework to ensure that customers are at the heart of all our interactions and initiatives. This is to help solidify and sustain our position as a truly customer-centric organisation while ensuring that customer experience remains every Maybanker’s responsibility.

The “Voice of Customer” (VoC) customer feedback system guides us in improving our processes. In 2015, we focused on alleviating repeated issues. We used various engagement methods to get strategic feedback on our products and services and used a segmentation approach to respond to the issues identified.

Our customer experience frameworks and guidelines have been extended to our various lines of business and subsidiaries across the geographies that we operate in. We also continued to invest in our greatest asset, our people, to support them in delivering a high standard of customer experience.

In 2015, we engaged an independent third-party consultant to measure the effectiveness of our customer-centric efforts. The results from using globally recognised methodologies, such as Net Promoter Score (NPS) and Relationship Strength Index (RSI), confirmed that we are doing the right things.

The Net Promoter Score (NPS) has become an important indicator of an organisation’s strength. Despite the challenging economic climate, we have successfully retained our leading position in the market on both fronts. Well rated by our customers, our NPS score is at the forefront of the industry with a significant gain ahead of our closest competitors.

The Relationship Strength Index (RSI) looks at the six elements most valued by customers in an organisation: trust, price premium, opinion vs. competitors, value for money, satisfaction, and fulfilment of needs. Our RSI puts us at number three out of seven competitor banks in 2015, one step up from 2014.

Access to Products and Services

Our efforts have also been validated by leading industry experts as we received 13 customer experience awards and accolades from various bodies domestically and within Asia for our branch banking, virtual channels and business frameworks, among others.



Indicator	2013	2014	2015
Overall customer satisfaction			
Philippines	n/a	84.57%	76%
Singapore	69	68.2	71.9
Cambodia*	3.5	4.38	4.42
Number of complaints received			
Philippines	2,496	4,778	5,260
Number of complaints resolved			
Philippines	2,496	4,778	5,260

* ≤ 3 unacceptable ≥ 3.25 Need improvement ≥ 3.25 On target ≥ 3.85 Exceed Target ≥ 4.25 Exceptional

Customers served within targeted serving times at our branches in Malaysia:

Average	2015
Customer served within waiting time CWT (target 75%)	64.97
Sum Total Served	24,346,736
Average Served per month	2,028,895

Source of data: Group Marketing Analytics and Business Enablement (GMABE)

RESPONSIBLE INSURANCE — ETIQA

One of our Maybank²⁰²⁰ Strategic objectives is to be a leading ASEAN insurer by leveraging synergies between Maybank’s regional banking and Etiqa’s expertise in takaful and bancassurance. We work hand-in-hand with our partners and customers to humanise insurance and takaful. Etiqa’s passion is backed by the Group’s strength and expertise. Etiqa offers unique and personalised services across all types and classes of life and general insurance as well as family and general takaful plans through a multi-channel distribution network, including Bancassurance, Brokers and Direct Distribution. Its wide range of life and family products include endowment, term, personal accident, education, investment-linked and medical insurance while the general conventional insurance and takaful products include fire, motor, aviation, marine and engineering policies.

Becoming more customer-centric is not just a feel-good mantra — it is a core business requirement. Customer-centricity requires all of us to understand who our customers are and how they perceive their interactions with us. At Etiqa, we want to meet our customers’ needs and exceed their expectations at every interaction. The ability to deliver on this depends on the extent to which customer-centricity is embedded within every one of us.

Youtube: <https://www.youtube.com/user/myEtiqa>

Twitter: <https://twitter.com/etiqa4u>

LinkedIn: <https://www.linkedin.com/company/etiqa>

Email: info@etiqa.com.my

website: www.etiqa.com.my

To gauge how our customers value their relationship with us, we started measuring our Customer Relationship Score (CRS) by asking customers at contact centres and branches how likely are they to recommend Etiqa to their friends and family. The result was encouraging. In 2015, approximately 70% of our customers said they would recommend Etiqa’s services and products to their families and friends.

We encourage senior leaders to engage with customers at customer touch points. The management also places emphasis on empathy, professionalism, integrity, and courage in employee-engagement sessions, using various media. As part of our continuous engagement with customers online, Etiqa launched “Etiqapedia”, a series of short educational videos on basic insurance knowledge and information.



Etiqapedia can be viewed at www.youtube.com/etiqa.

ACCESS TO FINANCE

Financial services are the foundation for financial independence and working life — they enable people to plan for their future and prepare for the unexpected. However, distribution of services is often limited to urban areas, resulting in small businesses and individuals resorting to moneylenders charging higher interest rates. Migrant workers make up a significant portion of the workforce in many Asian countries, yet they often do not have access to banks.

In 2015, we continued to work hard in providing access to finance for all. We continued to finance Small and Medium Enterprises (SMEs) and provide microfinance for the smallest of enterprises. We developed new products that make use of mobile technology and bring banking to those who are not covered by any financial system, such as M2U Biz.

Access to Products and Services

In Malaysia, we continued to extend basic financial services to the underserved and hard to reach through our mobile bus banking service that caters to specific Felda and rural settlements, and our banking services at the 350 POS Malaysia outlets that serve the rural areas. We also launched a new branch concept in the form of “campus lounges”. The Maybank@Monash, at Monash University, is the first of its kind in the country. The lounge is specially designed to fulfil the unique banking needs of students and university communities.

We officially launched our Myanmar operations, aiming to focus on transaction banking, corporate lending, and treasury services as part of our objectives to establish Maybank as a leading cross-border bank in Myanmar. We have been present in Myanmar since 1994 and have established banking relationships with local banks and supported developing the country’s infrastructure by financing key projects such as an airport, telecommunications systems and a gas pipeline. We have hosted various training sessions for Myanmar banks to share our knowledge in banking and finance and we will continue to do so, especially across the four key areas: interbank, capital market, international trade, and capability building. In the future, we will continue to support the growth of the nation, as well as nurture the local talent through our Internship programme, now open to Myanmar nationals.

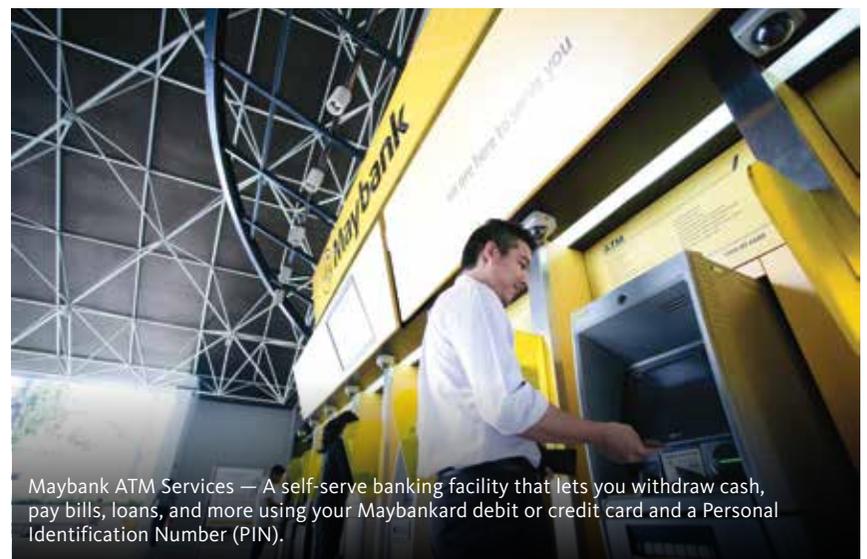
We continued to expand in Cambodia according to our strategy and now have 21 branches in the country. The new branches in Takeo, Suong and Ou Ruessei in Phnom Penh allow us to serve the small and medium-scale businesses in these busy trading locations. The Maybank Visa Debit and ATM card was launched in 2015 for consumer banking clients in Cambodia.



