



53rd Annual General Meeting

Presentation to Shareholders



Tan Sri Dato' Megat Zaharuddin
Chairman

28 March 2013

FY2012 is the first 12-month financial period of our new financial year ended 31 December 2012



In 2012, Maybank performed admirably despite:

- **Economic uncertainties in Europe and US**
- **New regulations in financial services sector within our home markets**

We delivered another record performance:

RM5.74 **+17.6%**
billion

Profit Attributable to Shareholders

16.0%

Return on Equity

Ahead of 15.6% target

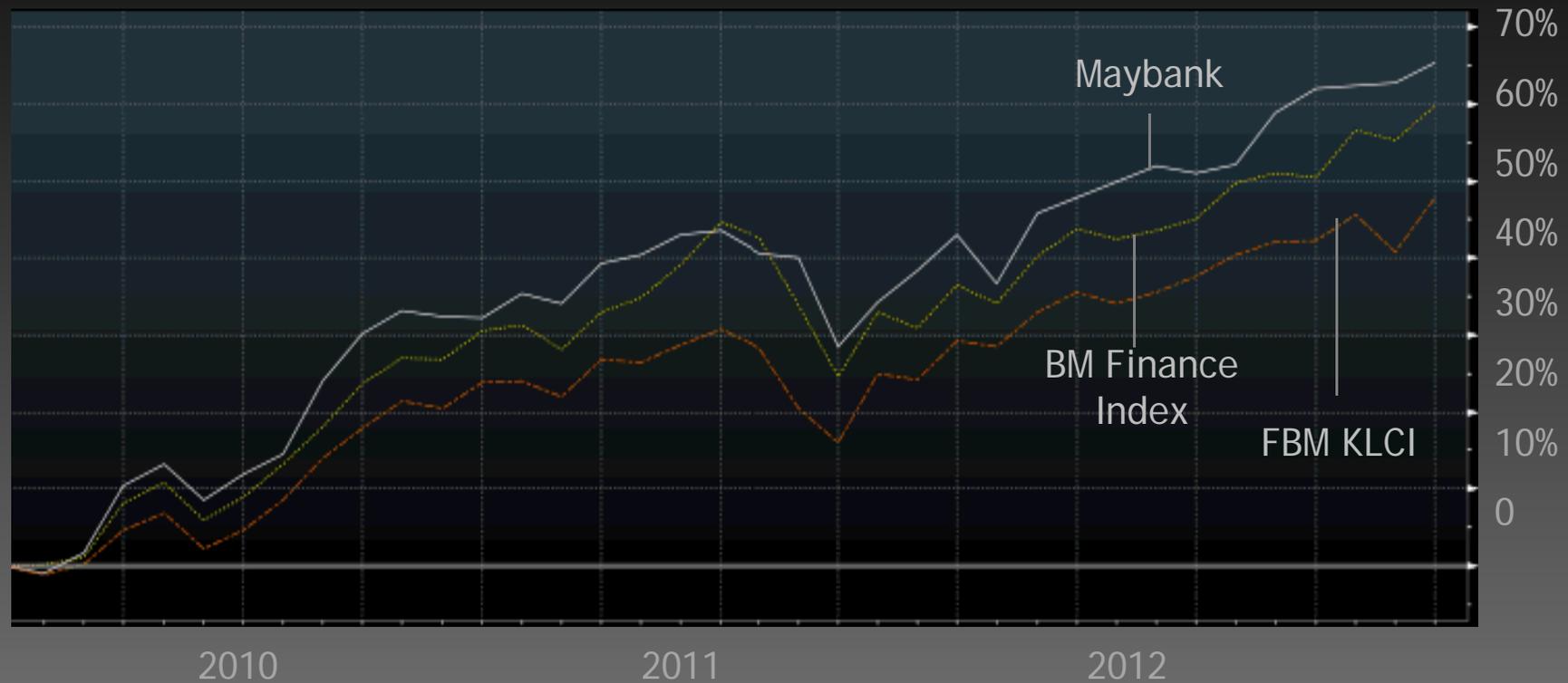
Commendable performance was due
to our continued focus on
our regional aspirations:

