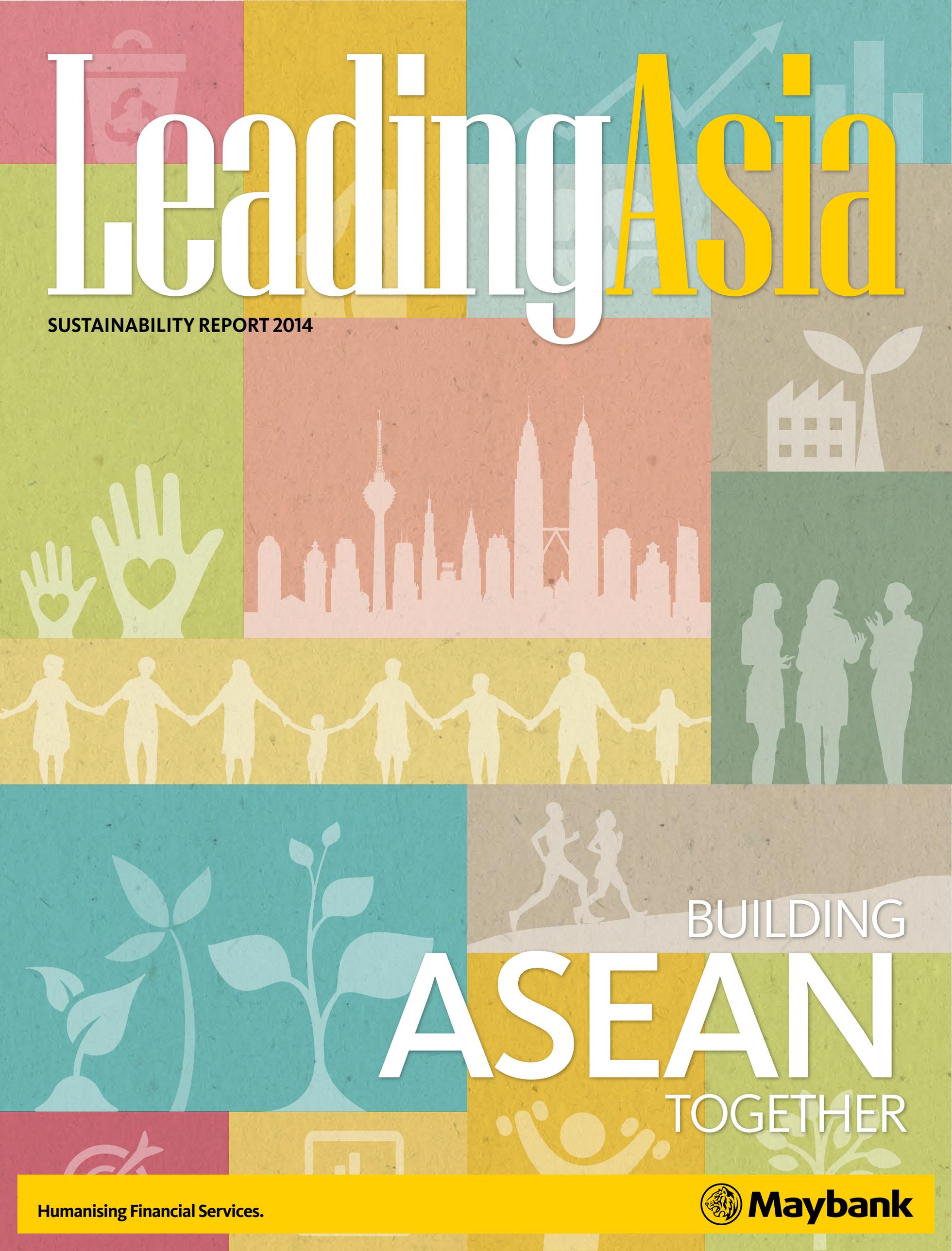


Leading Asia

SUSTAINABILITY REPORT 2014



BUILDING

ASEAN

TOGETHER

Humanising Financial Services.



Maybank

54 Years of Growth

From the very beginning, we have been a bank for the community, listening to and serving our customers by facilitating growth and creating value. This philosophy is not new. It is rooted in our history and guides us as we expand regionally. We continue to pioneer new solutions in all areas of operations as we build ASEAN together.



Community and Citizenship

Our journey in regionalising our business has expanded our contribution to the community. We now invest for impact.

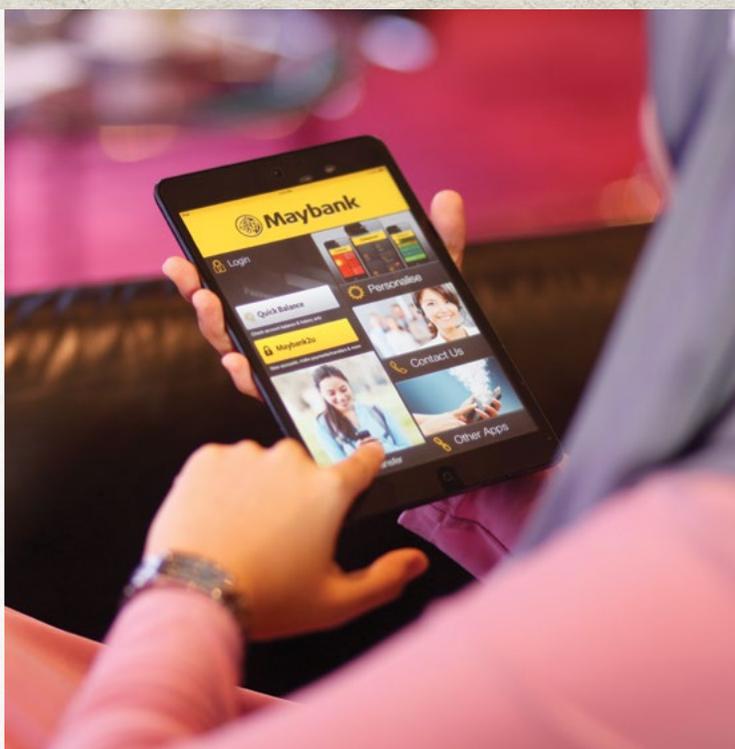


Our People

Our aspirations and goals are directly linked to having highly engaged and committed employees.

Access to Products and Services

We enable access to financial services and are committed to being at the heart of the community.



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Corporate Profile & Global Network

Maybank is among the region's leading banking groups with its roots embedded deep in the heart of the ASEAN community. Established in Malaysia in 1960, Maybank began venturing into regional markets in its early years, expanding progressively to become South East Asia's fourth largest bank by assets today.

Maybank is also the largest financial services group in Malaysia. The Group operates from its three key 'home markets' of Malaysia, Singapore and Indonesia, across all 10 ASEAN nations as well as other key Asian countries and global financial centres. With a history spanning over 54 years and a network of 2,400 offices, Maybank has developed unique insights into the needs of every customer segment, whether retail, SME or multinational, and consistently demonstrates the ability to offer innovative solutions for all.

Over the years, Maybank has built on its expertise in a wide area of financial services and today its range of services includes commercial, investment, Islamic, offshore, and internet banking, as well as stockbroking, insurance and takaful, asset management, and venture capital financing.

The Maybank Group has long been acknowledged for its leadership and financial strength. For the past two years it has been recognised as one of the World's Top 20 Strongest Banks by *Bloomberg Markets* magazine. In addition, it has achieved numerous international awards for excellence and innovation, which serve as a testament to the high standards it employs

in every area of its operations. The Group's Islamic banking arm, Maybank Islamic Berhad, is recognised as one of the global leaders in its field — it ranks as the top Islamic bank in Asia Pacific, and third in the world in terms of assets.

Maybank's mission of humanising financial services is clearly demonstrated through its commitment to ensure easy access to financing for all, provide fair terms and pricing, advise customers based on their needs and be at the heart of the community. The Group remains steadfast in its efforts to ensure the sustainability of its operations as well as that of the communities it serves. The Group endeavours to do so not only through efforts to finance economic development and provide modern financial services, but also through innovative community programmes that impact the lives of marginalised members of society. The Maybank Foundation, the Group's regional arm to undertake corporate responsibility initiatives, is supported by the keen involvement of employee volunteers. The Foundation remains a major vehicle for the Group to positively impact many of Asia's most needy communities in an effort to build a better tomorrow for all.



Home Markets



Malaysia

402 branches;
7 branches via Maybank Investment Bank



Indonesia

428 branches via 78.95% owned Bank Internasional Indonesia (BII);
6 branches via Maybank Kim Eng;
1 branch via Maybank Syariah Indonesia



Singapore

22 branches;
5 branches via Maybank Kim Eng

International Markets



Bahrain

1 branch



Brunei

2 branches



Cambodia

Maybank (Cambodia) Plc:
21 branches



China

3 branches



Hong Kong

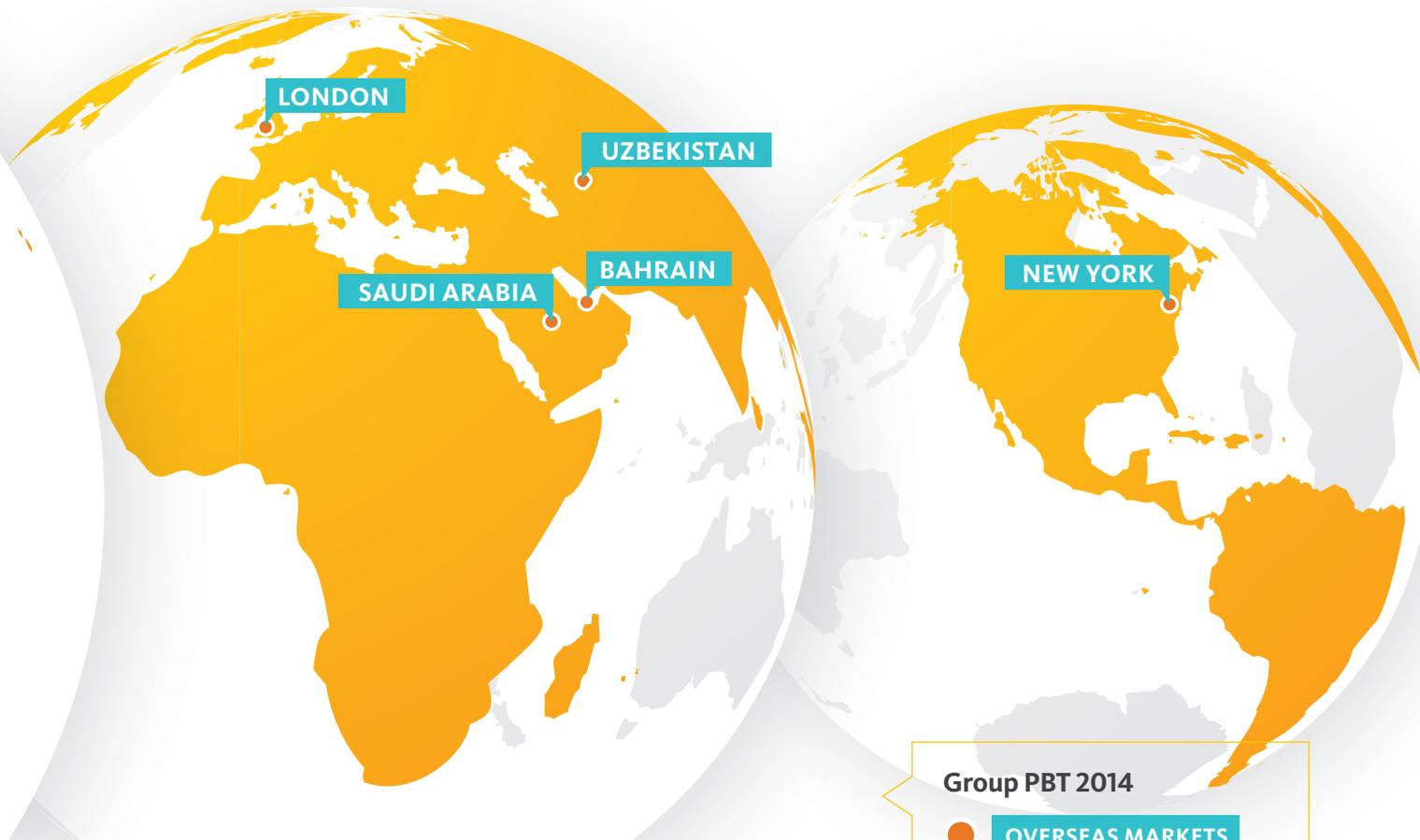
1 branch;
2 branches via Maybank Kim Eng



India

1 branch via Maybank Kim Eng;
1 branch in Mumbai via BII

Corporate Profile & Global Network



Home Markets

Malaysia, Singapore and Indonesia

Our three home markets of Malaysia, Singapore and Indonesia accounted for 88.6% of total Group Profit Before Tax (PBT) in FY2014. Malaysia is the largest contributor, with 59.7% of Group gross loans originating from this market and a contribution of 71.2% to Group PBT. The second largest contributor to the Group's performance is Singapore, with a 14.4% PBT contribution led by a strong commercial and consumer banking franchise.

Group PBT 2014



2,400
Offices

Over 2,400 offices in 20 countries

22 million
Customers

Over 47,000 employees serving over 22 million customers

RM640 billion
Total Assets

The largest bank in Malaysia



Laos
1 branch



Myanmar
1 representative office



Papua New Guinea
Maybank (PNG) Ltd:
2 branches



Thailand
51 branches via
Maybank Kim Eng



London
1 branch;
1 branch via
Maybank Kim Eng



New York
1 branch;
1 branch via Maybank
Kim Eng



Philippines
Maybank Philippines Inc.:
79 branches;
3 branches via
Maybank Kim Eng



Uzbekistan
1 office via 35%
owned Uzbek Leasing
International



Labuan
Maybank
International (L) Ltd:
1 branch



Pakistan
1,242 branches via
20% owned MCB Bank;
4 branches via 32.5% owned
Pak-Kuwait Takaful Company



Saudi Arabia
1 office via Anfaal Capital



Vietnam
2 branches, 8 branches
via Maybank Kim Eng;
145 branches via 20%
owned An Binh Bank

Financial Highlights

RM6.72 billion

Net Profit

Net profit reached a new high of RM6.72 billion and met the Return on Equity (ROE) guidance of 13%-14%. FY2014 was supported by higher net operating income growth across business pillars and improved cost management.

57 sen

Dividend Per Share

Dividend per share was 6.5% higher than FY2013, lifting dividend payout ratio to 78.5% compared to 71.9% a year ago, and provided a healthy dividend yield of 6.2%.