President and Pro Vice-Chancellor of Monash University Malaysia, Prof. Helen Bartlett, accompanied by Maybank Group President & CEO, Datuk Abdul Farid Alias, checking out the ATM facility during the Maybank@Monash launch on 17 August 2015.

P Multiple touch-points

Indicator	2013	2014	2015
Total branches			
Malaysia	399	> 400	344
Singapore	22	22	22
Philippines	79	79	79
Cambodia	16	21	21
Self-service terminals (ATMs, Cash Deposit Machines and Smart Recycler Machines)			
Malaysia	2,777	3,896	4,135
Singapore	73	72	73
Philippines	89	94	95
Cambodia	26	37	37
Total number of disabled-friendly branches			
Malaysia	n/a	7	7
Singapore	5	5	7
Philippines	79	79	79
Maybank One Kiosk			
Malaysia	44	86	74
Touch-points through POS Malaysia			
Malaysia	348	350	350
Maybank@Campus			
*opened in 2015, with a target of having 12 branches in 2 years			
Malaysia	n/a	n/a	3



Maybank ATM Services — A self-serve banking facility that lets you withdraw cash, pay bills, loans, and more using your Maybankard debit or credit card and a Personal Identification Number (PIN).

Access to Products and Services

G4-15, G4-16, G4-EC8

Our Commitment to SMEs

ASEAN economies are powered by the SME segment and we are committed to enhance access to financing for all levels of SMEs. SME loans account for a significant RM55 billion or more than 21% of our loan portfolio. SME loans grew by 17% in 2015, driven largely by Retail SME (RSME) loans of up to RM5 million to SMEs with turnover of up to RM25 million per annum. We designed the RSME model to cater for smaller businesses to deliver quick hassle-free processing and fast turnaround time. We are expanding our RSME portfolio across the region. Our SME Banking used a 'spoke and hub' distribution model with 40 hubs and 65 spokes leveraging on the network of 344 branches. For microcredit, we have eight mega hubs supporting the operation of the business.

This commitment is further reflected in our Portfolio Guarantee (PG) agreement with the Credit Guarantee Corporation (CGC). A sum of RM1 billion was set aside to provide financing to viable SMEs under the PG schemes, a portion of which was committed to be allocated to the Bumiputera segment in 2014. This is in line with the 2014 National Bumiputera Agenda which focuses on supporting Malaysian entrepreneurs across the value chain. This is the largest agreement of its kind between CGC and any financial institution in Malaysia. The agreement allows Maybank to expand its reach to more SMEs, also in suburban and rural areas where their financing needs are just as high, if not higher.

In 2015, we also launched the SME Goods and Services Tax (GST) Aids which provides new and existing customers with sufficient working capital that would enable them to remit their GST contribution. For existing SME customers affected by the severe floods in 2014, we provided a special relief financing package which included additional working capital and moratorium on payment.

2015 was also the second year of the Bumiputera Entrepreneurial Excellent (BEE) programme, through which we provided funding in excess of RM1 billion for entrepreneurs throughout the country in 2015. We also continued partnership with the East Coast Economic Region Development Council (ECERDC) to provide funding for SME owners based in the East Coast Economic Region. We pledged further support to SMEs by partnering the Bumiputera Agenda Steering Unit (TERAJU). We have agreed to provide up to RM600 million of loans to high-performing Bumiputera SMEs. This partnership will expand the Teras Fund to RM2.2 billion. This fund, created by TERAJU, will assist SMEs to obtain working capital to grow their businesses.

At the same time, our Entrepreneur Development team continued to provide various support and capacity development for SME owners, particularly through collaboration with various government and non-profit agencies. Some of the activities included financial solutions, pocket talks, GST workshops, and financial literacy programmes.

FOCUS

Enabling Ease of Business for SMEs

We are always looking for better ways to provide business solutions that make practical sense and help address day-to-day issues faced by SMEs. In 2015, Maybank teamed up with the global technology group, Sage, to enhance payment processes for SMEs and offer greater convenience when compared with their current practices where business owners write cheques and manually send them to the bank or supplier. This manual process is cumbersome, more costly and has a higher risk of fraud or error. Apart from this, manual bank-to-book reconciliation at month end is tedious and time consuming as business owners need to track information kept in several places. With this support, SMEs will be able to make payments to their suppliers or employees direct from their accounting and payroll software through M2u Biz. The collaboration between Maybank and Sage is also aimed at creating a vibrant and conducive environment that promotes greater use of electronic payments for products and services, while promoting the transition of SMEs in a highly resilient, high value-added and high-income economy.

Year	2013	2014	2015
Retail SME Financing (RM billion)	6.0	7.5	10.2

Increase your business productivity and efficiency

Manage your business online at your convenience

Maybank2u Biz with Sage Solutions



In collaboration with

Maybank has extensive expertise in a wide area of financial services and this enables us to offer a wide array of products and financial solutions to meet the needs of any customer segment — retail, SME or multinational.

Access to Products and Services

G4-EC8

TRADE [GIVE]

Maybank Kim Eng's Trade[&Give] is an initiative that allows customers to help create opportunities for micro-entrepreneurs, simply by trading with us. A percentage of our brokerage fee goes towards ensuring that small businesses become strong and sustainable via financing, technology, ideas and markets.

Achievements:

Amount disbursed (RM)	733,100
Number of entrepreneurs	140

In 2015, some of the initiatives supported by Trade [GIVE] were:

Supporting entrepreneurs of Kuala Krai

RM71,800 was contributed to Pusat Transformasi Jahitan (PTJ), a facility in Kuala Krai where entrepreneurs are provided with sewing facilities. The grant was used to acquire machines (for sewing, embroidery, etc). The renovation of the facility is completed and PTJ is in operation. The long-term objective is for the PTJ to be self-sustaining. Initiatives towards achieving this goal include:

- 1) Providing relevant training (skills-based, marketing & promotion, basic business management) to the entrepreneurs
- 2) Assisting in sourcing corporate orders (from local malls and corporates as a start).

In 2016, we aim to set up and sponsor two more PTJs by September, one in the Southern region and one in Sabah.

Collaboration with Maybank Islamic

In addition to rejuvenating the economy of Kuala Krai via entrepreneur-driven efforts, Trade[&Give] also focused on efforts to rebuild facilities where, in collaboration with Maybank Islamic, a total of RM256,500 was spent on 2 projects, namely a kindergarten and facilities at Sekolah Kebangsaan Chenulang. All projects have since been completed and handed over to the respective beneficiaries.

Supporting micro-entrepreneurs in Klang Valley & Nationwide

Through a partnership with Amanah Ikhtiar Malaysia (AIM), Trade [GIVE] provides funding and support for up to 40 micro-entrepreneurs across Malaysia. We have recently included nine new entrepreneurs from the Northern region (Perak). In other areas, we continued to enhance our former 20 entrepreneurs' knowledge in basic accounting, social media marketing and e-commerce. We introduced the entrepreneurs to the mPOS facility as a start, introduced Malaysian Business Angels Network (MBAN), and created sales opportunities and awareness for the entrepreneurs at our market outlook roadshows, bazaars and conferences.

Our target is to select 50 new entrepreneurs in 2016. We will focus on supporting entrepreneurs to embrace online business.



Trade[&Give] aims to unveil economic opportunities for all levels of society, providing them with funds and access to knowledge, ideas, technology, as well as new markets.