Southeast Asia

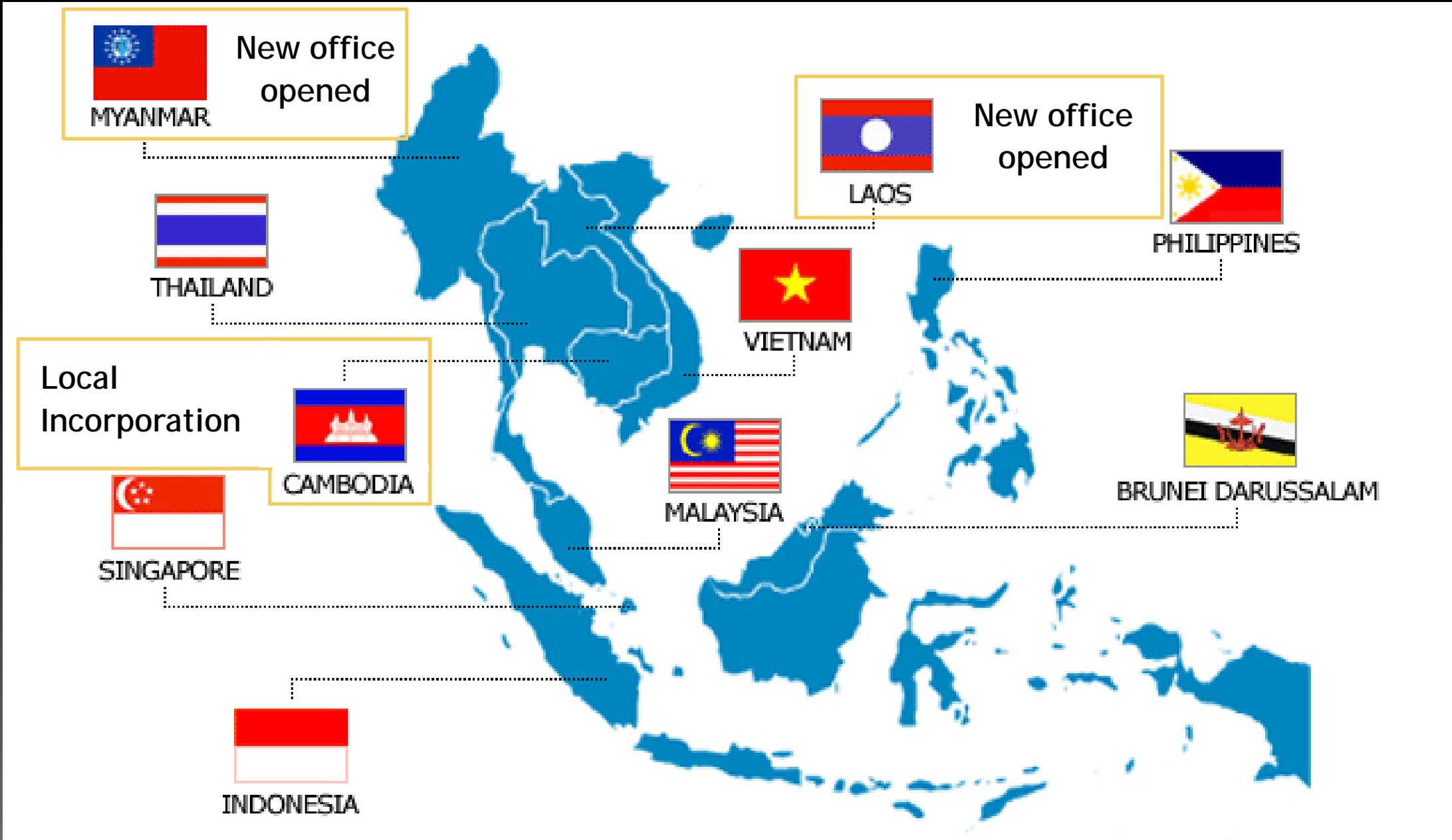
3rd year of double digit growth in PATAMI