13.4%

Group Loans Growth

Group loans growth surpassed the target of 13%, driven by strong loans growth of 47.5% in Other Markets (ex-Malaysia, Singapore, and Indonesia), which led to international loans contributing 40.3% of total Group gross loans from 37.9% the previous year. Loans growth in Malaysia and Singapore also surpassed industry growth.

11.75%

Common Equity Tier 1 Ratio

Maintained strong capital position with sufficient capacity to pursue business growth as Common Equity Tier 1 ratio [in accordance with BNM's Capital Adequacy Framework (Capital Components)] improved 49 bps to 11.75%. Total Capital Ratio also improved 57 basis points (bps) to 16.24%.

43.8%

Islamic Financing to Total Malaysia Loans

Islamic financing grew 24.9% to increase its proportion to total Malaysia loans from 38.9% end FY2013, solidifying its position as the largest Islamic bank in Malaysia, and the third largest Islamic bank globally by asset size.

No. 1

ASEAN ECM Deal Volume

Maybank Kim Eng secured the highest ASEAN Equity Capital Market deal volume in 2014 worth USD1.9 billion. It was the No. 2 South East Asian issuer for ASEAN Domestic Bonds.

12.7%

Growth of Total Financial Assets (High Net Worth & Affluent Banking)

Expanded Private Wealth and Premier Wealth business, with Total Financial Assets growing 14.1% for High Net Worth and 11.1% for Affluent Banking Segments.

25.9%

Malaysia Trade Finance Market Share

Maintained strong leadership position in trade finance and cash management with Malaysian transaction volume market share of 41.3%.

Regional Expansion

Myanmar, China, and Singapore

Maybank continued to expand its business and reach. It opened its first branch in Myanmar, and its third branch in Kunming, China. In Singapore, Etiqa's insurance and Private Wealth businesses were launched.

70%

Succession Realisation Rate

The succession realisation rate of 70% exceeded the 60% target, indicating the effectiveness of the Group's succession planning and demonstrating the strong institutionalisation of the Group's talent management framework.

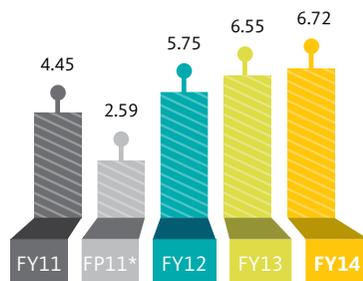
Note: Net profit is equivalent to Profit attributable to equity holders of the Bank as stated in the audited financial statements in the Annual Report 2014

Financial Highlights

FINANCIAL HIGHLIGHTS

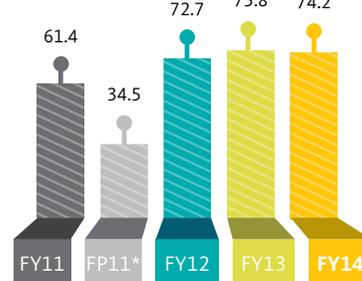
Net Profit

RM6.72 billion



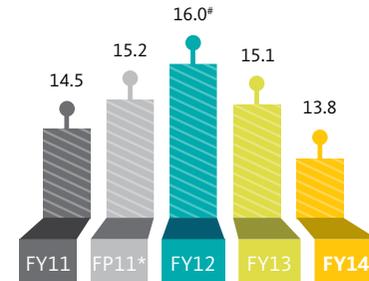
Earnings Per Share

74.2 sen



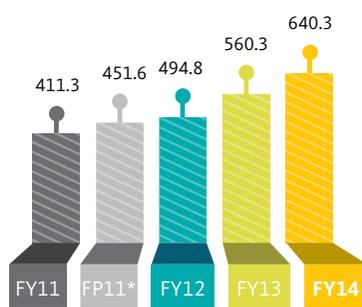
Return on Equity

13.8%



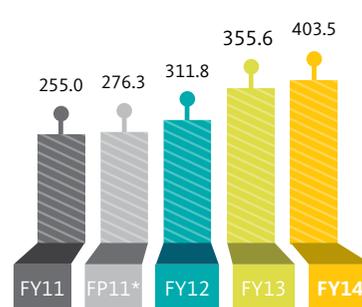
Total Assets

RM640.3 billion



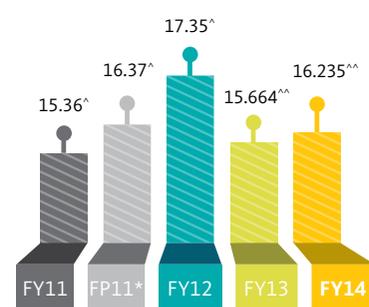
Loans, Advances, and Financing

RM403.5 billion



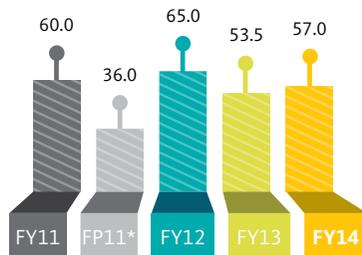
Total Capital Ratio

16.235%^{^^}



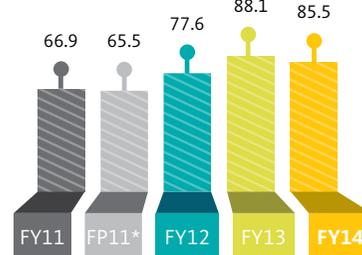
Gross Dividend Per Share

57.0 sen



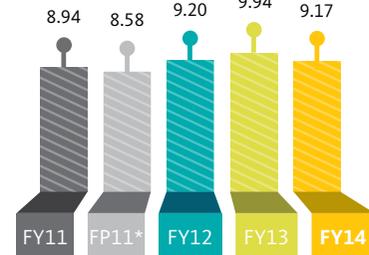
Market Capitalisation

RM85.5 billion



Share Price

RM9.17



* Refers to six-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

^ 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

SIGNIFICANT EVENTS IN 2014

15 January - Maybank Premier Wealth was launched in Singapore and Malaysia.

4 February - Maybank became the first bank to offer trade financing in Malaysian Ringgit (RM) across China through branches in Beijing and Shanghai.

13 February - John Chong was appointed as CEO of Maybank Kim Eng Group and Maybank Investment Bank Berhad.

23 May - Maybank launched its inaugural TOKYO PRO-BOND Market listed transaction, raising JPY31.1 billion (USD305 million).

18 June - BII issued subordinated debt of IDR1.5 trillion and Mudharabah Sukuk of IDR300 billion.

12 August - Maybank launched its life insurance arm, Etiqa Insurance Pte. Ltd., to distribute products through Maybank Singapore.

29 August - Amirul Feisal Wan Zahir was appointed as Group Head of Global Banking (GB), effective 1 October.

8 September - Maybank launched its Maybank2u (M2U) app, enabling all M2U transactions on a smartphone.

1 October - Maybank was granted a banking licence to open a branch in Myanmar.

31 October - Maybank launched myTrade2Cash, a centralised online trade financing facility for SMEs and the first of its kind in ASEAN, offered in collaboration with Dagang NeXchange Bhd.

28 November - BII shareholders approved a rights issue of IDR1.5 trillion at the Extraordinary General Meeting.

28 November - Maybank launched its inaugural GreTai Securities Market listed USD500 million Notes.

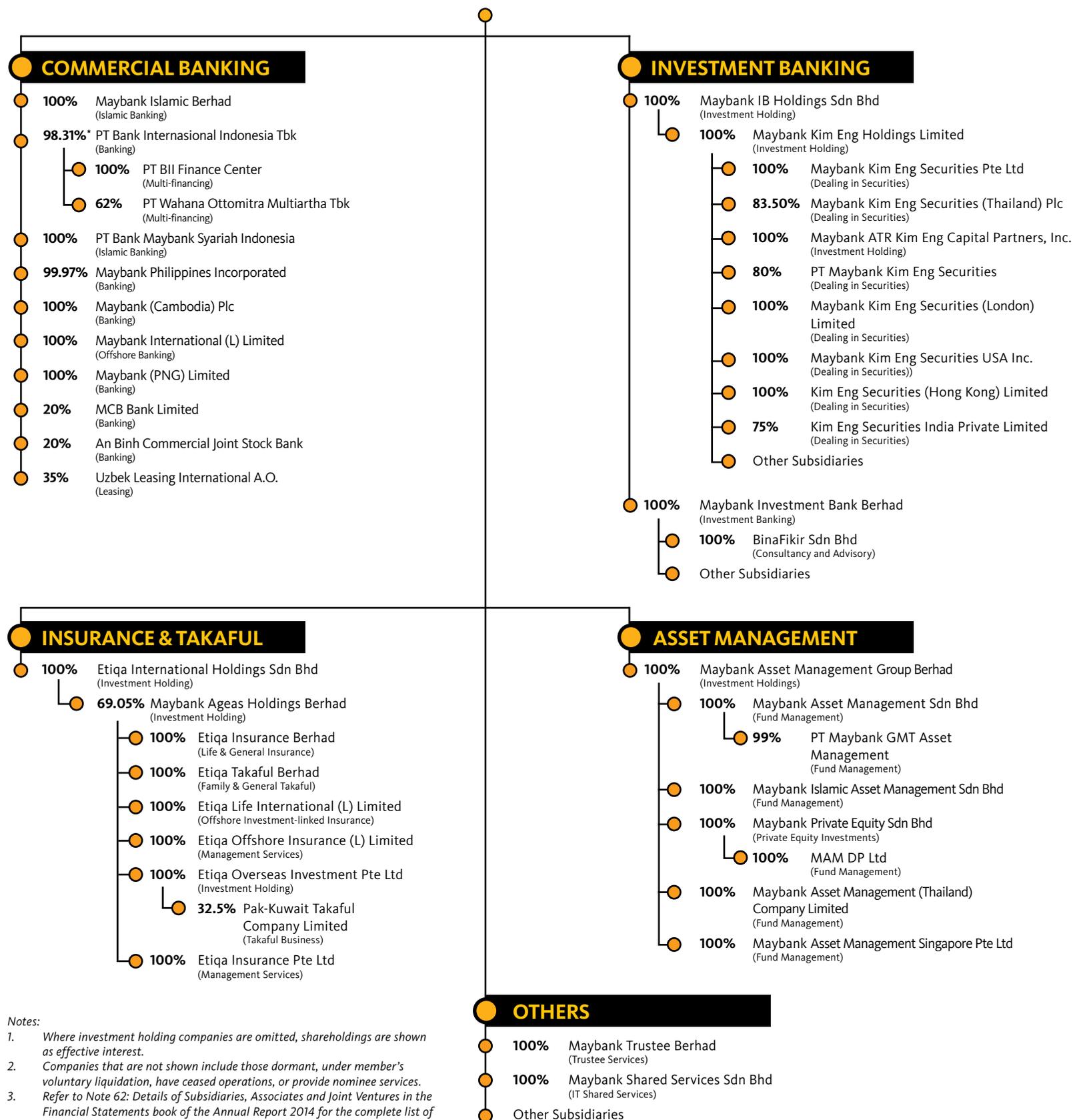
18 December - Maybank (Cambodia) Plc. launched Maybank Premier Wealth at the official opening ceremony of Maybank's 18th branch in Cambodia.

Group Corporate Structure

as at 31 January 2015



MALAYAN BANKING BERHAD



Notes:

- Where investment holding companies are omitted, shareholdings are shown as effective interest.
 - Companies that are not shown include those dormant, under member's voluntary liquidation, have ceased operations, or provide nominee services.
 - Refer to Note 62: Details of Subsidiaries, Associates and Joint Ventures in the Financial Statements book of the Annual Report 2014 for the complete list of Maybank subsidiaries and associate companies.
- * Effective interest. Refer to Note 62, footnote 16, page 241 of the Financial Statements book of the Annual Report 2014.

Awards and Recognition

ACCA Malaysia
Sustainability
Reporting Awards 2014
Best Sustainability
Report Award

NACRA 2014
Best Corporate Social Responsibility
Reporting - Silver



National

Minority Shareholders Watchdog Group (MSWG)

- Exemplary Environment Social and Governance (ESG) Practices

ACCA Malaysia Sustainability Reporting Awards (MaSRA) 2014

- Best Sustainability Report Award
- Best Workplace Practices Award

National Annual Corporate Report Awards (NACRA) 2014

- Overall Excellence Award – Gold
- Industry Excellence Award for Finance
- Best Annual Report in Bahasa Malaysia – Silver
- Best Corporate Social Responsibility – Silver

Contact Centre Association of Malaysia 2014 (currently known as Association of Customer Experience Industry of Malaysia)

- Corporate Social Responsibility - First Place

The GreenTech Awards

- Maybank was announced as one of Malaysia's Top 30 Green Catalysts 2014

International & Regional

Alpha Southeast Asia's 4th Annual Institutional Investor Corporate Awards 2014

- Best Strategic Corporate Social Responsibility

The 6th Global CSR Summit & Awards (GCSA) 2014

- 'Excellence in Provision of Literacy & Education' category - Platinum

The ASEAN Corporate Sustainability Summit & Awards (ACSSA) 2014

- Winner of the Sustainability Report category



ACSSA 2014
Sustainability Report category - Winner

- Maybank has been included in the list of top 20 constituents of the FTSE4Good Bursa Malaysia ESG Index



FTSE4Good

- In 2014, Maybank was ranked by Channel NewsAsia as one of the top three companies in Malaysia and top 100 companies in Asia with the highest sustainability performance. The news channel partnered with Sustainalytics, an award-winning global responsible investment research firm specialised in ESG research and analysis, to provide the ranking

G4-1, G4-2

Chairman's Message

**Tan Sri Dato' Megat Zaharuddin
Megat Mohd Nor**

Chairman



We strive to do the right thing for our company holistically as we live our mission to humanise financial services.

And doing the right thing is good for business. It strengthens our connections to our consumers, makes our company more attractive to future talent, and builds goodwill in the communities in which we operate.

Chairman's Message

Sustainability at Maybank

I am pleased to report that we continue to make good progress in all key sustainability priority areas. As such, we have steadily built strong regional roots by focusing on growing profitably and responsibly, and we continue to engage with and invest in our communities. Hence, we delivered a new record RM6.72 billion in net profit, which demonstrates the sustainability of our business strategies. To achieve this outcome, our scale of transformation over the past five years has been significant in every area of business.

In 2014, we established the 20/20 Sustainability Plan, which focuses on three pillars: Community and Citizenship, People, and Access to Products and Services. With the Plan now in place, we look forward to more target-based approaches to our Environment, Social and Governance (ESG) progress. The Plan also allows for flexibility to suit the specific needs of our diverse geographies and markets, and supports the work that we have been doing for our employees, customers, communities, suppliers, and the environment.