KIVA

To maximise our reach, Maybank Kim Eng collaborates with Kiva, the world's leading non-profit lending platform, which assists over 10,000 micro-entrepreneurs across ASEAN. As the first and largest micro-lending platform on the internet, it enables individuals to financially empower others with loans as small as USD25, across over 80 countries. To date, Kiva has facilitated over USD650 million in loans to over 1,400,000 borrowers, helping them start and grow businesses, improve homes, pay for education, and build brighter futures for their families. Kiva's statistics show that 61.57% of borrowers are women.

We have extended the programme to all new clients of Maybank Kim Eng in Singapore. In the second half of 2015, we distributed 743 KIVA codes, and the number is expected to increase rapidly when we extend the campaign to Indonesia and the Philippines. Each code carries a USD25 value that our clients can direct to be loaned to the entrepreneur of their choice.

In 2016, we will extend the programme to all segments of our client base, thus every client can now help to support the growing communities. By the end of 2017, we expect to have shared the Giving experience with 10,000 clients who trade with us.

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We believe in contributing to economic prosperity and growing our business responsibly through ethical and sustainable financial services and products. We remain committed to improving the lives of the communities that we serve and giving back to the community – which is what we term as humanising financial services.

Michael Foong Seong Yew

Group Chief Strategy Officer
Office of the Group President & CEO

99

Access to Products and Services

G4-15, G4-16, G4-EC8

Microfinance

Microfinance has been shown to have potential to be an engine of empowerment. At Maybank, we provide funding for both retail micro and SME micro financing. Retail micro businesses including the underbanked especially women are eligible for loans with an amount between RM1,000 and RM10,000. Loans between RM20,000 and RM50,000 are disbursed to SME micro financing.

According to Bank Negara Malaysia, microfinance can be granted to businesses with an annual turnover of up to RM300,000 or businesses which employ less than five full-time employees. Following this definition, 77% of all SMEs in Malaysia are classified as micro businesses.

In 2015, we disbursed over RM25.90 million in microfinance to 3,067 customers in Malaysia. We expect a further increase in microcredit and target to provide loans worth RM50 million by the end of 2016.

In terms of retail micro financing, we enable the underbanked and unbanked especially women to manage their businesses and make decisions independently, microcredit can make a difference. We see microfinance as a way of contributing to the socio-economic development of the countries we operate in. It gives us the opportunity to deliver financial and non-financial services to people living in poverty and otherwise deprived of access to formal financial services.

In Malaysia, SME micro finance is now available in all Maybank branches while only 30 branches offer retail micro finance. We have a structured microcredit business model and offer loans from as low as RM1,000 to RM50,000 for this segment. We offer microcredit without a processing fee or collateral to businesses as well as individuals. In 2015, we established five Microcredit Hubs where microcredit can be processed, bringing the total number of Hubs in Malaysia to eight.

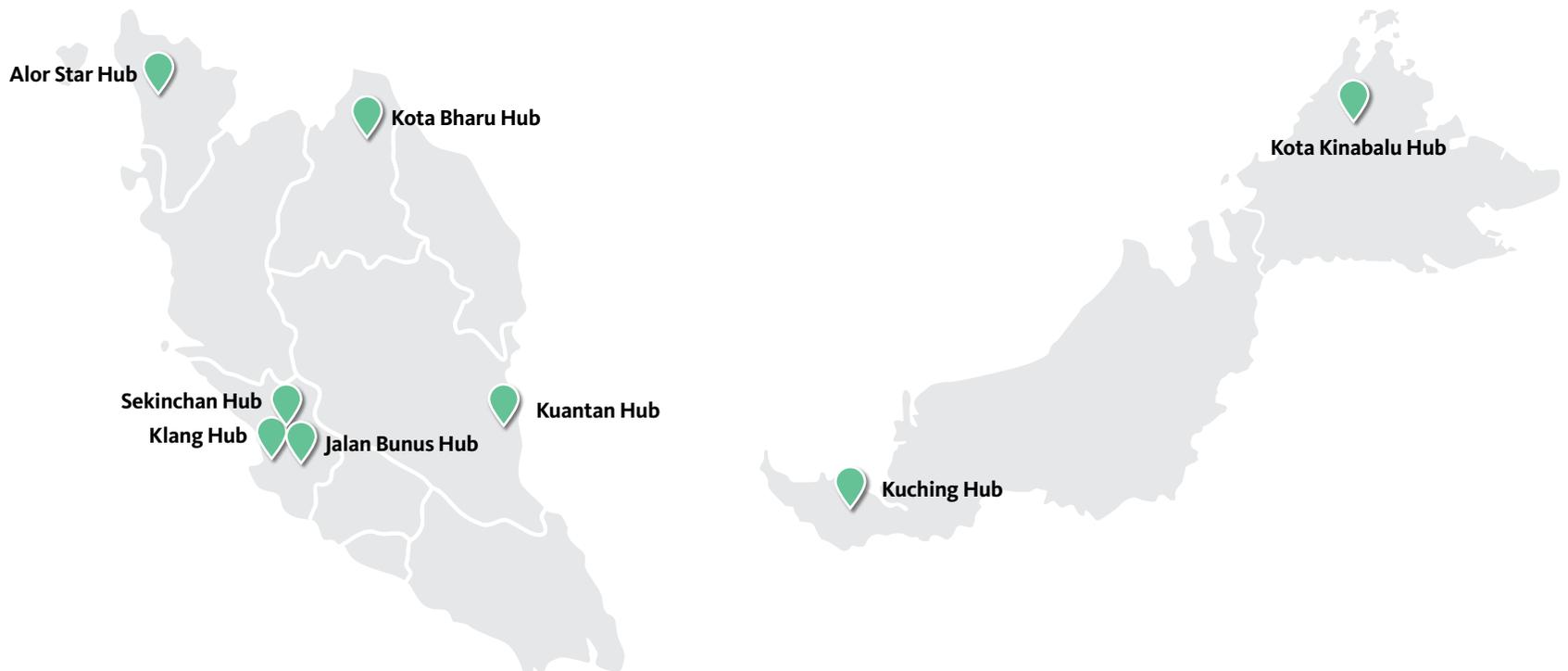
We are also the first bank in Malaysia to initiate specific microfinancing programmes for eligible People with Disabilities (P.W.D.s) as part of our R.I.S.E. programme. Maybank also offers microfinancing for small retail businesses.

In 2015:

**Disbursed over
RM25.90 million
in microcredit to 3,067 customers in Malaysia**



Microcredit Hubs in Malaysia:



Microcredit	2013	2014	2015
Amount disbursed (RM million)	4.55	5.77	25.90
Number of customers	470	995	3,067

Access to Products and Services

Microcredit Hubs offer micro business loans of up to RM50,000 and manage their profitability and asset quality. The hubs:

- Have dedicated sales personnel who are able to focus and solicit business from the micro segment.
- Provide financial literacy to the underbanked and unbanked.
- Nurture the relationship with Micro customers and build their capacity through the Financial Literacy Programme.
- Provide eligible Micro enterprises with working capital to grow their businesses.

We organised a Financial Literacy Programme for Micro entrepreneurs on financial management, published a Financial Literacy Booklet and organised Maybank Micro Clinics, which are coaching workshops for our Microcredit Hub customers. The Micro Clinic is an extension of the Financial Literacy programme that teaches the Micro entrepreneurs financial management and introduces other investment products such as Amanah Saham Bumiputera (ASB), deposits, insurances and loans. In 2015, 6,297 Micro entrepreneurs took part in the programme.

In line with the 2014 National Bumiputera Agenda, we disbursed about RM12 million as microfinancing for the underbanked Bumiputera in 2015 against our target of RM14 million.