3-year Total Shareholder Return **65.5%**

Maybank outperformed market indices



We are now in all 10 ASEAN nations



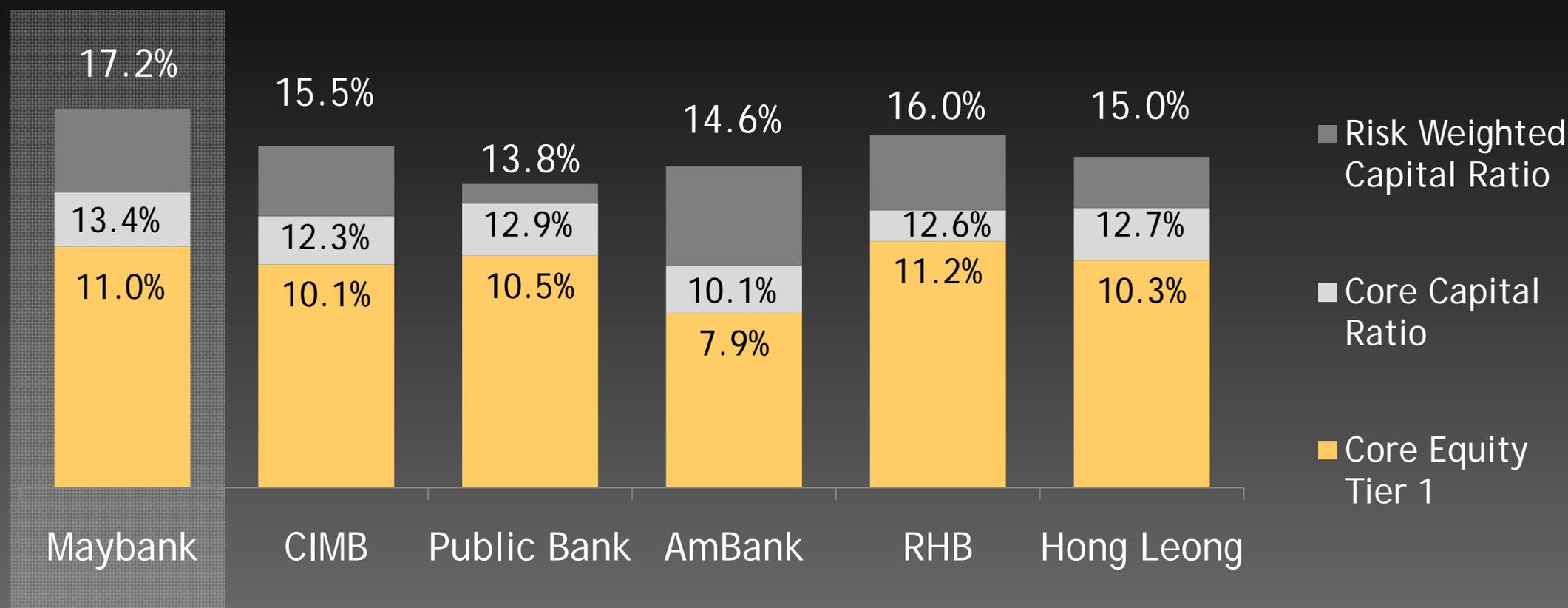


We have set up a branch in Beijing, our second branch in China.

This will help further develop our Hong Kong and Greater China operations, now the third largest international contributor to Group PBT after Singapore and Indonesia at 3.1%.