Further, through the Group Inclusiveness and Diversity Agenda (GIDA), launched in 2014, we have in place targets for the advancement of women in leadership positions. We also have targets promoting the growth of small and medium enterprises (SMEs), which are vital for the emerging ASEAN Economic Community. These targets will come to fruition at the end of 2015. By linking our commitment to community responsibility with the scope of our core business, we are continually trying to push the boundaries of our impact.

Performance

As Chairman of the Board of Trustees of Maybank Foundation, I can say that it is a great privilege to work with a committed Board. We want to lead by example in our citizenship efforts. We welcome the new CEO, who will no doubt continue to accelerate our commitment to our communities Group-wide.

The Foundation's focus is on creating positive impact to build goodwill for Maybank and, particularly, investing for the long term in order to achieve tangible results. The Foundation is guided by the Community Impact Roadmap, which was introduced in 2013. We care about the communities that sustain our business and we work at giving back to the community through partnerships, volunteer services, targeted social investments, and other forms of engagement. In total, we spent about 1.1% of the Group's net profit in 2014 to enhance goodwill building in our developing areas.

One of our priorities is in education. We have been supporting young people by providing scholarships since 1972. In 2014, we invested over RM12 million to fund the education of 65 outstanding students in Malaysia and Indonesia.

The Promoting Education Excellence in Rural Schools (P.E.E.R.S.) programme in Malaysia continues to grow in strength. We are currently reaching out to 4,800 students. We hope to extend this to 5,500 students in 2015. Our financial literacy programme educates students about the importance of sound money management and promotes financial inclusion. In 2014, together with our programme partners, we reached 660 schools, 102,580 students and 2,660 teachers in Malaysia.

We are empowering women entrepreneurs through our microfinance programme, BII Berbagi in Indonesia. Over 1,750 women benefited from our partnership with KOMIDA in 2014. In Singapore, we have several award-winning programmes that encourage families to save. We are pleased to have received recognition for the work we do with our partners.

Our employees are already equipped with the skills and aptitude needed to drive our engagement process. In 2014, the number of volunteers in CR efforts grew — 26,200 Maybankers clocked over 142,900 man-hours through our flagship volunteerism programme, Cahaya Kasih.

The region suffered various natural disasters in the past year. Our volunteers were quick to extend help during the typhoon in the Philippines as well as provide relief in Malaysia during the year-end floods. We were prepared and organised in these instances as a result of our continuous focus on crisis simulation, which is an integral part of our Business Continuity Management planning. We now have in place a long-term commitment to support disaster relief through a contribution of RM1 million to MERCY Malaysia, whose relief efforts cover the region.

Our involvement in sports has built friendship and goodwill. Apart from the global visibility of our corporate brand, sponsorship of premier sporting events provides a strong platform for Maybank to demonstrate our role in the development of sports and in nurturing local talents. In terms of support for arts and culture, we are looking to invest in long-term programmes for young artists. The Nukilan Jiwaku programme, which supports artists with disabilities, continues to grow year on year.

Looking ahead

In this report, you will find a more detailed report of our progress and priorities in 2014 as we strive to fulfil our responsibilities to all our stakeholders. We share with you our achievements thus far, and we welcome your feedback. In the years ahead, as we extend and deepen our involvement in focus areas, our ability to humanise financial services will not just determine our own long-term success but also strengthen our connections with the communities where we operate.

Tan Sri Dato' Megat Zaharuddin Megat Mohd Nor
Chairman

G4-1, G4-2

Group President and CEO's Message

Datuk Abdul Farid Alias
Group PCEO



Over the years, as we worked towards enhancing our sustainability,

we have discovered that it enabled us to deliver superior shareholder returns, build a stronger workforce, improve our customer service, and contribute significantly to the wider community.

Group President and CEO's Message

Building Sustainable Linkages across Asia

As an organisation with over 47,000 employees in 2,400 offices spanning 20 countries around the world, the decisions we make - from the Board right down to the branches - impact the lives of millions of people, through our interaction with customers, businesses, regulators, and communities. This provides us with a broad perspective on the responsibility that comes with the role Maybank plays across ASEAN.

Today, with the 20/20 Sustainability Plan, we are laying the foundation for the next phase of our growth and for our sustainability initiatives to be truly integrated into the core of our business. For us, sustainability means delivering value and conducting business in a humanising way that enhances our performance in a sustainable way. As testimony to our current efforts, we have been included in the top 20 companies of the Bursa Malaysia FTSE4Good Environmental, Social, and Governance (ESG) Index and we have received multiple awards for our sustainability reports.

Key Highlights

Even as we made important strides through our sustainability commitment, we also delivered a net profit of RM6.72 billion for the financial year ended 31 December 2014 (FY2014) - the highest in our history and 2.5% higher than last year's record-breaking performance. We paid over RM2 billion in taxes and zakat.

Our sustainability focus is guided by our humanising mission and translated into an enhanced ESG framework. ASEAN is a huge marketplace, and for us to emerge a regional powerhouse, it takes strategic planning, adoption of disruptive technology, and effective branding. Our growth strategy includes getting better performance from our regional markets.

Our Sustainability Focus

Community and Citizenship

With a contribution of over RM77 million across the Group in 2014, we are committed to promote genuine community empowerment and transformation. Maybank Foundation is our principle platform for community engagement. Last year, we identified the need for better processes and systems and embarked on an ambitious community impact roadmap with

the aim of crafting flagship programmes that are regionally significant yet locally relevant. We look forward to making more significant contributions in the coming year and will continue to invest for impact in all our key areas: education, community empowerment, arts and culture, healthy living, environmental diversity and disaster relief.

Employee volunteerism through the Cahaya Kasih programme is now more structured with progressive assessments. Employee volunteerism brings different teams of employees together, exposing them to new perspectives and experiences. The Cahaya Kasih Challenge (CKC) aims to widen our employee participation in the community through long-term initiatives, with the Maybank Group Global CR Day as a platform to showcase our outreach.

People

We are seeing results from our investment in human capital. Through various long-term development programmes, we have multiple employee engagement platforms, heightened multicultural awareness, and a regionally agile workforce. The introduction of our matrix structure ensures that we get the full benefits of our regional platform to effectively drive our strategic priorities and reinforce our strong values system and productivity, which in turn boosts the Group's performance levels. A significant initiative finalised in 2014 was the regionalisation of myHR2u, the online employee self-service portal which will also be made available on mobile devices. Staff movement across the region has become more fluid and active with over 130 cross-border assignments.

Our flagship learning portal, MyCampus, provides 24/7 online access to a diverse and comprehensive range of learning and development programmes. Across the Group, we invested RM120 million in 2014 in learning and development initiatives with the aim of improving capabilities across the organisation.

Our people are not only diverse in the experience they bring, but also with respect to gender, ethnic, and cultural backgrounds. One of our strategic aims is to focus on driving greater diversity on the leadership bench. Women representation in management positions have grown from 38% in 2009 to 46% in 2014. We launched the Group Inclusiveness and Diversity Agenda (GIDA) with the aim of ensuring greater representation of women in leadership positions across the Group as well as enhancing wealth creation through greater support for SMEs.

Group President and CEO's Message

Access to Products and Services

Our business thrives when we humanise. The question on top of our minds is how to provide access to finance across the region. Our digital and mobile innovations complement our branches. We have, by far, Malaysia's largest internet banking penetration, with over 7.8 million registered users. We continue to respond to customer needs and develop our business through digital strategy. We invest in technology, not just to support expansion, but to ensure the safety and security of our network.

To maintain a clear and distinctive position in the marketplace, we need constant focus on customers. In 2014, we pushed for better product knowledge through quarterly assessments, which built the capability of more than 22,000 front liners and support staff. An internal survey showed us that more than 50% of branch leaders felt that the assessments contributed to improvements in problem solving, customer engagement, and sales at their branches.

We are always looking for ways to innovate our services by providing new products that are fair and transparent on pricings. Our support for SMEs, which form the backbone of ASEAN economies, was reflected in a 24.4% increase in loan growth last year. Various other products support the underbanked segments including, Malaysia's first cardless ATM service cash withdrawals, Maybank2U (M2U) Visa Direct, and microfinance.

We have always stepped up when communities are faced with natural calamities, and during the December 2014 floods in Malaysia, we offered a six-month moratorium on loans and made available RM300 million in emergency financing facilities to help affected customers. We also assisted in air freighting essentials to aid some of the most affected communities at the height of the disaster. In the aftermath of the floods, faced with the cost of clean-up and recovery, we increased users' credit limit while Etiqa expedited claim processes for customers who had flood insurance policies. We took account of 'frozen' businesses and opened applications for additional working capital facilities to assist businesses affected by the floods. Affected SMEs were given discounts on interest rates, in addition to the moratorium on repayment.

As a regional institution, we note the shift towards a low-carbon economy and are preparing ourselves for better performance in this area. We are aware that management of our environmental footprint needs to improve. The overarching concern, however, is balancing the needs of profitable growth for our organisation with the needs of future generations.

We believe that by building sustainable linkages across Asia, we reinforce our common purpose of serving our customers in the region. For example, sustainability sits firmly within the syntax of Islamic Finance - premised on the real economy and based on morals, principles, and integrity. Through our Islamic-inspired Group policy, positive outcomes can be seen in terms of financial, environmental, and cultural returns. Islamic financing grew 24.9% to further increase its proportion to total Malaysia loans, solidifying our position as the largest Islamic bank in Malaysia, and the third largest globally by asset size.

Our set of innovative Shariah products is a catalyst for our responsible lending practice. We are also working towards responsible lending practices and mapping how we can contribute further in areas like green technology financing. Our effort in supporting the Green Technology Financing Scheme brought us recognition as one of "Malaysia's Top 30 Green Catalysts" in 2014 by the Malaysian Green Technology Corporation.

Looking ahead

Looking ahead to 2015 and beyond, we intend to implement our 20/20 Sustainability Plan, which will have robust and scalable targets. As mentioned last year, sustainability is about building relationships. If we are committed to establishing genuine, long-term relationships that are based on mutual trust and respect, we will place those relationships at the heart of our decision making and prepare our business well for the future.

We invite you to join us on this journey.

Datuk Abdul Farid Alias
Group PCEO

About This Report

This annual Sustainability Report (SR) is a review of the progress we made in 2014, issues of importance to us, and our future aspirations. It is to be read alongside our Annual Report 2014.

In this report, we review our activities in 2014 and provide details of our commitments, goals, and priorities in making our operations consistently sustainable. Our report articulates what we mean by sustainability and how we incorporate sustainability in all areas.

Our mission to humanise financial services continues to guide our work. As in 2013, the report has been prepared in accordance with the GRI G4 Sustainability Reporting Guidelines 'in accordance' option Core. The report has been externally assured by SIRIM.

G4 has guided us to move beyond data collection and management, and we are now moving towards measuring outcomes and the impact of our work. In 2014, we formulated the 20/20 Sustainability Plan to be even more strategic in our approach and make sustainability a priority across the Group. The Plan, which has been approved by the Board, sets forth our commitments in the areas of Environmental, Social, and Governance (ESG). Moving forward, our sustainability report will follow the structure and indicators set forth in the Plan.

As we continue to grow in ASEAN, our footprint increases. We recognise the challenges of this journey and are constantly looking for new ways to measure our impact and report on it. As far as possible, we have also identified gaps in our key priorities and what we are doing to achieve them.

Scope

The report covers Maybank, all 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.

Reporting Period

This report, which is produced annually, covers the period from January 1, 2014 to December 31, 2014 (Fiscal/Financial Year 2014). For selected performance indicators that have been historically tracked, we have included data from the past two years. Significant restatements of data compared to prior years are noted in the section where they appear.

Audience and Distribution

This report will be made available to shareholders and key stakeholders including business partners, regulators, industry groups, media, and the community. It is also available online via our website www.maybank.com.

Boundary

The Report refers to the period January 1, 2014 to December 31, 2014 (unless indicated otherwise), and:

- refers to all activities of Malayan Banking Berhad (including principal subsidiaries);
- addresses all company's operations (offices, products, and sales); and
- contains quantitative and qualitative results for all indicators presented for the last three years (unless otherwise specified).

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 on the web at www.maybank.com

Sustainability Governance, Reporting and Engagement

Sustainability and Strategy

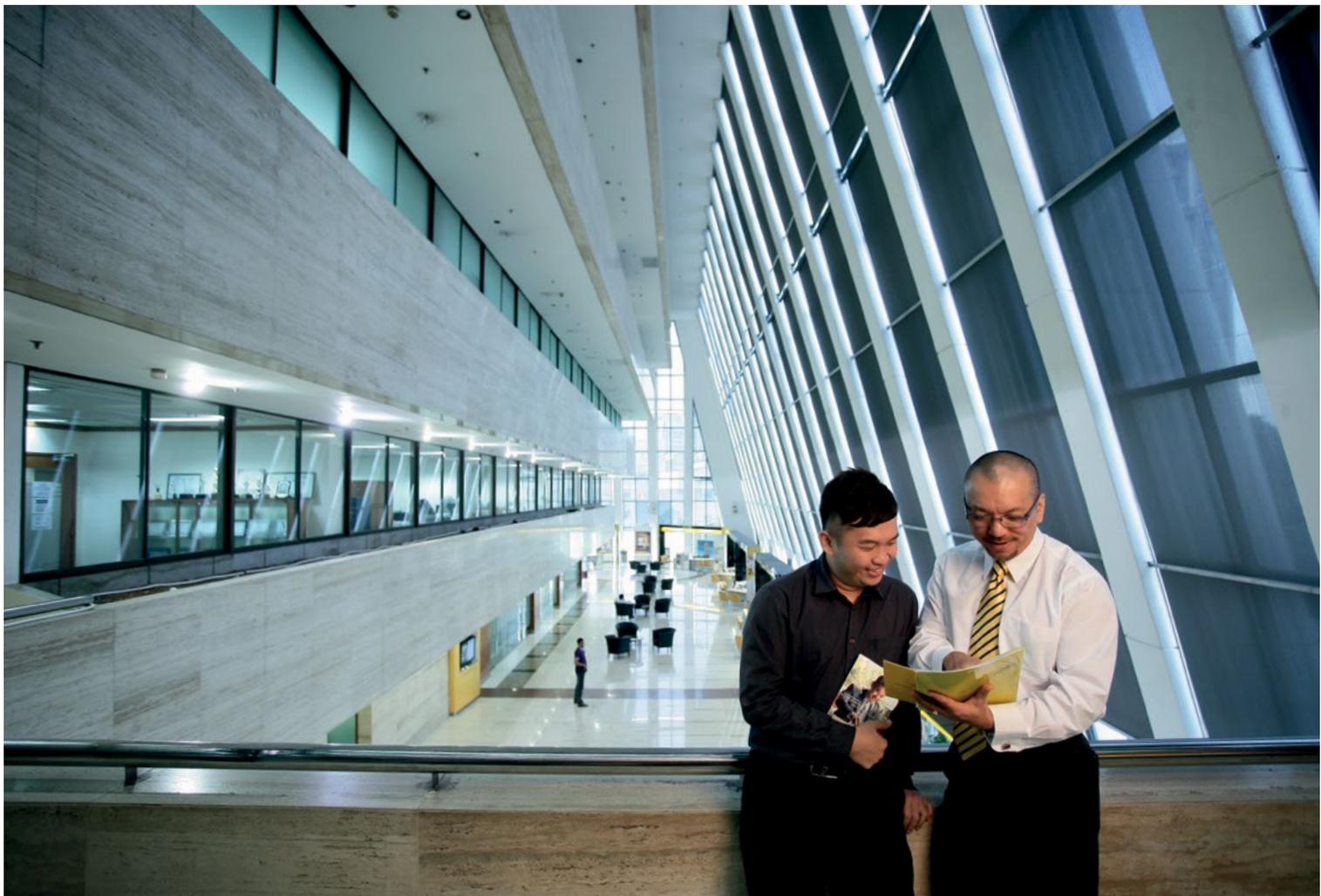
Our sustainability strategy is connected to our mission of humanising financial services - we have served our communities for over 50 years and we are applying our heritage to a new reality. What is present before us is an opportunity to use the scale, reach, and expertise of our business to achieve long-term prosperity for all. The choices that we make today can help shape the economies of the future and the communities in which we operate.