SUPPORT TO START-UPS AND SOCIAL ENTERPRISES

After a series of initiatives, Maybank became the first bank to officially formalise its partnership with the Malaysian Global Innovation & Creativity Centre (MaGIC) in an effort to further boost start-ups across the region. Entrepreneurship is seen

as a catalyst for economic growth in ASEAN and MaGIC has a central role and the expertise, regional reach and resources to nurture upcoming local and regional start-ups. Maybank will be the financial services partner for MaGIC's ASEAN Centre of Entrepreneurship (ACE), a start-up support services platform offering services such as legal advice, IP consultations, visa applications, and company secretarial services through its partners. This platform will support Malaysian start-ups looking to expand into ASEAN countries and for ASEAN start-ups to expand into Malaysia. Maybank will act as an advisory partner to MaGIC's Accelerator Programmes and Academy, especially in building viable propositions in the context of regional opportunities in the financial services industry, help facilitate market validation and identify potential "go-to-market" partners.

#MaybankFintech is a programme that supports start-ups to generate ideas in the financial technology sphere. It is a unique platform for aspiring innovators to showcase their ideas. We aim to grow and support entrepreneurs in ASEAN by providing them with an avenue to connect directly with the financial industry. Maybank will also utilise the #MaybankFintech programme to explore new technologies that may be injected into Maybank Group. Since 2015, there have been over 200 applicants for the #MaybankFintech programme with 31 applicants shortlisted for further exploration with Maybank. Of the shortlisted applicants, 21 are considered as start-ups. While Maybank has yet to invest in these start-ups, we continue to work with them by providing support, advice and guidance in the development of their Fintech ideas.



<http://www.maybankfintech.com/>



Maybank is the first bank to officially formalise the partnership with Malaysian Global Innovation & Creativity Centre (MaGIC) in efforts to further boost start-ups across the region.



In April 2015, Maybank introduced MaybankFintech, the first-of-its-kind programme by a bank in South East Asia to fund technology start-ups as well as support and generate ideas in the financial technology sphere.

Access to Products and Services



Digitisation

Today's financial services is not confined to the traditional image of banks with vaults and clerks behind glass walls. The digital age has made us change the way we do things and the pace we do them at. We believe that there will still be a need for high quality customer service but to be successful in the digital space, we continue to develop cutting-edge digital products to suit the needs of our customers.

In 2015, Maybank took many important leaps in offering new digital products and services:

1. The first Quick Balance service in Malaysia within the Maybank2u mobile application.
2. Two new digital banking applications: Maybank Treats and Maybank Property Finder.
3. We offered customers electronic options for gifts during the Hari Raya festive season, the first of its kind in Malaysia.
4. We were one of the first banks in Malaysia to pioneer the use of biometric authentication in mobile banking with the introduction of the Quick Touch

service on the Maybank2u app. It allows customers to access their accounts and check their balances using their fingerprints on their mobile devices for authentication.

5. The MaybankFintech programme is the first of its kind by a bank in South East Asia. It supports tech startups and generates ideas in the financial technology sphere.
6. The Snap & Donate mobile application allows customers to contribute to charitable causes by just taking a picture of the organisation's logo on their mobile phones and making a contribution directly to it via Maybank2u.
7. Maybank teamed up with global technology powerhouse Sage to undertake instant electronic payments via online and mobile banking directly from their Accounting and Payroll modules.

We are constantly enhancing cyber security to protect our customers by investing in internal and external capabilities to protect the Group and customers from cyber crimes. We have set up a 24/7 active security monitoring and response unit and conducted assessments on various entities across the Group.

Moving forward, in line with our Maybank²⁰²⁰ strategic objectives, we aim to be the digital bank of choice by putting our customers' preferences first and delivering next-generation customer experience.

FOCUS



Using Technology to give back through Snap and Donate

The Snap and Donate app is a digital application that allows M2U customers in Malaysia to contribute to charities and non-profits in an accessible way. Customers are able to contribute to charitable beneficiaries by taking a picture of the charitable organisation's logo on their mobile phones and then making a contribution directly via Maybank2u.

In 2013, Maybank facilitated more than 15,000 donations worth RM1.5 million via Maybank2u to registered charities. In 2014, an increase of 40% was observed on online donations. With over 10 million smartphone users in Malaysia, the convenience of Snap & Donate will play a role in enabling more charitable giving and encourages the use of cashless payments.

Snap & Donate enables users to snap a photo of the beneficiary's logo which is then scanned and digitally identified by the App. It then automatically connects the user to the desired beneficiary and allows the user to choose the amount they want to donate. The minimum amount is RM10, and maximum is RM100 per day per beneficiary. Through the Snap & Donate app, customers can channel their contributions to beneficiaries such as Islamic Relief, MERCY Malaysia, Buddhist Tzu-Chi, MAKNA, Yayasan Al Jenderami, WWF, NKF National Cancer Society, MAA Medicare and Cancer Research Institute. The list of beneficiaries will be expanded progressively.

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The evolution of giving to charity has progressed from cash to cheques, credit cards to online banking and has finally reached the age of the smartphones. With Malaysia being a nation whose population uses smartphones more than computers, we introduced Snap & Donate to influence digital fundraising.

Datuk Hamirullah Borhan

Head, Community Financial Services (CFS) Malaysia

99

Access to Products and Services



Indicator	2013	2014	2015
Number of M2U registered online users (million users)	6.9	7.5	8.3
Number of M2U registered mobile users (million users)	1.3	1.8	2.1
Total online transactions - individual (billion)	1.24	1.57	2.03
Total amount of online transactions - individual (RM billion)	102.3	141.7	173.6

Around 200 campaigns were conducted through social media in the reporting period. These campaigns, comprising a mixture of retail, commercial, and brand-related ones, collectively made 100 million impressions on social media. We continue to innovate with content and create compelling engagement opportunities with our customers. Maybank was ranked #13 globally in The Power 100 Banks on Social Media in 2015 by The Financial Brand, a digital publication focused on marketing and strategy issues affecting retail banks and credit unions.

Maybank2u remained **Number 1** with over **3.3 million** monthly unique visitors on the **“Top 30 Local Websites from Desktop Computers in Malaysia”**.

Internet banking for business (excluding sole proprietors)

Indicator	2013	2014	2015
Number of small businesses using M2U	36,485	47,215	62,792
Total online transactions (million)	13.8	18.3	25.8
Total amount of online transactions (RM)	841.25 million	2.03 billion	5.48 billion

Data covering Malaysian operations

SOCIAL MEDIA

Social media is one of the most important information channels for us today and we use it to promote our brand and activities. For example, we published news about the Maybank Malaysian Open Golf tournament, our sustainability activities and events, Cahaya Kasih, disaster relief efforts as well as our awards and recognitions.

Social Media			
Penetration	Around 1.3 million likes	Approximately 9,500 subscribers	Approximately 105,000 followers

FOCUS

Digitising the traditional act of giving

Maybank2u has found a new way to digitise the tradition of giving money during festive celebrations through the introduction of e-Duit Raya that enables Maybank2u users to send money to loved ones using just their mobile phone numbers. Senders can send single or multiple e-Duit Raya's via Maybank2u on the website or app. The receiver can accept the money, even if they are not Maybank customers.

Products and services such as this are designed to offer customers modern-day conveniences using cutting-edge technology, while still upholding the values and traditions of yesteryears. Such efforts also reduce the amount of printed paper.



“The digital age is dawning at a rapid speed for the financial services industry. Customers would want to spend less time physically at a branch, and rather have the convenience of banking and engaging with us anytime, anywhere. We are focused on continuously finding ways to humanise technology to allow for seamless human-technology interaction of our services. This is done by designing with our customers in mind.”