We completed the largest equity placement in Malaysia corporate history, raising RM3.66 billion

- Improved Capital Adequacy ahead of Basel III
- To fund growth in international operations



Improving capability building and operating efficiency

- Maybank's transformation journey continued with further improvements in capability building and operating efficiency
- We are making regionwide investments under our IT Transformation Programme to modernise and enhance our banking infrastructure.

With our mission to humanise financial services across Asia as a unifying force across the Group, we have:

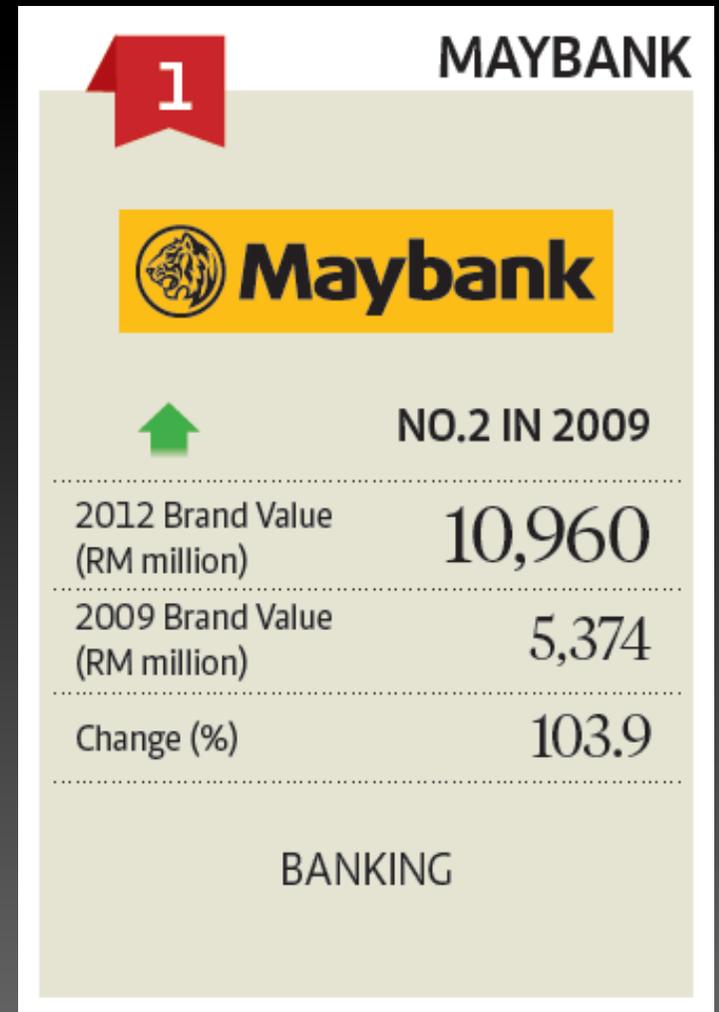
- **Increased cross-national assignment of staff**
- **Improved agility in grasping opportunities and leveraging on synergies**

This is vital as the regional business community is practicing greater intra-regional collaboration

Malaysia's Most Valuable Brand



- Improved Customer Experience and Service Excellence



Recognition for major deals in 2012



- Best Dual-Listed IPO of the Year
- Best Equity Deal of the Year in Southeast Asia



- World's Best Islamic Financial Institutions Award
 - Best Sukuk Bank
 - Best Project Finance Financial Adviser (Asia)