Our sustainability ambition ties back to our mission to humanise financial services. For us, sustainability is not a buzzword. It is derived from how we operate and has been integrated into our business model. As a financial institution, our presence underpins the productive economy of the countries in which we operate in. We help people buy homes, invest for the future, and grow their incomes.

We remain committed to the fundamentals of our business: advising customers based on their needs, providing access to financing, having fair terms and pricing and being at the heart of the community. As our business grows in volume and scope, our contribution to the region's growth increases.

The financial industry is exposed to additional impact through our investment decisions. As custodians of public funds, we are constantly under public scrutiny. We are committed to having deep knowledge of our clients' businesses, including social and environmental impacts. For us, leadership in sustainability will follow when there is in place a strategy embedded in good governance, social innovation, and environment integrity.

The main business case for integrating environmental, social, and governance (ESG) issues into strategy is two-fold: it can help us manage risks and enable us to capitalise on emerging opportunities in the area. Ultimately, it is a humanising approach.



Sustainability Governance, Reporting and Engagement

LEAPING AHEAD through the 20/20 Sustainability Plan

Our comprehensive 20/20 Sustainability Plan not only defines our focus areas, it also is a framework to manage sustainability issues and meet stakeholder expectations. We want to create long-lasting meaning and value across the workplace, marketplace, environment, and community in ways that are globally significant and yet locally relevant. Achievement of these goals and the realisation of our value proposition contribute to our business competitiveness and ensure that we maintain our social licence to operate.

We have moved from focusing on corporate giving and philanthropy towards what we believe is the best approach to sustainability - where ESG practices are embedded systematically across our business. At the same time, we want to avoid static reporting based on yearly targets and

simple indicators. An approach focusing on impact and results will make sustainability practices more transparent and manageable, and will help us build alliances as well as nurture innovation.

All this has been a steep learning curve, and with our new 20/20 Sustainability Plan, we will continue to push our programmes deeper into the core of our business with clear monitoring and tracking.

In 2015, we will be able to provide achievements across the 10 commitments outlined by the Plan. Although the 10 commitments are to be implemented by different departments, and, in turn, address varying stakeholder priorities, they all support the three pillars. We want to open pathways to new thinking and collaboration with stakeholders.

Executing the Plan is expected to take five years and we are committed to report our progress through our annual Sustainability Report (SR).

 <h3>Community and Citizenship</h3> <p>To deliver long-term value for the community and environment by being the region's most impactful corporate citizen.</p>	 <h3>Our People</h3> <p>Build the most engaged and inclusive workplace to help us connect with customers and make better, more informed decisions for our business.</p>	 <h3>Access to Products and Services</h3> <p>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.</p>
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The three pillars serve as a guide in our efforts to achieve targets set out across the 10 commitments.



We want to use our skills and experiences to make a differences through value creation - for **our employees, customers, partners, regulators and shareholders.**

Overview

Community and Citizenship

Investing for Impact

Through the Group and Maybank Foundation, we invest in sustainable programmes to unlock social value and to realise long-term tangible results in the following areas:

Education



Community Empowerment



Arts and Culture



Healthy Living



Environmental Diversity



Disaster Relief



Our People

Employee Engagement Platforms

Build an engaged regional workforce by putting in place employee engagement platforms.

Learning and Development

Invest in the long-term development of our people and improve capabilities across the organisation.

Talent and Leadership

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

Diverse and Inclusive Workplace

Maintain an inclusive workforce that embraces racial and gender diversity.

Safety, Health and Well-being

Build a happier and healthier workforce by promoting work-life balance, as well as physical and emotional well-being.

Access to Products and Services

Commitment to the Environment

Manage our ecological footprint by considering direct and indirect impacts on the environment as we grow regionally.

Focus on Customers

Building relationships with customers by providing convenient access to financing, fair terms and pricing, and advising them based on their needs.

Digitisation

Leverage on life-improving digitisation to expand our reach in order to bring our financial services closer to our customers.

Product Stewardship

Lead the way in responsible growth and lending practices to meet our Environmental, Social and Governance (ESG) commitments.



In 2014, Maybank met the globally recognised standards for inclusion in the FTSE4Good Bursa Malaysia Index. The index is designed to measure the performance of companies demonstrating good ESG practices.

Sustainability Governance, Reporting and Engagement

Our Journey

Our Sustainability Report (SR) addresses the most significant sustainability issues of our business and forms part of a comprehensive suite of reports to stakeholders for 2014.

With regards to the future landscape of the business, there are constantly emerging issues which present both risks and opportunities for our business and our stakeholders. In relation to environmental and social issues, we aim to use the skills and experience that we have to make a meaningful difference. This will no doubt be a learning journey as reflected in our growth from 2010 when our first SR was published.

How we progressed over the years

Year	What we did	Recognition
2010	<ul style="list-style-type: none"> ✓ Maybank's first SR published with disclosure across four areas: community, workplace, marketplace, and environment ✓ Launch of Maybank Foundation 	
2011	<ul style="list-style-type: none"> ✓ Second Sustainability Report aligned to the Global Reporting Initiative (GRI) ✓ Launch of the Maybank Financial Literacy Programme (FLiP) 	National Annual Corporate Report Awards (NACRA): <ul style="list-style-type: none"> • Best Corporate Social Responsibility - Gold
2012	<ul style="list-style-type: none"> ✓ Participation in the Carbon Disclosure Project (CDP) & Dow Jones Sustainability Index (DJSI) 	ACCA MaSRA Awards: <ul style="list-style-type: none"> • Sustainability Report (Joint Winner) National Annual Corporate Report Awards (NACRA): <ul style="list-style-type: none"> • Best Corporate Social Responsibility – Gold
2013	<ul style="list-style-type: none"> ✓ Sustainability Report aligned to the Global Reporting Initiative (GRI) 4.0 ✓ Year-on-year progress tracking across key areas ✓ Community Impact Roadmap (CIR) approved by the Board 	ACCA MaSRA Awards: <ul style="list-style-type: none"> • Sustainability Report (Winner), Commendation for Reporting on Gender Diversity Asia's Best Companies 2013 Award: <ul style="list-style-type: none"> • Best Corporate Governance and Corporate Social Responsibility National Annual Corporate Report Awards (NACRA): <ul style="list-style-type: none"> • Best Corporate Social Responsibility – Silver
2014	<ul style="list-style-type: none"> ✓ Maybank 20/20 Sustainability Plan approved by the Board 	Top 20 ranking in the FTSE4 Good Bursa Malaysia Index ACCA Malaysia Sustainability Reporting Awards: <ul style="list-style-type: none"> • Sustainability Report (Winner) and Best Workplace Practices Alpha Southeast Asia, 4th Annual Institutional Investor Corporate Awards: <ul style="list-style-type: none"> • Best Strategic Corporate Sustainability Minority Shareholders Watchdog Group (MSWG): <ul style="list-style-type: none"> • Exemplary Environment Social and Governance (ESG) Practices National Annual Corporate Report Awards (NACRA): <ul style="list-style-type: none"> • Best Corporate Social Responsibility – Silver The ASEAN Corporate Sustainability Summit & Awards (ACSSA): <ul style="list-style-type: none"> • Sustainability Report Category (Winner) The 6th Global CSR Summit & Awards (GSCA): <ul style="list-style-type: none"> • Excellence in Provision of Literacy and Education (Winner)
Moving Forward	Implementing the 20/20 Sustainability Plan	



FOCUS Sustainability Reporting at Maybank



Eliza Mohamed

Head, Group Corporate Affairs & Sustainability

“Sustainability is not a static agenda. We are constantly looking for better ways to report our progress, both internal and external. As far as possible, we try to capture not just our perspective on sustainability but how we have impacted our stakeholders. With the 20/20 Plan in place, we are going to be more strategic in our reporting as it will provide us a meaningful way to communicate our sincere commitments to building a sustainable business.”

How long has Maybank practiced sustainability reporting? How has Sustainability reporting changed over the years?

Our first sustainability report was published in 2010 and we have come a long way from there to provide a more integrated performance of the organisation. The performance refers to the commitments that we are making to the long-term needs of our stakeholders – our customers, investors, employees, suppliers, community and environment. This is essentially an opportunity to describe how we are humanising our business.

Our aim is to make sustainability business as usual and our reports are progress markers in terms of issues that are important to us and our future aspirations. This report for example focuses on our 20/20 Sustainability Plan and commitments across the three pillars of Community and Citizenship, Our People and Access to Products and Services. It also maps out the challenges and opportunities that are available to us as a regional financial institution. With the 20/20 Plan in place, we are going to be more strategic in our reporting as it will provide us a meaningful way to communicate our sincere commitments to building a sustainable business.

How do you see the 20/20 Sustainability Plan making a difference to the sustainability agenda at Maybank?

Sustainability means conducting business in a way that enhances performances with an emphasis on community stewardship and environmental responsibility both today and over the long-term. We believe this strategy will prepare us for future challenges and opportunities as we evaluate and manage our key impacts.

The 20/20 Sustainability Plan is significant because it enables Maybank to focus on our most material sustainability impacts. We are hopeful that addressing them will increase shareholder value, encourage product and process innovations while at the same time improve our Environmental, Social and Governance (ESG) performance.

However, launching commitments and goals will be the easy part. How we nurture and grow the Plan and ensure that it is truly embedded in the organisation moving forward will be our next task. We will particularly be looking to map our ESG footprint more systematically.

What are some of the challenges that Maybank has faced in practicing sustainability reporting? What are some challenges that Maybank faces in becoming sustainable as a whole? How have they been overcome?

For us, reporting is a journey and there continues to be challenges. We are constantly looking for better ways to report our progress, both internal and external. As far as possible, we try to capture not just our perspective on sustainability but how we have impacted our stakeholders. Hopefully, such tangible links to stakeholders will be translated through testaments in our reporting. Each year, we continue to identify gaps in our key priorities and what we are doing to achieve them as well as efforts to bridge any gaps.

To guide our approach, we are working towards embedding better governance structures and engagement mechanisms through a range of policies and processes especially in our environmental, supply chain and human rights aspects.

Ultimately the sustainable strategy that we adopt will simultaneously improve both financial and ESG performance.

Moving forward, what are Maybank's plans for improving their practices to continue being as sustainable as possible?

As our business grows regionally, our sustainability ambitions are also regional in nature. The commitment and discipline involved must go beyond best practises. It is when value chain practices and processes are fully integrated that sustainability becomes business as usual. With the 20/20 Plan in place, we will be working towards a step-wise approach in realising our goals.

Sustainability Governance, Reporting and Engagement



Maybank employees taking part in a strategy session.

Materiality

This report focuses on the material sustainability issues that we have determined to be most important to us and our stakeholders. In determining these material issues, we have taken into consideration the guidance in respect of materiality provided by the Global Reporting Initiative (GRI).

During the formulation of the 20/20 Sustainability Plan, we updated our earlier materiality analysis based on an ongoing trend analysis, media search as well as internal and external stakeholder input.

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 level of control the Group has over each topic. We attempted to create a systematic process for our materiality engagement and the report has been externally assessed by SIRIM.

The materiality analysis allows us to prioritise our efforts and to judge which areas require further focus. We have tackled the concerns about small impacts getting overlooked due to the focus on materiality by continuing to report on smaller activities in our SR. The materiality process involved the following:

Relevance

A broad sweep of issues based on previous Sustainability Reports and Annual Reports, as well as Board of Directors, Board of Trustee and Executive Council (EXCO) decisions. We also trawled through customer feedback, perception studies, and media reports.

1

Importance

A global materiality workshop with senior management and Group Corporate Responsibility Committee was held in Kuala Lumpur in February 2014. The workshop involved 34 participants.

2

Prioritisation

A total number of 28 one-on-one interviews were conducted with senior management from different business areas across the Group. The senior management insights enabled prioritisation of the material issues.

3

Sustainability Governance, Reporting and Engagement

Stakeholder Engagement

Our stakeholders are highly diverse, reflecting the breadth of our physical footprint across ASEAN, the extent of issues that we face collectively, and how we engage with them.

We identified our main stakeholder groups using the GRI G4 guidelines. This gave us a prioritised list of stakeholders. Based on this list, we concluded that eight internal and external stakeholder groups were most relevant to our analysis: employees, customers, regulators, suppliers, investors, community beneficiaries, and media. From an overall list of 40 topics, compiled through analyses of internal documents, surveys, policies, and a general media search, we reduced the list to 10 topics, which were then analysed in full.

	Key Issues	Where it is Reported	Boundary inside Maybank	Boundary outside Maybank
Community and Citizenship	Investing for Impact	Engaging with local communities is a vital element of our work. Talking to the locals and other stakeholders helps our businesses to define what a positive or negative impact on the local community means. It also helps us understand more fully the potential environmental and social impacts of our work on a broader scale. <i>Community and Citizenship, page 42</i>	Relevant to the Group as a whole, particularly Maybank Foundation. Employees are impacted through the community programmes they undertake via Cahaya Kasih.	Creating tangible impact to the community at large especially in terms of programme timelines — short-, medium- and long-term programmes that are reported and tracked systematically.
Our People	Employee Engagement Platforms	As an organisation with 47,000 employees across the world, we are focused on building an engaged regional workforce. <i>Employee Engagement Platforms, page 86</i>	High-performance culture is a key driver for the organisation, and how we engage employees significantly impacts our success.	Customer and stakeholder experience is enhanced when employees are engaged as they will continue to deliver high performance.
	Talent and Leadership	We have established a robust talent management framework recognised as global good practice, and one that incorporates development of agile talents who are able to operate successfully in diverse cultures and geographies. <i>Talent and Leadership, page 91</i>	A robust talent management system that is regional is imperative as it provides a consolidated view of our internal talent landscape, as well as helps identify individuals with the experience and expertise for any required position.	Building talent and leadership provides human capital growth and opportunity across ASEAN.
	Learning and Development	Investing in the long-term development of our people and improving capabilities across the organisation and the countries where we operate. <i>Learning and Development, page 100</i>	It is beneficial to the Group, the overall working environment and individual staff to have a capable, motivated, and challenged workforce. There are a number of initiatives that are in place to promote the opportunity for learning and development.	Building capable employees through learning and development opportunities provides stakeholders with a more dynamic organisation to interact with.