Mohd Suhail Amar Suresh Abdullah

Group Chief Technology Officer

Access to Products and Services



Product Stewardship

We have an opportunity to support sustainable economies and provide access to finance by offering innovative and unique products that can encourage behaviour and market change. Virtually every economic activity can have an impact on natural and social capital. These impacts need to be managed, but they also provide us with new business opportunities.

RESPONSIBLE LENDING

Maybank Group has its own Responsible Lending Guidelines. We determine the types of activities we will be involved in based on whether the activity would have a positive contribution or impact on society. Activities that have a negative impact have been classified into two categories, Category A and Category B.

Category A includes activities contravening the law, related to money laundering and/or terrorism activities and immoral activities, among others. The Group is prohibited from engaging in and/or soliciting applications from customers whose business activities fall into this category.

The Group is allowed to engage with entities whose activities fall into Category B, subject to internal guidelines. All transactions will need to be escalated to the Group Management Credit Committee or the relevant credit committees for review and approval which include internal caps placed on the Group's total exposure to these activities.

Our line of businesses and operations in various countries that are involved in Islamic financing must comply with Shariah principles and Maybank will not grant or continue financing facilities to entities whose incomes are derived from activities, products or services which are not inline with these principles.

G4-EC2

GREEN TECHNOLOGY FINANCING

The finance sector has immense influence on and responsibility for investment flows. More of the available capital could be steered towards low-carbon, climate-resilient activities. Some institutions are already allocating capital and steering financial flows towards such activities. For us, one concrete step is to support the Green Technology Financing Scheme (GTFS) introduced by the government of Malaysia in 2010.

WHAT IS GREEN TECHNOLOGY FINANCING?

Malaysia's long-term development plans envisage green technology as one of the drivers for economically, socially and environmentally sustainable growth. The National Green Technology Policy was launched in 2009 and various programmes have been implemented to promote application and development of green technology, including the Green Technology Financing Scheme in 2010.

The scheme aims to promote Green Technology by providing loans and other financing to companies that supply and utilise Green Technology by:

- Minimising degradation of the environment through zero or low greenhouse gas (GHG) emission.
- Manufacturing products that are safe for use and promote a healthy and improved environment.
- Conserving the use of energy and natural resources.
- Promoting the use of renewable resources.

By the end of 2015, we have financed 21 projects under the GTFS, amounting to RM273 million. Many of the projects produce green electricity. For example, we have financed:

- Improved Formulated Energy Biofuel
- Construction and Development of 6MW and 12.5MW Biomass Plants
- Development of 3.5MW Mini Hydro Power Plant
- Development of 2.0MW Small Hydro Plant
- Development of Thermal Energy Storage System Project
- Integrated Biomass Project
- Off Gas Recycling
- Biodegradable Packaging Project
- Pallet Product from Plastic Waste
- Solar Farm 1.25MW and 4.5MW

Access to Products and Services

ENERGY DEVELOPMENT CORPORATION (EDC) BURGOS WIND POWER PROJECT, PHILIPPINES

The Burgos wind farm in the Philippines, completed at the end of 2014, is the largest wind farm in South East Asia and a major contributor to the government's drive to scale up renewable energy use and to reduce its reliance on coal and petroleum for power generation. The Burgos wind project has the capacity to generate about 370 gigawatt hours (GWh) of electricity every year. It is estimated that its operation will avoid production of over 200,000 tons of carbon dioxide equivalent emissions a year. Our internal assessments included both financial and non-financial impact of the project.

Maybank Philippines was one of the Mandated Lead Arrangers and Book Runners for the USD Debt Facility, in connection with the USD315 million syndicated loan facility signed with EDC Burgos Wind Power Corporation (EBWPC), an affiliate of Energy Development Corporation (EDC). EDC invested a total of USD450 million for BWP, of which USD315 million was funded by a syndicated loan agreement with domestic and international banks, including Maybank Philippines (MPI). The loan facility with MPI was signed in October 2014. The complex structure of the financing is expected to serve as a template for future renewables projects in the country.

Supporting renewable energy and green technology for sustainable development is in line with Maybank's efforts to integrate environmental, social, and governance (ESG) dimensions into our financing and lending activities.

G4-15

LEADERSHIP IN ISLAMIC FINANCE

Maybank Islamic is regarded as the most successful Islamic subsidiary bank and it leverages on Maybank Group's infrastructure and resources. An acknowledged industry icon, Maybank Islamic continues to lead the industry with new, innovative, and internationally recognised products and services.

Maybank Islamic continued to sustain its leadership position, with leading market share in total assets, financing and deposits at 29.2%, 33.5% and 26.3% respectively. The total consolidated income for Maybank Group Islamic Banking increased to RM3.94 billion, showing an exceptional year-on-year growth of 20.4%, with an improved contribution from international markets.

In 2015, Maybank Islamic expanded its reach in international Islamic financial markets with the introduction of Islamic financing products at Maybank Hong Kong. With the successful completion of a bilateral Islamic financing facility for a China-based subsidiary of a Malaysian oil and gas company of up to RMB300 million, Maybank Islamic endeavours to develop Maybank Hong Kong as a platform to reach corporate clients in Hong Kong and Greater China.

In Singapore, we continued to see keen interest among our customers for Islamic variants of banking products. Total Islamic deposits rose by 64.2% as at end December 2015 while Islamic loans were up nearly four-fold. Notably, there was strong demand for Islamic auto-loans and business term loans.

Supporting Nation Building Initiatives

Maybank Islamic continued to support various Government initiatives that emphasise greater participation in wealth creation for SME communities, women in leadership positions and community empowerment. We formed a strategic partnership with TERAJU (Bumiputera Agenda Steering Unit) to support economic empowerment for SMEs. Our collaboration with the Credit Guarantee Corporation (CGC) was further strengthened with the launch of the SME Portfolio Guarantee (SPG) for all SMEs and Business Banking.

We launched Microfinance-i to assist the underbanked and unbanked segments to realise their entrepreneurial aspirations. We also signed an agreement with the Selangor State Government for a Home Financing Package for less bankable customers. The 1Malaysia People Housing Programme (PR1MA) also received an end-financing allocation of RM1 billion from the Maybank Group, inclusive of Islamic fund from Maybank Islamic to support PR1MA's high quality housing projects.

Responding to our customers in their times of need is of utmost importance to us. During the floods that struck Kelantan, Terengganu, Pahang, Perak, Kedah and Johor in late 2014, we provided emergency aid as well as financial aid to the victims. A number of packages were launched to assist our customers, such as the Mortgage Credit Express (MCE), ASB Partial Redemption Package and Bank Negara Special Relief Facilities and our customers continue to benefit from these packages.

Maybank Islamic is also collaborating with The Global University of Islamic Finance (INCEIF) by sponsoring the INCEIF auditorium and funding 15 postgraduate Shariah scholars, including three from ASEAN countries.

Launch of the Shariah Centre of Excellence (SCOE) and SCOE 'Virtual Centre'

The SCOE was launched by the Governor of Bank Negara Malaysia, Tan Sri Dato' Sri Dr Zeti Akhtar Aziz on 24 February 2015, and became the country's first such initiative by a local financial institution. SCOE's website is open to the public and has a wide range of material on Islamic finance including articles, research papers, videos and fatwa related to Islamic finance. The SCOE's focus is on research and education, talent development through leadership and community welfare.



<http://www.maybank2u.com.my/Islamic/en/scoe>



Bank Negara Governor Tan Sri Dr Zeti Akhtar Aziz with Maybank Islamic Shariah scholars.