Leading Employer in Malaysia

GRADUAN[®]
ASPIRE 2012

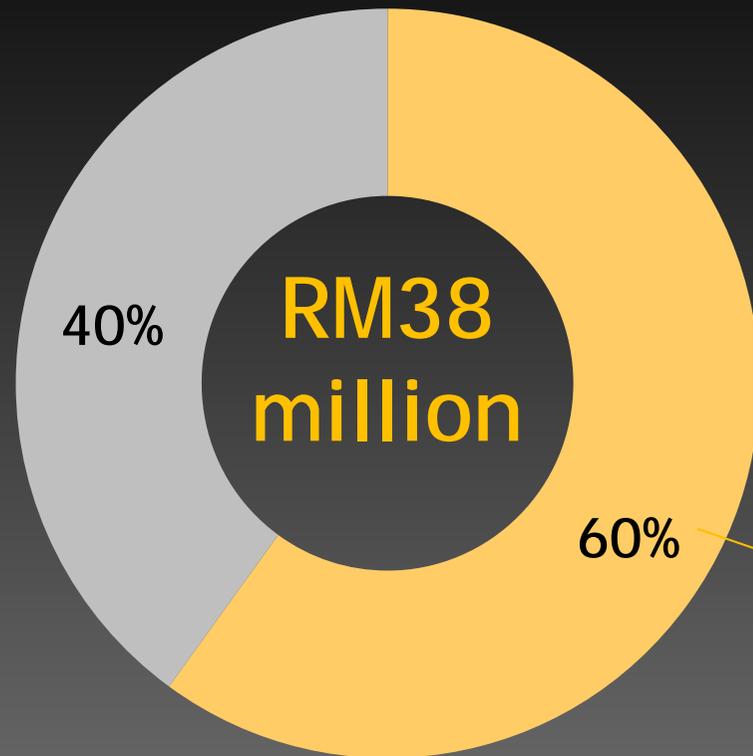
- Most Preferred Employer

gti media

- Malaysia's Top 100 Leading Graduate Employers
 - No. 1 in Banking & Financial Services
 - No. 3 Overall

Corporate Responsibility

Our commitment to Corporate Responsibility is fundamental to our mission to humanise financial services.



We invested RM38 million, 60% through Maybank Foundation.





Maybank Foundation is our main vehicle for regional community and environmental programmes.

Five areas of focus:

- Community empowerment
- Education
- Health
- Culture and Heritage
- Environmental diversity

We reaffirmed our commitment to Malaysia's only liver transplant centre at Selayang Hospital and...



... raised funds for the Selayang Hospital during the Maybank Malaysian Open golf and badminton championships.



Under education, we widened our tertiary scholarships awards, giving scholarships to students in Indonesia.



Through Promoting Educational Excellence in Rural Schools (PEERS), we have reached out to 4,800 students and have a target of 10,000 over 3 years.

In Singapore, we collaborated with Heartware Network, Singaporean Ministry of Education and Central Singapore Community Development Council to run 5 community empowerment programmes.



The programmes benefited more than 3,000 students, youth leaders and those from underprivileged families.

**Strong spirit of
volunteerism from
Maybankers**

**In our Cahaya Kasih
“Ray of Light”
programme, 21,000
Maybankers donated
over 179,000 hours for
153 initiatives.**



Natural disasters can wreak havoc on entire communities.

Disaster relief efforts by Maybank and its volunteer staff help to lighten the misery suffered by the affected communities.



BII, our Indonesian subsidiary, assisted NGOs in restoring water supplies to seven villages affected by the 2010 eruption of Mount Merapi

Disaster relief was also provided during the floods in the Philippines, Cambodia and Thailand.



Proposed Dividend

28.5 sen

Final Net Dividend

RM4.29 bil.

Total payout
for 2012

74.7%

Dividend Payout Ratio



**We wish to thank all our stakeholders
for the support given during the year...**



... especially to our shareholders who participated in the Dividend Reinvestment Plan who demonstrated faith in the Group's determination to build its capital base to comply with Basel III and strengthen our foundation for future growth.



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Questions from the Minority Shareholder Watchdog Group (MSWG)

1. PT Bank Internasional Indonesia TBK (“BII”) achieved a record of Rp1.2 trillion in terms of PATAMI, backed by strong loans and deposits growth in 2012.
 - a) What is the Group’s strategic long term plan for BII in view of the importance of the Indonesian market?
 - b) How does BII intend to position itself to compete with the other top banks in Indonesia?