Sustainability Governance, Reporting and Engagement

	Key Issues	Where it is Reported	Boundary inside Maybank	Boundary outside Maybank
Our People	Diverse and Inclusive Workplace	We believe that improved diversity, flexibility, and inclusiveness are vital to improving the quality and productivity of our workforce. <i>Diverse and Inclusive Workplace, page 102</i>	A diverse and inclusive workplace provides us with a workforce that can support the growth of our business.	When our workforce reflects the actual community breakdown, stakeholders connect with the organisation in multiple ways as being at the heart of the community.
	Safety, Health and Well-being	Technology is evolving rapidly, changing the way customers and businesses interact and do business. Technology paves the way for next generation access to finance. <i>Safety, Health and Well-being, page 108</i>	The safety and well-being requirements remain an important aspect of our overall strategy. We particularly encourage healthy lifestyle changes. These principles align closely with our belief that good health contributes to more engaged staff.	Our safety, health and well-being programmes support all relevant governmental requirements.
Access to Products and Services	Commitment to the Environment	Measuring and managing our impacts are challenges that we are meeting as our operations continue to expand. <i>Commitment to the Environment, page 115</i>	Incidence of non-compliance will have impact on the Group. As we aim to move towards better environmental practices, our Group-wide policies will need to be reflective and employees need to understand our impacts.	As our GHG emissions are factored into national emission carbon rates, the national GHG inventory will be impacted. Improvement in our targets will also have a positive effect on the environment as a whole.
	Focus on Customers	Our ongoing commitment to deepen customer relationships, responding to customer needs, and improving service is fundamental to our business. <i>Focus on Customers, page 121</i>	Focusing on building relationships with customers and improving the financial capabilities of the community by providing access to effective and affordable solutions is relevant to Maybank as a whole, in terms of financial performance and reputation.	Apart from customers, suppliers who need to support our services are impacted.
	Digitisation	Technology is evolving rapidly, changing the way customers and businesses interact. Technology paves the way for next-generation access to finance. <i>Digitisation, page 126</i>	A key enabler for Maybank to provide access and better banking services, it also impacts our leadership, performance and reputation.	Leverage on life-improving digitisation to expand our reach in order to bring our banking services closer to our customers.
	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 showcase our product stewardship. <i>Product Stewardship, page 129</i>	A key enabler for Maybank to provide access and better banking services, it also impacts our leadership, performance and reputation.	Customers, regulators and other stakeholders benefit from our approach to product stewardship as we lead the way in responsible growth and lending practices to meet our sustainability commitments.



In 2010, in conjunction with the Group's 50th anniversary, Maybank Foundation was inaugurated as the main vehicle for corporate responsibility across the Group. Maybank Foundation's mandate is to identify programmes that will have the most tangible and sustainable results - efforts that will bring measurable change over the long term.

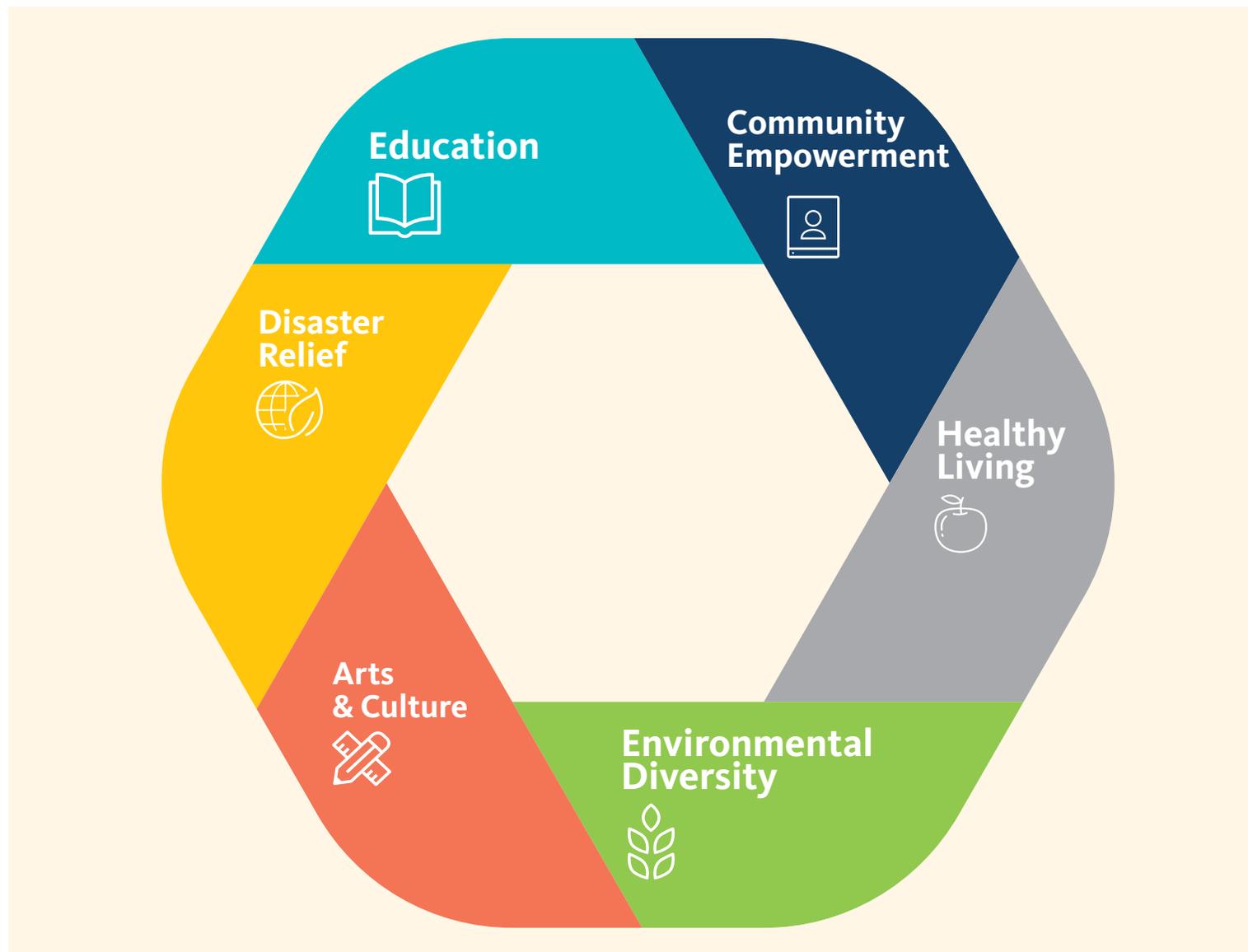
Through strategic partnerships with local stakeholders and NGOs, the Foundation's focus is to enhance quality of life for all, especially the less fortunate, irrespective of race, gender, or creed.

Maybank Foundation's predecessor, Tabung Kebajikan Kumpulan Maybank (TKKM), was a trust fund set up in 1990 in order to provide medical assistance and social welfare support to the community. Over the years, it grew to include sustainable economic and community development, arts and culture, and environmental conservation.

Maybank Foundation replaced TKKM as a beacon of hope for those who have fallen through the gaps in society. With an initial pledge of RM50 million from the Group to be disbursed over three years, Maybank Foundation's mandate is to positively impact communities in the markets where Maybank operates.

The focus is to expand our impact across the region, touching lives wherever we operate, and empowering communities to build a better future, both for present and future generations.

Maybank Foundation has become the partner of choice by forming strategic alliances. The Foundation focuses on investing for impact in the following areas:



In all six areas and in every country, we focus both 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.

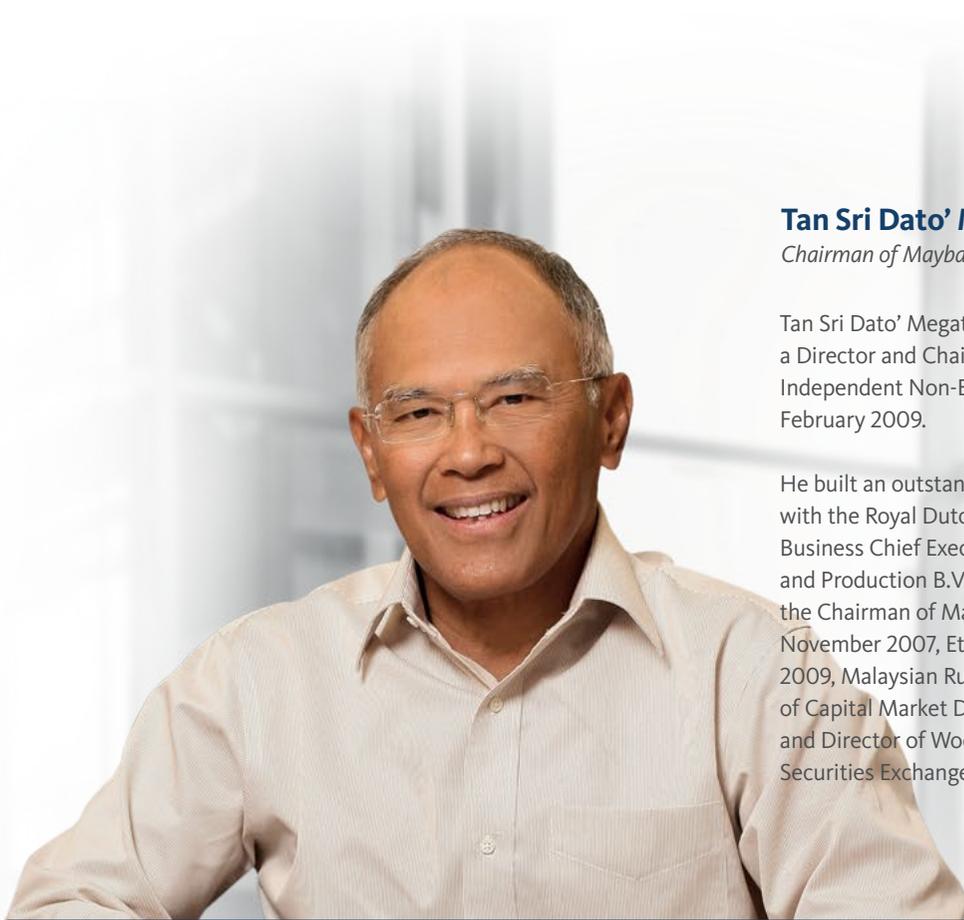
Now, four years since the Foundation's inception, we are starting to see the results of our work. The various awards we have received bear testimony to the achievements of the Foundation to date and we are working further in the areas of programme mapping and management. In 2013, we introduced the Community Impact Roadmap (CIR) with the purpose of creating the necessary enablers towards delivering the following:

- Flagship programmes that are regionally significant but locally relevant
- Increased community initiatives in key markets
- Progressive, sustainable, and tangible outcomes.

We are now able to show progress trackers for our programmes and this is going to be developed into a Community Impact Tracker, not only to enable monitoring of programmes but also to collect feedback systematically. We are exploring several tools that will potentially guide us, especially for new proposal evaluations and project reporting. The aim is not just to create standardised process flows for operational purposes, but also to work towards building programmes that are regionally significant and yet locally relevant. In 2015, for example, the Foundation will be reviewing and redefining its initiatives into distinct themes in order to engage with communities region-wide.

Governance and Leadership

The Board of Trustees is made up of highly talented and respected individuals who bring in a range of diverse skills and perspectives. The trustees demonstrate both rich industry experience and profound knowledge of economic, environmental, and social development efforts.



Tan Sri Dato' Megat Zaharuddin Megat Mohd Nor

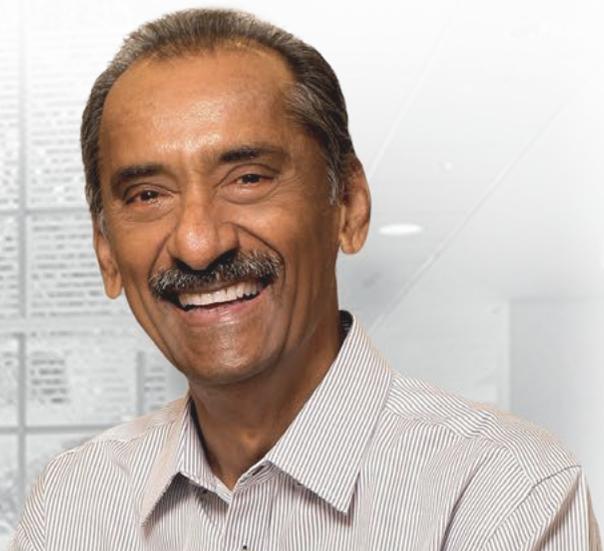
Chairman of Maybank Foundation Board of Trustees

Tan Sri Dato' Megat Zaharuddin Megat Mohd Nor was appointed as a Director and Chairman of Maybank on 1 October 2009. He was an Independent Non-Executive Director of Maybank from July 2004 to February 2009.

He built an outstanding career in the oil and gas industry for 31 years with the Royal Dutch Shell Group of Companies and was a Regional Business Chief Executive Officer and Managing Director, Shell Exploration and Production B.V. prior to his retirement in early 2004. He was also the Chairman of Maxis Communications Berhad from January 2004 to November 2007, Etiqa Insurance & Takaful from January 2006 until February 2009, Malaysian Rubber Board from February 2009 to May 2010, Director of Capital Market Development Fund from January 2004 to January 2010 and Director of Woodside Petroleum Ltd, a company listed on the Australian Securities Exchange, from December 2007 to April 2011.

Dato' V. Danapalan

Dato' V. Danapalan has an exemplary public service record, having held the positions of Deputy Director of National Institute of Public Administration (INTAN), Deputy Secretary General of the Ministry of Social and Community Development, Secretary General of the Ministry of Science, Technology and the Environment, Senior Vice President of Multimedia Development Corporation (MDC) and Chairman and CEO of Malaysian Communication and Multimedia Commission (MCMC).