The Banker ▶

Islamic Bank of the Year
(Malaysia)

Islamic Bank of the Year
(Asia Pacific)

Global Islamic Bank of
the Year

Access to Products and Services

P Performance data

Indicators	2013	2014	2015
Shariah Centre of Excellence (SCOE)			
Sponsorship of Islamic finance publications			
Number of publications	n/a	2	13
Human Capital Development			
Islamic finance scholarship			
Total scholarship disbursed	n/a	RM158,130	RM137,581
Number of scholars supported	n/a	5	4
Zakat & Waqf Developments			
Ramadhan Relief			
Amount disbursed	RM1,000,000	RM1,000,000	RM500,000
Number of families supported	8,800	8,900	3,800
Academic tuition class for underprivileged			
Number of students involved	1,785	2,700	353
Back to school			
Amount disbursed to asnaf	RM126,100	RM134,800	RM724,000
Number of asnaf cases supported	753	674	2,194
Education Support			
Amount disbursed to asnaf	RM164,000	RM553,610	RM657,000
Number of asnaf cases supported	74	253	233

Definitions:
 Asnaf - categories of beneficiaries who are eligible for zakat.
 Zakat - obligatory payment made annually under Islamic law on certain kinds of property and used for charitable and religious purposes.
 Waqf - an endowment made by a Muslim to a religious, educational, or charitable cause.

G4-12, G4-EC9, G4-HR5

STRATEGIC PROCUREMENT

In 2015, Group Procurement reviewed standard supplier contracts in order to incorporate terms that specifically oblige suppliers to adhere to requirements of fair labour practices, respect for human rights and non-discrimination as well as environmental protection. Incorporation of clauses related to child labour has been successfully undertaken in the past year. The other clauses will be further reviewed and completed in 2016.

Given the size of our operations, our supply chain is equally wide. We use local suppliers as much as possible to support local economies and the communities we work with.

Indicator	2013	2014	2015
Percentage of spending on local suppliers (%)	95.4	96.3	96.6
No of electronic purchase orders via e-procurement (per month)	4,465	4,036	5,726

Data shown in this table covers operations in Malaysia

2016 TARGETS:

Guided by our Vision “Advancing Asia’s Ambitions With You”, we aim to strengthen our current positioning in ASEAN across all our sectors: Community Financial Services, Global Banking, Insurance & Takaful and Islamic Banking. At the same time, we will embrace the opportunities of digital innovation in financial services. Our sustainability efforts support Maybank²⁰²⁰, the follow-on strategic plan which aims to enhance our regional leadership position in the financial services sector.

1. Expand our regional presence through the delivery of standardised, best-in-class customer experience.
2. Enhance digital channels and technology offerings for secured “stress-free” banking experiences.
3. Dive deeper into regional data and information as we improve regional cross-selling and collaboration.

G4-10, G4-LA1, G4-LA12

Performance Data — Workplace

■ Malaysia only
■ Non-Group; exclude Maybank Kim Eng & Maybank Indonesia
■ excluding Maybank Indonesia & Alga (Etiqa Philippines)
■ Group

DESCRIPTION	2015	2014	2013	2012	2011	2010	2009	2008
Employees								
Total number	45,958	47,041	47,771	47,233	42,693	26,548	24,910	24,773
Inside Malaysia	25,377	26,272	26,728	26,473	25,841	23,925	22,535	22,370
Outside Malaysia	20,581	20,769	21,043	20,760	16,852	2,623	2,375	2,403
Executive	30,988	31,096	31,702	26,746	28,578	16,675	14,564	14,021
Non-executive	14,970	15,945	16,069	16,456	14,115	9,873	10,346	10,752
Full-time	45,958	47,041	47,771	47,233	42,693	26,548	24,910	24,773
Part-time	-	-	0	-	-	-	-	-
Permanent employees	42,421	42,986	43,904	40,660	39,487	25,344	24,126	24,244
Non-permanent employees	3,537	4,055	3,867	2,542	3,206	1,204	784	529
Female	24,976	25,285	25,498	23,415	22,845	15,691	14,554	14,488
Male	20,982	21,756	22,273	19,787	19,848	10,857	10,356	10,285
Union members (For Maybank only)	8,966	9,054	12,563	10,328	10,015	9,907	11,676	11,822
Non-union members (For Maybank only)	12,714	13,237	14,165	16,145	13,052	11,457	13,234	12,951
Age group								
< 30	12,371	13,355	14,262	13,108	13,481	7,116	6,400	7,083
30 - 40	17,168	17,686	18,121	16,962	17,177	11,178	11,208	10,924
40 - 50	12,414	12,054	11,913	10,311	9,491	6,221	5,655	5,336
> 50	4,005	3,946	3,475	2,821	2,544	2,033	1,647	1,430
Total new hires by age								
Below 30 years	2,327	2,540	2,469	-	-	-	-	-
30-39 years	865	869	746	-	-	-	-	-
40-49 years	223	225	262	-	-	-	-	-
Above 50 years	70	52	103	-	-	-	-	-
Total new hires by gender								
Male	1,615	1,688	1,746	-	-	-	-	-
Female	1,870	1,998	1,834	-	-	-	-	-
Total and percentage of new hires by region								
Global	3,485 (100%)	3,686 (100%)	3,580 (100%)	-	-	-	-	-
In Malaysia	1,976 (57%)	2,235 (61%)	2,455 (68%)	-	-	-	-	-
Outside Malaysia	1,509 (43%)	1,451 (39%)	1,125 (32%)	-	-	-	-	-
Diversity (Malaysia Ops. only)								
Malay	17,651	18,342	18,578	19,560	18,201	17,735	16,499	16,654
Chinese	5,173	5,351	5,536	5,394	5,189	6,021	5,466	5,257
Indian	1,415	1,416	1,400	1,381	1,355	1,298	1,221	1,203
Others	1,138	1,163	1,214	1,138	1,096	1,494	1,724	1,659

G4-HR7

Performance Data — Workplace

DESCRIPTION	2015	2014	2013	2012	2011	2010	2009	2008
Employee turnover rates								
Global	3,800	6,606	6,045	4,978	5,274	2,354	2,099	2,039
In Malaysia	2,504	2,101	1,921	1,950	1,742	1,866	1,800	1,559
Outside Malaysia	1,296	4,505	4,124	3,028	3,532	488	299	480
Global	8.27%	14%	13%	11.52%	12.35%	8.87%	8.43%	8.23%
In Malaysia	9.87%	8%	7%	7.37%	6.74%	7.80%	7.99%	6.97%
Outside Malaysia	6.30%	22%	20%	18.10%	20.96%	18.60%	12.59%	19.98%
Female	1,920	3,103	2,786	2,291	2,267	1,275	1,122	1,148
Male	1,880	3,503	3,259	2,687	3,007	1,079	977	891
Age group								
< 30	1,849	3,035	3,272	2,803	3,095	1,340	1,191	1,178
30 - 40	1,000	2,243	1,735	1,428	1,529	540	487	523
40 - 50	451	973	608	382	368	194	153	150
> 50	500	355	430	365	282	280	268	188
Women in management								
% Women in management (Band G & above)	47%	46%	42%	43%	40.87%	43.26%	38.23%	37.11%
% Women in top management (Band D & above)	35%	31%	31%	31%	22.70%	18.99%	15.68%	16.66%
Training								
Employee participation in training	38,946	26,591	26,723	26,041	24,909	21,985	20,660	22,078
Average attendance per training programme	42	24.4	22.17	25.6	20.9	25.8	24	18.2
Average and total hours of training per employee (average / total hours)	35	33.68	45.31	41.44	47.97	38.34 /	34.5 /	50.9 /
		974,059.28	1,210,858.33	1,104,166.48	1,379,602.18	1,016,270.52	797,635.75	1,152,784.14
% Statutory requirement (by Bank Negara Malaysia)	2.74	2.76%	2.78%	3.17%	3.34%	2.79%	2.51%	3.25%
Total spent (RM)	114,002,967	120 mil	118.87 mil	100 mil	74.4 mil	54.68 mil	n/a	n/a
Performance review towards career enhancement								
% Employees who are formally appraised (at least annually)	100% [^]	100% [^]	100%	100%	100%	100%	100%	100%
% Employees who are formally appraised (during Mid-Year Review)	83.5% [^]	87.5% [^]		n/a	n/a	89%	86%	68%
One-on-one performance review for year-end evaluation	100% [^]	100% [^]		Ongoing	Ongoing	59%	61%	63%
Occupational Safety and Health (OSH)								
Total recordable injury frequency rate	0.002	0.005	0.006	0.041	0.032	0.07	NIL	NIL
Absenteeism rate	n/a	n/a		n/a	n/a	n/a	n/a	n/a
Lost time injury severity rate	0.006	0.012	0.038	0.888	0.704	3	0	0
Fatal accident rate	0	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Employee Engagement Survey Results								
Security personnel trained on human rights issues	100%	n/a		n/a	n/a	n/a	n/a	n/a
Number of disabled employees	12	9		4	4	4	8	n/a