Among the Group’s five strategic objectives by 2015 is to achieve a 40% PBT contribution from our international operations. Based on the Group’s FY2012 performance, international PBT made up 30.2% of Group PBT, an increase from 23.8% in calendar year 2011 (“CY2011”). This increase was supported by higher contribution from Indonesia which made up 7.0% of international PBT in FY2012, as compared with 5.0% in CY2011.

Our desired strategic position in the Indonesian market through BII is “to become the leading relationship bank in Indonesia by truly being in the community, serving through customised products and solutions and delivering high quality of service”. To this end, BII has embarked on a transformation programme under which it has formulated a series of initiatives which are captured under three pillars, namely: (1) continue to grow profitably (2) build capability and address fundamentals; and (3) develop talents.

In the next 2 years, barring any unforeseen circumstances, the Group intends to continue growing its earnings contribution from BII. With this, we would like to see BII’s market share strengthen from 2.82% as at December 2012 to above 3%. With a continued focus on top-line growth, cost management and asset quality, BII’s ROE should also be in line with the Group’s ROE, if not higher.

As part of the strategic planning exercise for BII, the Management team have identified the support infrastructure for BII's line of business, including product specialists from the Group, IT capabilities, risk management and talent development to strengthen its competitive position. These capabilities are being progressively rolled out and a commitment has been made by the Group to support BII's growth.

Finally, as a key member of the Group, BII is also aligned with the vision of humanising financial services and will continue to differentiate from other banks by being at the heart of the community and delivering customised products and solutions with high quality of service.

- c) Could the compliance with the “Bank Ownership Rules” for foreign shareholders affect the Group’s aspiration in Indonesia, going forward? Is there a “time line” given by the Central Bank of Indonesia to the Group to pare down its equity stake in BII?

Following the acquisition of 97.5% equity in BII (inclusive of Tender Offer), Maybank was required by Bapepam-LK (Badan Pengawas Pasar Modal & Lembaga Keuangan) to sell down its stake to 80% within two years of completion of the tender offer i.e. December 2010.

Maybank was, however, granted extension every six months since the BII share price is currently at Rp420, more than 10% below the Tender Offer price of Rp510 per share. The last extension granted by Bapepam-LK will be until 30 June 2013. Maybank currently has a shareholding of 97.4% in BII after the sell down of 0.1% when the share price was above Rp510.

In a separate development, Bapepam-LK has been consolidated into OJK (Otoritas Jasa Keuangan) with effect from 1 January 2013.

At this juncture, Management is still monitoring the regulatory environment and engaging with OJK's officials on the timeline to pare down Maybank's equity stake in BII.

Maybank's commitment will always be to comply with the prevailing regulations, including the regulation on refloating shares in line with the timeline set by the regulator.

Separately, it was also announced last year that new foreign ownership limits would be introduced for banks to comply with by 31 December 2013. Under the new rules the nature of, and the relationship among, the relevant shareholder(s) will determine the level of permissible ownership i.e.

- a. A non-bank financial institution and a bank, may own up to 40% of the shares in a bank;
- b. A non-financial institution legal entity may own up to 30% of the shares in a bank; and
- c. Individuals may own up to 20% of the shares in a bank (save in relation to a Shariah bank, where the limit is 25%)

A shareholder in an Indonesian bank which is itself a bank may own more than 40% of a bank provided that the consent from Bank Indonesia ("BI") is obtained. The shareholder must comply with such rule by reference to a Bank Healthy Rating and/or Good Corporate Governance ("GCG") evaluation of the target bank as at 31 December 2013.

We understand that BII is in compliance with the GCG rating that has been imposed by BI for banks to have a higher foreign shareholding than the existing guidelines.

The Group will seek to ensure that BII maintains or improves on its current rating which should allow for a higher foreign shareholding limit in BII, through adherence to high standards of corporate governance at all times.



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