Pak Umar Juoro

Pak Umar Juoro has held several key positions in various institutions including Senior Fellow at Chongyang Institute of Finance, Renmin University, Beijing. He is currently Commissioner of Bank Internasional Indonesia (BII). Pak Umar is also actively involved in the areas of economic research, policy reviews and risk management. As Chairman of the Supervisory Board of Bank Indonesia, he assists the Indonesian Parliament (DPR) in supervising Bank Indonesia. He is also a Senior Research Fellow at the Asia Competitiveness Institute of Lee Kuan Yew School of Public Policy, National University of Singapore and a member of the National Economic Committee (KEN), appointed by the President, Republic of Indonesia.

Datin Paduka Marina Mahathir

Datin Paduka Marina Mahathir is known to wear many hats — newspaper columnist, women's rights and HIV/AIDS activist and TV producer. During the 100th anniversary of International Women's Day in 2011, Datin Paduka Marina was one of only two Malaysian women listed under the 100 Most Inspiring People Delivering for Girls and Women by womendeliver.org.



Spencer Lee Tien Chye

Spencer Lee has served the Maybank Group for 40 years. A Fellow of the Institute of Chartered Accountants (England and Wales), he has held executive positions in various countries where Maybank has a presence. Aside from being on the Maybank Foundation Board of Trustees, he is also a member of the Malaysian Institute of Certified Public Accountants and the Malaysian Institute of Accountants.





Shahril Azuar Jimin

CEO of Maybank Foundation

In 2014, we welcomed Shahril Azuar Jimin as our first CEO following his successful tenure as Chief Commercial Officer (CCO) of Etiqa Insurance & Takaful.

With his leadership, there is greater emphasis on delivering for impact and a greater expectation for both the Maybank Foundation and the Group in helping to realise the aims of humanising financial services as well as ensuring that we are truly at the heart of the communities that we serve.

What corporate responsibility experience do you bring to Maybank Foundation?

People often ask me what it is like working in this new position. They believe it must be totally different, but in reality the roles are very similar. Both are focused on helping people. In insurance, the aim is to ensure protection and coverage for as many as possible, be it for life or assets, so that in the event of misfortune, the hardship is reduced. In Maybank Foundation, there is a larger scope and more clarity with the ability and potential to positively impact more lives.

In this role, for the first time in many years, I do not have a sales target. Instead I have a spending target. However my KPIs are not all about philanthropy. In terms of community contribution, they are about ensuring that we make a positive and sustainable impact in the heart of communities where Maybank operates.

Do you believe that community contribution or being a 'bank with a heart' is now second nature to the organisation, or do you still have a lot of work to do internally?

Across the organisation, Maybank has embedded different aspects of corporate responsibility and as such, the various entities will have their own projects to support. We encourage different businesses and entities within the Group to take the lead as well as the credit for their work. It is not about who engages a project, but the overall achievement and success. We all work under the banner of Maybank. Our role is to provide strategic direction, support for resources, and allocation for budget, but ownership resides with the project initiator. Ultimately, the focus is on being regionally significant and, at the same time remaining locally relevant.

Do you find that stakeholders and shareholders support sustainability this way?

More and more shareholder perspectives are changing. They want to know that the organisations they are supporting have long-term plans. This means that profit is important but not at all cost. Profitability with responsibility: this is the stance shareholders are looking for. They want to know that our contribution to society is impactful and managed well.

What are the other driving factors within Maybank that support the Foundation?

Maybank Foundation started in 2010. I was very lucky that there was already clear direction when I arrived. Right from the beginning, the Foundation focused on the defined pillars of education, community empowerment, healthy living, arts and culture, environmental diversity, and disaster relief.

The past year has been especially significant because we are beginning to see the results of some of our long-term programmes. We also have in place the Community Impact Roadmap (CIR) that was endorsed by the Board last year. With the CIR, our contributions are evolving into a vital symbiosis, producing benefits for business and the community.

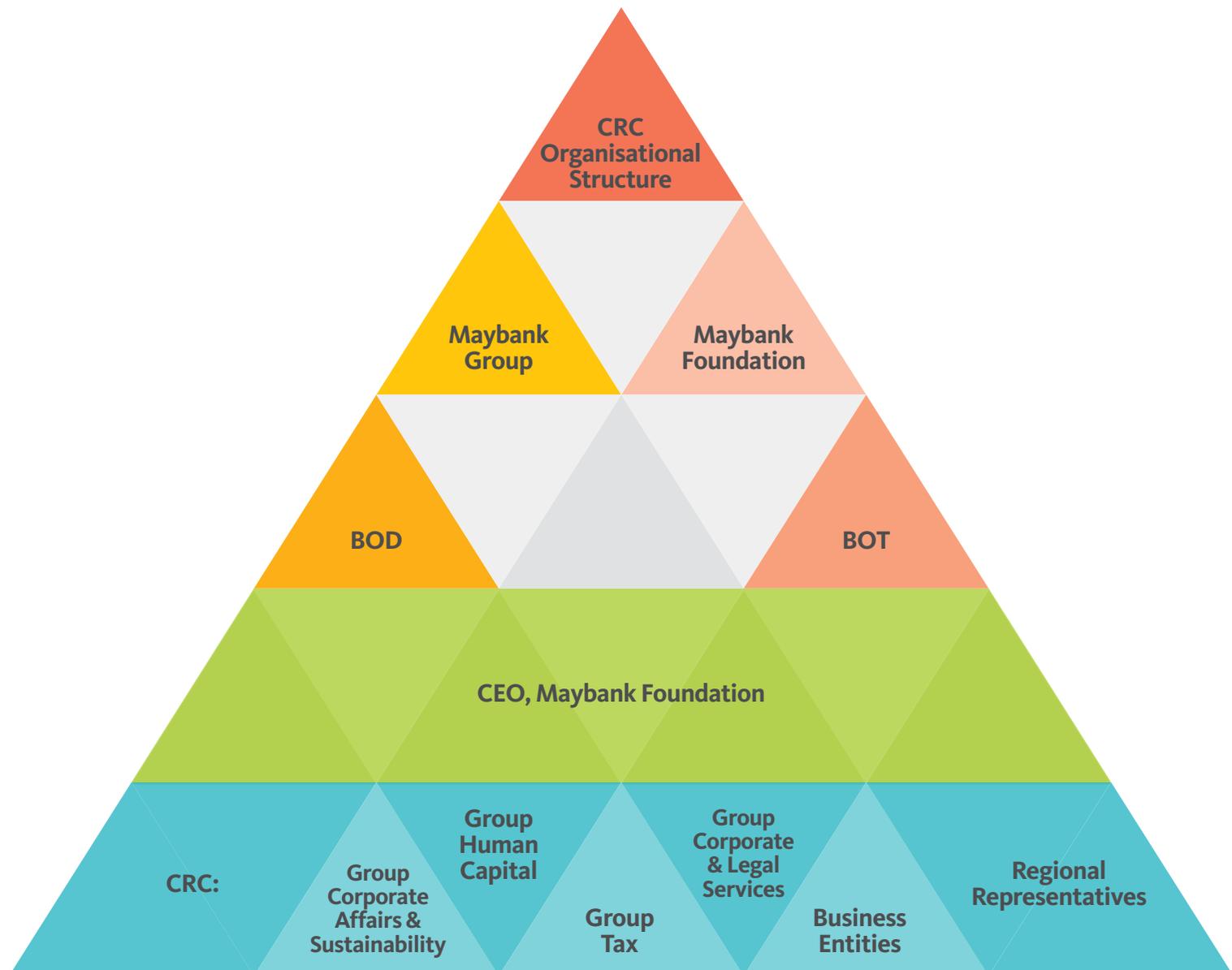
Our flagship volunteer programme Cahaya Kasih challenges staff members from across the globe to identify and propose community projects for us to support.

Volunteering brings different teams of staff together and exposes them to new perspectives and experiences. For us, Cahaya Kasih is a key strategy for achieving lasting community change. Staff members across Maybank are encouraged to share their passion, expertise, and resources to build stronger and healthier communities that help reduce costs, multiply programme impact, and build organisational capacity. Ultimately, employees become more personally invested in the success of their community. In 2014, more than 26,200 volunteers spent over 142,900 man-hours on Cahaya Kasih alone.

Corporate Responsibility Committee (CRC)

The CRC reports to the Board of Trustees, with Maybank Foundation acting as the Secretary of the CRC. The Committee comprises representatives from Group Human Capital, Group Corporate & Legal Services, and each business sector (i.e., Global Banking, Community Financial Services, Maybank Islamic, and Maybank's insurance arm, Etiqa). The Committee is also supported by the Heads of Corporate Affairs from Singapore, Indonesia, and the Philippines. The CRC is authorised by the Board of Trustees to review activities that fall within the ambit of the Group's management of CR as well as to seek any pertinent information it requires from management to fulfil this task.

The Chairman of the CRC is responsible for ensuring that all relevant information is made available to the Committee. In discharging its duties, the Committee is authorised to obtain external independent professional advice and, where necessary, the attendance of any third parties the Committee deems qualified. The CRC meets on a quarterly basis, with relevant material provided to them by the Secretary of the CRC prior to each meeting.





Corporate Governance



G4-DMA

Compliance and governance are infused in every aspect of our business. Our commitment in instilling good governance is underscored by an extensive system of policies, processes, training, and communications. This has set the tone for better governance and performance throughout the organisation.

Corporate Governance

We are committed to achieving high standards of corporate governance and transparency to ensure the sustainability of our businesses as well as safeguard shareholders' interests.

In line with the Group's regional aspirations, the Board has continued to ensure that the highest standards in corporate governance are upheld. Effective corporate governance also supports the Group's belief in transparency. 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 closely follows 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 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.
6. Minority Shareholders Watchdog Group (MSWG)'s Malaysia-ASEAN Corporate Governance Scorecard.

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



Corporate Governance

G4-57, G4-58

Compliance

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

In 2011, we were the first financial institution in Malaysia to sign the Malaysian Corporate Integrity Pledge. We are continuously improving our processes and systems to create a business environment that is free from corruption in our own business conduct and interactions with business partners and other stakeholders.

Diversity and Inclusiveness

In accordance with Recommendation 2.2 of the MCGG 2012, Maybank has established a Board Gender Diversity Policy (Gender Diversity Policy) to demonstrate our commitment in increasing the representation of women on the Board. Under the Gender Diversity Policy, the Board has adopted measurable objectives. Our goal is to have at least one female director on the Board and have a minimum of 20% female board members by 2016. To achieve this goal, we do our utmost to ensure female candidates are included in the nomination process for new directorship. In filling a directorship vacated by a retiring or resigning female director, priority is given to deserving female candidates.

Further details on our inclusive workplace practices are detailed in the *Our People* chapter.

The appointments of Datuk R. Karunakaran and Mr Cheng Kee Check in 2014 further underlined our commitment in bringing greater diversity to the Board. We now have a more balanced representation from major ethnic groups in Malaysia and also benefit from the diverse skill sets and considerable experience of our Board.

G4-57, G4-58

Anti-Money Laundering & Counter Terrorism Financing

Maybank Group continues to adhere to the requirements of the *Anti-Money Laundering and Anti-Terrorism Financing Act 2001* (AMLATFA 2001), its processes and procedures, as well as international standards and best practices. Increased sophistication, broader reach, and global networks in money laundering and terrorism financing (ML/TF) have elevated the ML/TF threat to the next level. In the fight against ML/TF, Maybank Group is committed to have strong Anti-Money Laundering & Counter-Terrorism-Financing (AML/CTF) practices, which are necessary in ensuring the Group's AML/CTF risks are carefully managed. These measures will help lower the cost of doing business arising from AML/CTF investigations and cases, as well as protect the integrity and reputation of the Group.

We have a systematic and efficient customer due diligence (CDD) system in place that enables us to screen customers and establish chain of movement during on-boarding. Our system allows for notification to Bank Negara Malaysia and all regional regulators in a timely manner.

Group Compliance is tasked with ensuring compliance with all applicable laws, rules, regulations and regulatory guidelines. We have compliance officers at all local, overseas, and subsidiary units to monitor and report any suspicious transactions, ensure sufficient record retention, provide continuous employee training, report to senior management, and conduct independent reviews of the internal AML/CTF measures. In 2014, we incorporated the updated requirements of Bank Negara Malaysia as well as the requirements of the Financial Action Task Force.

We have a Group Policy, Procedural Guidelines and Standard Practices, on AML/CTF. These policies and guidelines are intended to provide all employees with a standard tool kit in managing AML/CTF risks.

ML/TF is a continuous threat and has the potential to adversely affect reputation and the investment climate. Globalisation of the financial services industry and advancement in technology has posed challenges to regulators and law enforcement agencies as more sophisticated ways to conduct such acts have emerged. We are at the forefront of the fight against money transactions leading to financing terrorism.

By complying with Bank Negara Malaysia's standard guidelines on AML/CTF, we have indirectly helped in countering crimes that not only involve terrorism and money laundering, but also other crimes of high monetary value, such as heists and high-profile bribes. We are obliged to confirm the source of any money deposited into an individual or joint account over a certain value. Upon verification, any suspicion will be forwarded to the Financial Action Task Force of Bank Negara Malaysia, who will alert the relevant authorities for further action.

Group Anti-Fraud Policy

Maybank has an Anti-Fraud Policy, which provides broad principles, strategies, and policies for the Group in relation to fraud in order to promote high standards of integrity. The policy establishes robust and comprehensive programmes and controls for the Group and highlights the roles and responsibilities at every level for preventing and responding to fraud.

Corporate Governance

Competition

The *Competition Act 2010* (the Act) came into force on 1 January 2012. To facilitate Group-wide adherence, the Joint Secretariat to the Maybank Group Antitrust Steering Committee (Joint Secretariat), which consists of key representatives from Group Corporate and Legal Services, and Group Compliance, developed a guide to the *Competition Act 2010*, which has been disseminated to all staff via the Group's e-portal.

The guide is intended to assist all staff in understanding the basic elements of the Act and competition law issues, and to ensure that our business operations and conduct continue to be in compliance with the provision of the Act competition. It highlights two key prohibitions under the Act, namely anti-competitive agreements (horizontal and vertical) and abuse of dominant position.

G4-56

Personal Data Protection

The Group has embarked on a project to implement the requirements specified under *Personal Data Protection Act 2010 (PDPA)*. This project, which started in 2012, is jointly led by Group Compliance and Group Tax to ensure that the entire Group complies with the requirements of the Act.