Employee Benefits

Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.

Labour/Management Relations

Percentage of employees covered by collective bargaining agreements

* Based on Online Declaration of the one to one Conversation and Performance Management made by employees and Line Managers in myHR2u system

^ Based on employees who are eligible to participate in the year-end appraisal

Employee Engagement Survey Results

Employee Engagement Survey was not administered in 2015

GRI G4 Content Index

For 'In Accordance' option – Core



GENERAL STANDARD DISCLOSURES		
GENERAL STANDARD DISCLOSURES	PAGE (OR LINK)	EXTERNAL ASSURANCE
STRATEGY AND ANALYSIS		
G4-1	P8, P10	YES, P76
G4-2	P8, P10	YES, P76
ORGANIZATIONAL PROFILE		
G4-3	P13	YES, P76
G4-4	P2	YES, P76
G4-5	P2	YES, P76
G4-6	P2	YES, P76
G4-7	P2, P6	YES, P76
G4-8	P2	YES, P76
G4-9	P2, P6	YES, P76 AR
G4-10	P71	YES, P76
G4-11	P21	YES, P76
G4-12	P70	YES, P76
G4-13	P6, P8	YES, P76
G4-14	P17	YES, P76
G4-15	P62, P64, P69	YES, P76
G4-16	P21, P62, P64	YES, P76
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	P13	YES, P76
G4-18	P13, P16	YES, P76
G4-19	P18	YES, P76
G4-20	P13, P16	YES, P76
G4-21	P13, P16	YES, P76
G4-22	Significant restatements of data compared to prior years are noted in the section where they appear	YES, P76
G4-23	P13	YES, P76

GENERAL STANDARD DISCLOSURES		
GENERAL STANDARD DISCLOSURES	PAGE (OR LINK)	EXTERNAL ASSURANCE
STAKEHOLDER ENGAGEMENT		
G4-24	P15	YES, P76
G4-25	P16	YES, P76
G4-26	P15	YES, P76
G4-27	P18, P23	YES, P76
REPORT PROFILE		
G4-28	P13	YES, P76
G4-29	P13	YES, P76
G4-30	P13	YES, P76
G4-31	P13	YES, P76
G4-32	P13	YES, P76
G4-33	P13	YES, P76
GOVERNANCE		
G4-34	P20	YES, P76
G4-35	P182, Sustainability Governance, Annual Report 2015 (Corporate Book)	-
G4-36	P182, Sustainability Governance, Annual Report 2015 (Corporate Book)	-
G4-40	P148-149, Statement on Corporate Governance, Annual Report 2015 (Corporate Book)	-
G4-41	P155, Board Professionalism, Statement on Corporate Governance, Annual Report 2015 (Corporate Book)	-
G4-45	P17	YES, P76
G4-46	P17	YES, P76
G4-51	P153, Director's Remuneration, Statement on Corporate Governance, Annual Report 2015 (Corporate Book)	-
G4-52	P153, Director's Remuneration, Statement on Corporate Governance, Annual Report 2015 (Corporate Book)	-
ETHICS AND INTEGRITY		
G4-56	P22	YES, P76
G4-57	P21	YES, P76
G4-58	P21	YES, P76

Specific Standard Disclosures – Core Option

SPECIFIC STANDARD DISCLOSURES				
CATEGORY: ECONOMIC				
MATERIAL ASPECTS	DMA AND INDICATORS	OMISSIONS	EXTERNAL ASSURANCE	REFERENCE
Economic Performance	G4-DMA: P26 G4-EC1: P4, P26, P132 G4-EC2: P68	- -	YES, P76 YES, P76 YES, P76	Our Approach Financial Highlights, Community and Citizenship, Overhead Expenses, Notes to the Financial Statements - Annual Report 2015 (Financial Book) Green Technology Financing
Indirect Economic Impacts	G4-DMA: P26 G4-EC7: P26-P35 G4-EC8: P26-P35, P62, P63, P64	- - -	YES, P76 YES, P76 YES, P76	Our Approach Community and Citizenship Community and Citizenship, Our Commitment to SMEs, Trade[&Give], Microfinance
Procurement Practices	G4-DMA: P52 G4-EC9: P70	- -	YES, P76 YES, P76	Our Approach Strategic Procurement
CATEGORY: ENVIRONMENTAL				
MATERIAL ASPECTS	DMA AND INDICATORS	OMISSIONS	EXTERNAL ASSURANCE	REFERENCE
Materials	G4-DMA: P52 G4-EN1: P56	- -	YES, P76 YES, P76	Our Approach Paper Consumption
Energy	G4-DMA: P52 G4-EN3: P55	- Not applicable for energy consumption from renewable sources.	YES, P76 YES, P76	Our Approach Electricity Consumption
Water	G4-DMA: P52 G4-EN8: P55	- -	YES, P76 YES, P76	Our Approach Water Consumption
Biodiversity	G4-DMA: P26 G4-EN13: P34	- -	YES, P76 YES, P76	Our Approach Environmental Diversity
Emissions	G4-DMA: P52 G4-EN15: P53-P54 G4-EN16: P53-P54 G4-EN17: P53-P54	- - - -	YES, P76 YES, P76 YES, P76 YES, P76	Our Approach Carbon Emissions Carbon Emissions Carbon Emissions
Effluents and Waste	G4-DMA: P52 G4-EN23: P58	- Currently unavailable for total weight of hazardous weight produced (IT equipment) by disposal methods, to be available in 2018.	YES, P76 YES, P76	Our Approach Waste Management and Recycling
Compliance	G4-DMA: P52 G4-EN29: P53	- -	YES, P76 YES, P76	Our Approach Our Footprint

Specific Standard Disclosures – Core Option

SPECIFIC STANDARD DISCLOSURES				
CATEGORY: SOCIAL				
LABOUR PRACTICES AND DECENT WORK				
MATERIAL ASPECTS	DMA AND INDICATORS	OMISSIONS	EXTERNAL ASSURANCE	REFERENCE
Employment	G4-DMA: P38 G4-LA1: P71	- -	YES, P76 YES, P76	Our Approach Performance Data -Workplace
Occupational Health and Safety	G4-DMA: P38 G4-LA6: P48	- Currently unavailable for gender lost day rate as we are collecting the information, to be available in 2017.	YES, P76 YES, P76	Our Approach Occupational Safety and Health
Training and Education	G4-DMA: P38 G4-LA9: P45 G4-LA10: P40, P45 G4-LA11: P40	- - - -	YES, P76 YES, P76	Our Approach Learning and Development Talent and Leadership, Learning and Development Talent and Leadership
Diversity and Equal Opportunity	G4-DMA: P38 G4-LA12: P44-P51, P45-P46, P71	- -	YES, P76 YES, P76	Our Approach Board of Directors' Profile - Annual Report 2015 (Corporate Book), Diverse and Inclusive Workplace, Performance Data - Workplace
Labour Practices Grievance Mechanisms	G4-DMA: P38 G4-LA16: P40	- -	YES, P76 YES, P76	Our Approach Grievance Mechanisms
HUMAN RIGHTS				
MATERIAL ASPECTS	DMA AND INDICATORS	OMISSIONS	EXTERNAL ASSURANCE	REFERENCE
Child Labour	G4-DMA: P38 G4-HR5: P21, P70	- Currently unavailable on operations and suppliers information as we are currently collecting the information. Will be available in 2018.	YES, P76 YES, P76	Our Approach Good Business Conduct, Strategic Procurement
Security Practices	G4-DMA: P38 G4-HR7: P72	- -	YES, P76 YES, P76	Our Approach Performance Data - Workplace
SOCIETY				
MATERIAL ASPECTS	DMA AND INDICATORS	OMISSIONS	EXTERNAL ASSURANCE	REFERENCE
Local Communities	G4-DMA: P26 G4-SO1: P26-P35	- -	YES, P76 YES, P76	Our Approach Community and Citizenship
PRODUCT RESPONSIBILITY				
MATERIAL ASPECTS	DMA AND INDICATORS	OMISSIONS	EXTERNAL ASSURANCE	REFERENCE
Product and Service Labelling	G4-DMA: P52 G4-PR5: P58	- -	YES, P76 YES, P76	Our Approach Focus on Customers

INDEPENDENT ASSURANCE STATEMENT

Scope and Objective

SIRIM QAS International Sdn. Bhd., a third party Conformity Assessment Body in Malaysia, with extensive expertise and experience in the provision of sustainability related assurance services, was engaged by Malayan Banking Berhad (hereafter referred to as Maybank) to perform an independent verification and provide assurance of the Maybank Sustainability Report 2015. The main objective of the verification process is to provide assurance to the management of Maybank and its stakeholders of the accuracy and reliability of the information presented in this report. This was confirmed through checking and verifying claims made in the report. The verification audit by SIRIM QAS International covered all sustainability-related activities which had been included in the Maybank Sustainability Report 2015.

The management of Maybank is responsible for the preparation of the Maybank Sustainability Report. The objectivity and impartiality of this verification 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 Sustainability Report 2015. The Sustainability Report has been self-declared to comply with the "in accordance" - Core option of the GRI G4 Guidelines

Verification team:

The verification team from SIRIM QAS International consisted of:

- | | | |
|-------------------------------|---|-------------|
| 1) Ms. Aminah Ang | : | Team Leader |
| 2) Mr. Shaiful Azmir A.Rahman | : | Team Member |
| 3) Ms. Aernida Abdul Kadir | : | Team Member |



MS ISO/IEC 17021 : 2006 QS 02121999 CB 01
 MS ISO/IEC 17021 : 2006 EMS 17122002 CB 02
 MS ISO/IEC GUIDE 65 : 2000 PC 05102004 CB 01
 MS ISO/IEC 17021 : 2006 OSH 06122005 CB 01
 MS ISO/IEC 17021 : 2006 HACCP 05052008 CB 03
 ISO/TS 22003 : 2007 FSMS 23122008 CB 01
 MS ISO/IEC 17021 : 2006 FMC 10122009 CB 02



MS ISO/IEC 17025
 CALIBRATION / TESTING
 SAMM NO. 085 SAMM NO. 086
 SAMM NO. 087 SAMM NO. 219
 SAMM NO. 231 SAMM NO. 240
 SAMM NO. 299 SAMM NO. 354
 SAMM NO. 377



074



Methodology

The verification process was carried out by SIRIM QAS International in April and May 2016. It involved the following activities:

- Reviewing and verifying the accuracy of data collected from various sources and that are presented in the report;
- Reviewing of internal and external documentation and displays such as awards, press releases, media publications, internal newsletters, etc.;
- Interviewing of key personnel responsible for collating information and writing various parts of the report in order to substantiate the veracity of the claims;
- Evaluating the adequacy of the Maybank Sustainability Report 2015 and its overall presentation against the GRI G4.0 requirements

During the verification process, issues were raised and clarifications were sought from the management of Maybank relating to the accuracy of some of the data and statements contained in the report. The report was subsequently reviewed and revised by Maybank in response to the findings of the verification team. It can be confirmed that the changes that have been incorporated into the final version of the report satisfactorily address the issues that had been raised.

The verification process was subject to the following limitations:

- The scope of work did not involve verification of information that has been reported in the Maybank Annual Report 2015 ;
- The verification was designed to provide limited assurance of whether the Maybank Sustainability Report is presented fairly, in all material aspects, and in accordance with the reporting criteria. It was not intended to provide assurance of the organization's ability to achieve its objectives, targets or expectations on sustainability-related issues;
- The calculations of the carbon footprint were verified. However, for scope 1 and scope 3, the verification of data was limited to the information that had been provided by Maybank and the appointed travel agent. There was no guarantee of completeness in the coverage of the data.

- Only the corporate office in Jalan Tun Perak was visited as part of this assurance engagement. The verification process did not include physical inspections of any of Maybank's operating assets; and
- The verification team did not review any contractor or third party data.

Observations

In the 2015 report, Maybank had extended the GHG reporting to cover Scope 1, Scope 2 and Scope 3 emissions. The Scope 1 emissions included emissions from the combustion of fuel (petrol and diesel) used in the company vehicles which had been purchased using the company's fuel card, release of CO₂ from the fire extinguishers and leakage of refrigerant from the air-conditioning systems of the six strategic buildings of Maybank in Malaysia. Scope 2 emissions covered the electricity consumption by Maybank's six strategic buildings in Malaysia only. Electricity bills were used for this purpose. For Scope 3 emissions, only air travel for business purposes by the staff of Maybank in Malaysia was included. The details of the travelling by air was based on information provided by Maybank's appointed travel agent. Taking into account the limitations in the coverage of the data, it can be confirmed that the total calculated carbon footprint for Maybank in 2015 which amounted to 46,575 tCO₂e, is fairly stated.

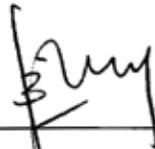
Conclusion

Based on the scope of the verification process, the following represents SIRIM QAS International's opinion:

- The level of accuracy of data included in the Maybank Sustainability Report 2015 is fair and acceptable;
- The Maybank Sustainability Report 2015 was prepared following the GRI G4.0 "in accordance" – Core option of the Sustainability Reporting Framework. The overall report content and quality are well established. The level of sustainability performance information of the report was found to be acceptable;
- The information has been presented in an appropriate manner;

- The personnel responsible were able to reliably demonstrate the origin(s) and interpretation of data contained in the report;
- Maybank has satisfactorily addressed, in the final version of the report, all issues that had been raised during the verification audit and
- The report provides a reasonable and balanced presentation of the sustainability performance of Maybank.

Prepared by:



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Date : 16 May 2016

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We value your input and appreciate your feedback.
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