PDPA was introduced to regulate the processing of personal data used during commercial transactions by data users (for example, Maybank Group) to safeguard the interests of data subjects (for example, Maybank Group's customers). The Act defines commercial transactions as any

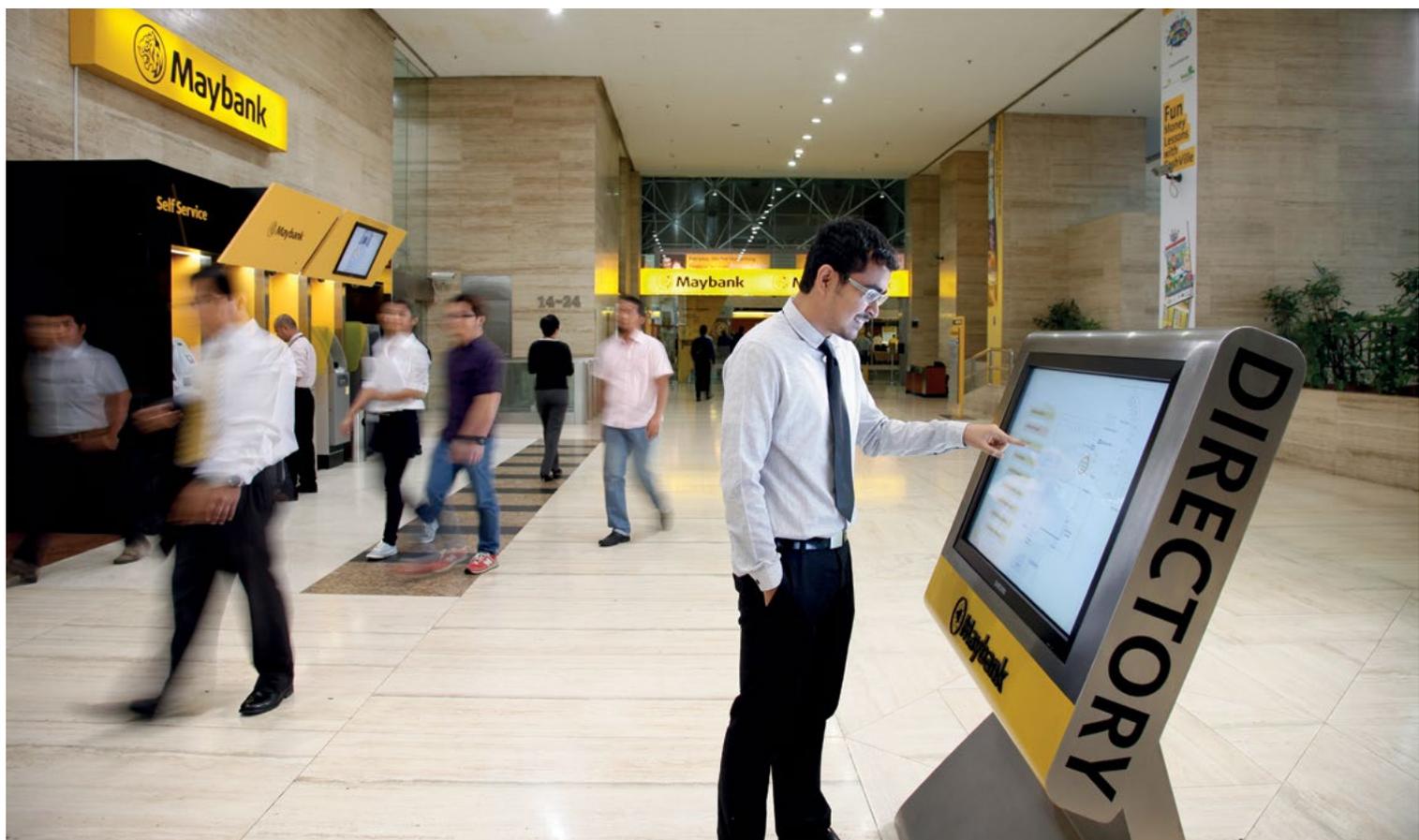
transaction of a commercial nature, whether contractual or not. This includes any matters relating to supply or exchange of goods and services, agency, investments, financing, banking, and insurance. The Act was gazetted on 10 June 2010 and came into force on 15 November 2013.

The first step in complying with the PDPA is to register with the Jabatan Perlindungan Data Peribadi Malaysia (JPDP), the governing body under the Ministry of Communications and Multimedia regulating personal data protection. We take pride in being the first organisation in Malaysia to register with JPDP.

An example of the activities undertaken by the PDPA project team include:

- Issued Privacy Notice to all customer touch points to spell out customer's rights and the Group's obligation under the Act;
- Incorporated Maybank Group PDPA Policy and other internal policies necessary to Maybank's internal processes and procedures to ensure that all staff adheres strictly to the requirements of PDPA;
- Strengthened the Group's internal systems to ensure that customers' consent is well managed;
- Enhanced our internal systems to provide customers access to their personal data in our systems. This exercise will comply with the Access Principle under the PDPA.

We have taken steps to comply with the requirements of the PDPA, including the publication of the Bank's Privacy Notice on the bank's website and the notification to our customers through the message portal on the bank's ATM machines and customers' statements of account that the Bank's Privacy Notice is available on its website.





Focus

Working Behind the Scenes - Personal Data Protection and Competition Rules

Data protection and competition rules are legal processes that hardly catch the eye of the consumer but that can require a major overhaul in the internal processes of large companies. The passing of the PDPA brought about important changes in how companies manage and disclose data that they collect on customers. A lot of work has been done behind the scenes in revamping procedures and educating our internal and external stakeholders on the new laws.

The Act is important for Maybank as a responsible financial institution. Customer privacy has been and will always remain our top priority. With the enforcement of the PDPA, we will continue to enhance our internal processes, policies, and systems to ensure that the personal data of our customers remains confidential and protected at all times.

Group Legal oversees and ensures that all employees and management understand and work in line with requirements of the Financial Service Act 2013, have proper ethics in terms of data protection (secrecy of information disclosure), and operate according to the rules of fair competitiveness.

Internally, the changes are extremely resource and time intensive and include system enhancement, training, and non-quantifiable HR costs. A cross-functional, dedicated steering committee meets regularly under the leadership of the Chief Risk Officer to address the challenges and consultation is on-going with the Jabatan Perlindungan Data Peribadi (JPDP) through the Association of Banks, Malaysia.

Justifying data retention to customers, consent management in the cross-selling of products, and compliance with the Data Access and Privacy Notice requirements are challenges that need to be tackled.

With emerging technology and the power of social media, there are more challenges ahead when it comes to protecting information. In terms of data sharing between different stakeholders, we usually practice operational sign-off upon completion of a project. Another area where we need to work harder is to make sure that the employees facing customers are well trained in areas involving PDPA.

Did you
know?



The Board of Directors (BOD) attended the Foreign Account Tax Compliance Act-Personal Data Protection Act (FATCA-PDPA) training as part of their internal training for the year 2014.

G4-11

Human Rights

We engage with various stakeholders and institutions to ensure that we comply with the highest standard of human rights within our sphere of influence. Compliance with human rights is reviewed regularly, particularly on risks that are most material to our business. We have systems and processes in place to ensure the dignity, individual liberty, and equality of all employees.

We are committed to the labour laws of the countries we work with. We ensure our employees are protected against discrimination at the workplace and that their working conditions are in line with international standards. We also note that we operate in fragile countries in the emerging markets in the ASEAN region, and will monitor human rights situations closely in our operational environment.

The most frequent risk that we have identified is protecting the legitimate rights to privacy of our customers, partners, and employees. Privacy has become a growing concern for many companies involved in processing or storing personal data. Advancements in technology and business models are outpacing governments' abilities to agree on how to regulate the growing data industry. We cannot, therefore, rely simply on routine compliance and must exercise the highest standards of responsibility to protect data and the individuals who entrust them with their information.

Our Sphere of Influence

Partner in Myanmar's growth

In 2014, we were granted a foreign banking licence by the Central Bank of Myanmar (CBM), the only Malaysian financial institution to be granted such a licence. We are committed to the socioeconomic growth of Myanmar and have launched several initiatives in the country. In 2014, we engaged with the country's leaders and authorities to strengthen our relationship and exchange information. Workshops and seminars were also organised in order to build competencies of the local bankers.

The Maybank International Internship Programme (MIIP) invested over RM350,000 and sponsored three young talents on an overseas internship to Maybank's ASEAN offices. For the first time, the Maybank GO Ahead Challenge was opened to applicants from Myanmar.

Right to Collective Bargaining

During the year, two Collective Agreements (CA) related to Maybank were concluded and signed. The first between Maybank and Maybank Philippines Inc. and the second between Malayan Commercial Banks' Association (MCBA) and the National Union of Bank Employees (NUBE). A total of 34.46% of Maybankers are union members.

Maybank premises guarded by trained auxiliary police

Menara Maybank, Dataran Maybank and Maybank Academy Bangi are guarded by Maybank's auxiliary police, called Polis Bantuan Maybank. In 2012, the security guards and security supervisors attended a nine-week training programme at Pusat Latihan Polis Kuala Lumpur. This allowed us to form an auxiliary police team that now consists of 61 members (44 constables, 10 inspectors, and seven sergeants).

Can you provide a background on Polis Bantuan Maybank?

The Polis Bantuan is responsible for ensuring a safe and secure business environment for the bank, its employees and customers. Out of our security team, eight are female.

As auxiliary police, the team can carry firearms. Please describe what training they undergo to ensure that they carry firearms responsibly?

They have the right to carry firearms and have completed rigorous training sessions on the legal use of weapons. We also provide periodic refresher training sessions for our team members that emphasise safety.

Are they aware of the human rights impact and the implications of carrying firearms?

The team takes human rights and non-discrimination very seriously. They are trained to evaluate any situation with a calm and thoughtful mind before reacting. It is important to know that the personnel carrying weapons are working only in designated areas such as the cash room and main areas. Potential use of firearms is limited to exceptional situations, such as robbery.

What are some of the challenges the team faces?

One of the everyday challenges we face is balancing high security standards and meeting customer service requirements. However, Maybank's auxiliary police have always been dedicated to their work. The members attend regular training on situation evaluation, weapon usage, and aspects of human rights.

In what other areas are they trained?

Most personnel are trained on emergency situations such as first aid and basic firefighting. Our team is committed to maintaining high discipline among all auxiliary police personnel to meet or perform beyond the industry standard.

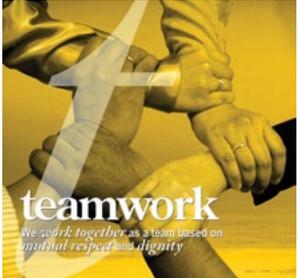


Dato' Ishak Hussin
Head Security,
Group Property, Security & Valuation

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 and Efficiency, and Relationship Building), are our essential ethical principles. They are further complemented by the Code of Ethics and Conduct, which sets out the standards of good practice observed by all staff.

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

Reinforcing Integrity and Professionalism

As we accelerate our regionalisation and transformation on all fronts, it is important that Maybankers adopt a common mindset that will consistently reinforce the right behaviours that are aligned to our values, policies, and guidelines to protect customer's interests and the organisation's reputation where we have our presence. In this regard, it is vital that we are well versed in respective policies and guidelines. A compulsory e-learning module, themed Maybank Ethics, Integrity, Risk and Values Awareness was launched Malaysia in April 2014. This e-learning module, which is accessible via our learning platform MyCampus, provides an overview of our T.I.G.E.R. values, Code of Ethics, Risk Culture, the Personal, Data Protection Principles, and other essential guidelines.



Corporate Governance

G4-57, G4-58

Whistleblowing Mechanism

The Integrity Hotline (formerly the Fraud Reporting Hotline) is in place, having been initiated in 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 or regulations committed by another employee or any person who has dealings with the Group via the following channels without any fear of retribution:

- Toll-free message recording line at 1800 38 8833 or for overseas at +603 2026 8112
- Protected email address at integrity@maybank.com.my
- Secured P.O. Box mail address at P.O. Box 11635, 50752 Kuala Lumpur, Malaysia.

Confidentiality of all matters raised and the identity of the whistleblower are protected under the Policy.

"We at Maybank believe in moving forward with transparency. This can only be achieved through continuous feedback and communications - not forgetting the complaints. For an organisation to receive such comments, protecting the whistleblower is vital. The channels we provide protect the confidentiality of all matters raised and the identity of the whistleblower. Concerns raised anonymously will also be considered, provided they are clear and specific. This policy, to an extent, expands not only to employees but anyone related to Maybank, such as vendors, lawyers, and other stakeholders."

Jans Lim
Head, Group Risk - Compliance

G4-SO4

Policy on Gifts and Donations

We have a Group-wide policy on donations and sponsorship. 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. There are strict application procedures including procedures in writing, providing additional information when required, and approval by the Group for all requests by regional offices and sectors involving an amount exceeding RM750.

G4-14, G4-45, G4-46

Building a Strong Internal Risk Culture

Risk is an inherent component in all aspects of the Group's businesses. We work to identify risks in all areas of our operations. Our risk management has evolved into an important business driver for strategic decisions in support of the Group's business objectives, balancing the appropriate level of risk taken in proportion to the desired level of reward, while maintaining the sound financial position and capital of the Group. The Group's approach to risk management involves the establishment of risk principles and strategies as the core foundation in driving strong risk management culture and practices across the Group. The Group manages its risk actively, with six key elements underpinning its risk management governance and framework.

Maybank Group's risk management practices enable the Group to systematically identify, measure, control, monitor, and report risk exposures across the Group.

Three Lines of Defence

The Group established the three lines of defence concept: risk-taking units, risk control units and internal audit. The risk-taking units manage the day-to-day management of risks inherent in their business activities, while the risk control units are responsible for setting the risk management framework and developing tools and methodologies. Complementing this is an internal audit, which provides independent assurance of the effectiveness of the risk management approach.

Moving forward, Group Risk will be leading a team in implementing Environmental, Social and Governance (ESG) risk management, particularly in lending practices. For this purpose, we will be evaluating the necessary policies and processes to guide our approach.



Focus Enterprise Crisis Simulation Exercise (ECSE) 2014

The United Nation Economic and Social Commission's 2010 report highlighted that Asia Pacific accounts for 89% of the world's total disaster victims. Natural disasters, accidents, communications, power and energy disruption, environmental disasters as well as cyber-attacks and hacking activities are some of the threats that people and businesses face.

Having a Business Continuity Plan (BCP), helps us to have the resources and information to handle emergencies. More importantly, a BCP will enable resources to be speedily and effectively deployed during emergencies so that the delivery of critical services and products is not interrupted.

Maybank Group Business Continuity Management (GBCM) conducts annual exercises for each Critical Business Function (CBF) and acts on feedback for improvements to our BCP. Every two years, an Enterprise Crisis Simulation Exercise (ECSE) is conducted to gauge Maybank's preparedness towards an unanticipated catastrophe. The exercise is in compliance with Bank Negara Malaysia's requirements.

In 2014's ECSE, a pandemic outbreak scenario was selected. It was the largest crisis simulation exercise in the financial industry in Malaysia in terms of participation and the number of simultaneous incidents at different locations. The entire exercise involved 850 participants and spanned over three locations: Menara Maybank, Region Perak,

and Maybank Philippines Inc.'s MPI Corporate Office. The exercises tested the co-ordination, preparedness, and communication between the three command centres, and gauged the readiness of infrastructure equipment and systems at the various alternate sites.

For the first time, the crisis recovery events were updated and monitored through the BCM system, which was deployed in April 2014. Although the system was still in the early stages of implementation, the Business Recovery Teams (BRT) were able to capture most of the issues and recovery activities via the system.

The ECSE identified a critical area for improvement related to infrastructure equipment and facilities readiness at the Command Centre. Facilities such as cross-border tele-conferencing equipment should be in place at the Command Centre to provide easier communication access to other regions and countries.

The experience gained during this exercise will improve situational awareness and enhance decision-making capabilities during a real crisis. During such times, ensuring business continuity and delivering continuous excellence in the services we provide to our customers is important. We did not have to wait long to test our exercise as we had to assemble a team for the December floods in the east coast of Malaysia. Our lessons were very useful during the tragedy.

"The ECSE exercise was tested during the December floods that ravaged the east coast of Malaysia in 2014. Maybankers not only rallied together during the period but were organised in our relief efforts. We were quick to reach the epicentre of the disaster and had an action plan to bring supplies to the victims."

Dato' Mohd Hanif Suadi

Head of Community Distribution, Community Financial Services.

G4-27

Investor Relations

We strive to keep the market informed with relevant and current information. This enables both existing and potential investors to evaluate the business, performance, and prospects. It has always been the Group's focus to deliver updated company knowledge with high transparency and integrity. We continued to organise investor days, which provides an opportunity for investors to obtain more information on business sectors and engage with key leaders. One of our newest markets explored was Japan.

In 2015, as an adjustment to changes of future markets and investors, we are planning to revise the Investor Relations Policy from 2007.



Photo credit: Danu Wisena
MAYBANK PHOTOGRAPHY AWARDS
Three faces

Community and Citizenship



With over 1.1% of net profits on community spend in 2014, we are one of the most active corporate citizens in Asia. We continue to invest for greater impact.

Community and Citizenship

1.1%

of Net Profit



on community spend

CashVille Kidz

Financial Literacy Programme

660

schools



102,580

students

2,660

teachers

Global CR Day

Volunteerism programme

24,971

volunteers

Bali Marathon



49

countries

4,400

runners

Scholarship Awards

totalling



> RM12

million

Promoting Educational Excellence in Rural Schools

(P.E.E.R.S.) Programme

4,800

students

Microfinance BII Berbagi

> 6,000

women
since 2012

Regional Pediatric Heart Centre

National Heart Institute of Malaysia

42

patients

since 2002



Cycle

'Save a Child's Heart'



> 1,000

cyclists

Abilympics

Vocational skills competition for
Persons with Disabilities (P.W.D.s)

28

artists with disabilities



> RM1 million

for Tiger Conservation

Liver Transplant Centre

at Hospital Selayang

63

transplants

since 2002



Community and Citizenship

Year-on-year Progress and Priorities

● On track/Completed ● Progressing ● Not on track/Did not complete

Driving Education at All Levels

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

Year	2012	2013	2014	Status
Scholarships disbursed (RM)	9,368,500	11,260,504.50	13,760,497	●
Financial literacy programme (no. of students)	4,225	72,000	102,580	●
Promoting Educational Excellence in Rural Schools (P.E.E.R.S.) Pass rate (%)	52.1	51.87	52.36	●

Community Empowerment

Reaching out to communities across the region with disaster relief and empowerment programmes

Year	2012	2013	2014	Status
Microfinance (in partnership with KOMIDA) (no. of women impacted)	996	1,500	1,750	●

Arts and Culture

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

Year	2012	2013	2014	Status
Nukilan Jiwaku (no. of P.W.D. artists supported)	20	25	28	●
Maybank Foundation Gallery	Renovation of the Gallery is currently deferred			●

Environmental Diversity

Commitment to preserving environmental diversity across ASEAN particularly through tiger conservation

Year	2012	2013	2014	Status
Contribution (RM)	n/a	n/a	1.2 million	●

Healthy Living

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

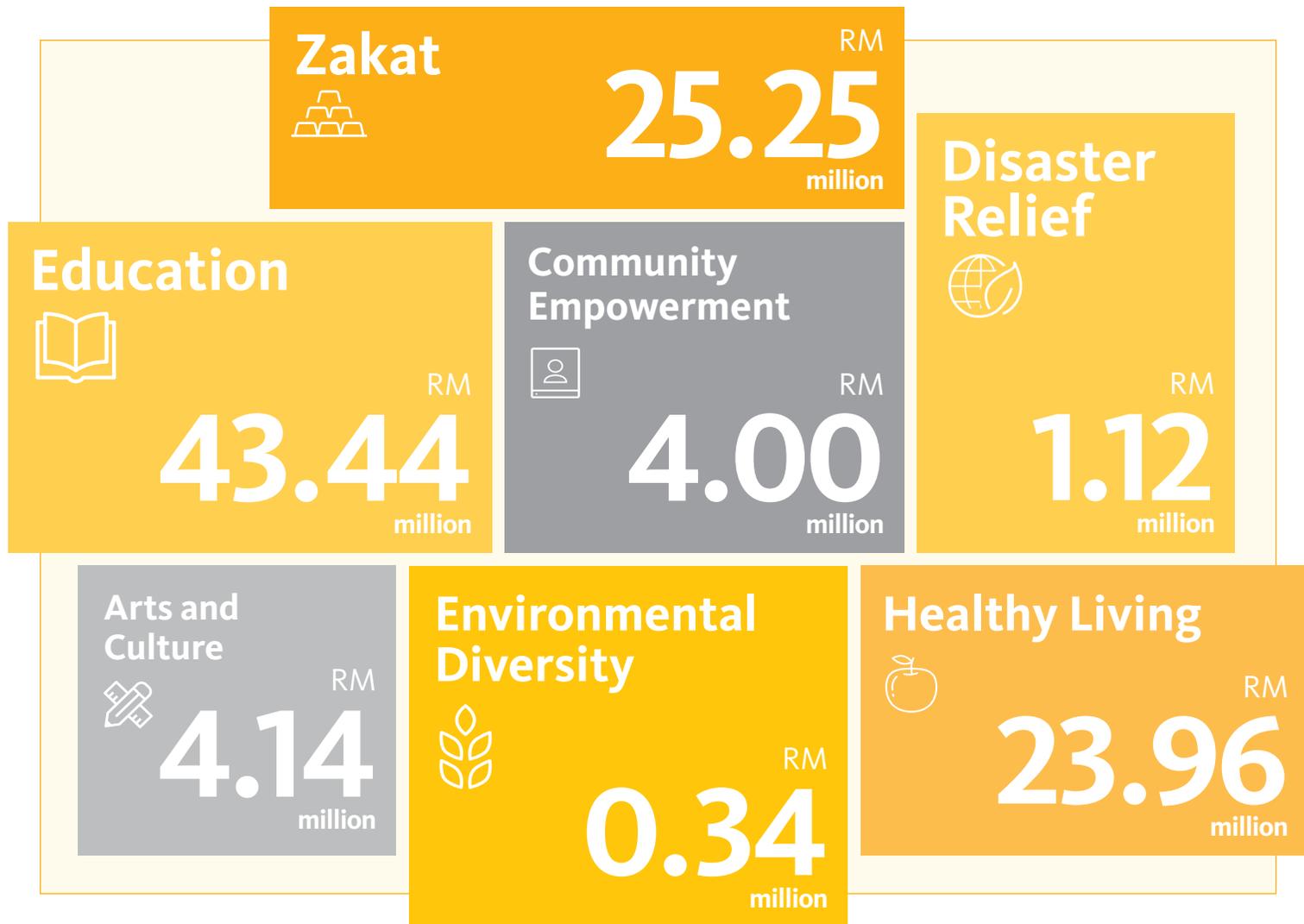
Year	2012	2013	2014	Status
No. of liver transplant surgeries performed at Selayang Hospital (cumulative)	52	60	63	●
Total contributions to Selayang Hospital (RM)	150,000	1,000,000	1,000,000	●
Junior Golf Clinic at the Maybank Malaysian Open (no. of participants)	100	100	100	●

Our Approach - Investing for Impact

We care about the communities that sustain our business and we are committed to giving back to these communities through long-term partnerships, volunteer efforts and targeted social investments. Our approach goes beyond charitable giving and we want to build sustainable programmes with long-lasting impact. Maybank Foundation is the main platform for our initiatives and is focused on these areas: education, arts, culture, and heritage, community empowerment, environmental diversity, healthy living and disaster relief.

Our journey in regionalising our business has expanded the scope of our community work. We continue to push the boundaries for our impact and strive to measure our efforts more accurately. We work with complex social and environmental issues and, to ensure that we get things right, we have listened to stakeholders and formed strong partnerships.

With a total investment of RM77,009,260, Maybank continues to be one of the most active corporate citizens in Asia. In addition to our financial contribution, 24,971 Maybank volunteers contributed their expertise and 129,921 hours to various valuable community causes.



Focus Areas	Amount (RM)
Education	43,439,380.22
Community Empowerment	4,008,882.65
Arts & Culture	4,136,649.20
Environmental Diversity	341,423.60
Healthy Living	23,964,492.82
Disaster Relief	1,118,432.40
TOTAL	77,009,260.90^{1,2}

Notes

1. The amount excludes Zakat contribution of RM25.25 million
2. The above is inclusive of Maybank Foundation's expenditure

2014 Performance Summary

● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
Improve the reach of our scholarship awards: increase scholarship availability and broaden the scope of the awards.	The number of students receiving scholarships has increased, as has the total amount awarded. In 2014, stipends were awarded to studies in new subjects/levels.	●	We will expand our scholarship awards to include post-graduate studies and to other countries where we operate.
Expand the adoption of our P.E.E.R.S. programme to more schools throughout Malaysia, and focus on improving the methodology of teaching English in P.E.E.R.S. schools.	We focused on English proficiency and, by working with our project partners, trained more teachers (an increase of 42%). Attendance rates and grades in participating schools improved.	●	P.E.E.R.S. will continue to lead our work in education. The programme will expand to more schools in Malaysia and, moving forward, across the region. We will review our programme curriculum and focus on teacher training projects with programme partners.
Reach more children and youth through our financial literacy programmes. To use innovative communication tools and social media.	The second season of CashVille Kidz reached a record number of schools and teachers. By using social media, we have reached even more children in both urban and rural areas.	●	We plan to extend our financial literacy programme to other ASEAN countries, subject to approval by the relevant education ministries.
Empower more disadvantaged women entrepreneurs through our microfinance programmes.	The programme is beginning to have more impact, as beneficiaries are becoming involved in more scalable businesses and the benefits trickle down the local economy.	●	We plan to support our beneficiaries beyond financial means by providing other capability building initiatives like training in general management skills.
Consolidate our support to P.W.D.s and help more P.W.D.s become financially independent.	We piloted the R.I.S.E. programme to build capacity of P.W.D. entrepreneurs. We also continued to support P.W.D. artists through Nukilan Jiwaku and increased the number of beneficiaries.	●	We aim to build on the success of R.I.S.E. and expand the programme. We will monitor and evaluate the programme for lessons learnt and best practices.
Encourage more employees to commit to Cahaya Kasih volunteerism programme and to form long-term partnerships with community stakeholders.	The number of volunteers and volunteer hours have both increased. More projects are turning into long-term partnerships.	●	We will continue to support the long-term partnerships created through Cahaya Kasih. We will monitor and evaluate the impact of the volunteer initiatives even closer.
Invest in programmes that promote environmental diversity.	We contributed to the tiger upkeep at Zoo Negara and undertaking longer term investments in tiger conservation.	●	We aim to continue our support for tiger conservation and also engage partners for more long term environmental commitments.
Support the development of arts and culture in Asia through continued focus on Nukilan Jiwaku and promotion of arts.	While we continued to invest in Nukilan Jiwaku, we will only start our Arts in School programme in 2015.	●	Maybank Arts in School (MARS) and Maybank Annual Regional Arts Exchange (MAX) to be executed in 2015.
Reinforce our commitment to access and quality of healthcare.	We continued to invest in our main programmes — Hospital Selayang Liver Transplant Centre, Regional Paediatric Centre at Institut Jantung Negara in Malaysia and support for retinoblastoma treatment in Indonesia.	●	We will invest more in awareness creation in our focus areas.

Driving Education at All Levels

Our major investment in education, through scholarships, financial literacy and school programmes, is aimed at making sure all children and youth have access to education and the opportunity to fulfil their potential.

We recognise that there is disparity in the quality of education for children across ASEAN, especially for children in rural areas. In 2014, over RM40 million was spent on our education programmes and we reached more students and teachers than ever before.

Our initiatives towards improving the quality of education include the Maybank Foundation and Maybank BII scholarships, as well as the Promoting Educational Excellence in Rural Schools (P.E.E.R.S.) and CashVille Kidz financial literacy programmes. Driving education at all levels will cultivate next generation talent to steer the future economic growth in the region.

Our Major Investment in Education

Scholarship Awards



CashVille Kidz
Financial Literacy



P.E.E.R.S.



Driving Education at All Levels

Scholarship Awards

Launched

1972

Aim

Provide access to further studies for deserving students

The Maybank Scholarship Awards are an important part of our effort to enable students to pursue their dreams and to support the region’s human capital development goals.

Scholarship Awards

Scholarships offer opportunities for youth from low-income families to excel academically, take control of their lives and contribute to their societies. We believe that no talented young person should be constrained by the lack of financial means. Since the programme began in 1972, we have provided over 1,000 scholarship opportunities.

In 2014, we disbursed RM2.5 million to 65 new students. The total scholarship payout for 2014 exceeded RM12 million, which includes expenses for 112 existing scholars pursuing their studies locally and abroad.

This year, we introduced a new category for outstanding students from families with a household income of less than RM24,000 a year. The award, which has no obligatory bond, was granted to 15 recipients to pursue higher education at public or private institutions in Malaysia. Recipients of the award went on to pursue financial-related disciplines or priority fields as stated under Malaysia’s Economic Transformation Programme (such as medicine, architecture, and education). This new category of scholarship aims to contribute to Malaysia’s Vision 2020 and is part of Maybank’s commitment to create an equitable society.

A further 50 scholarships were awarded to students to pursue tertiary studies locally and abroad in courses related to business management and financial services. These students will hopefully become new members of the Maybank family upon completion of their studies.

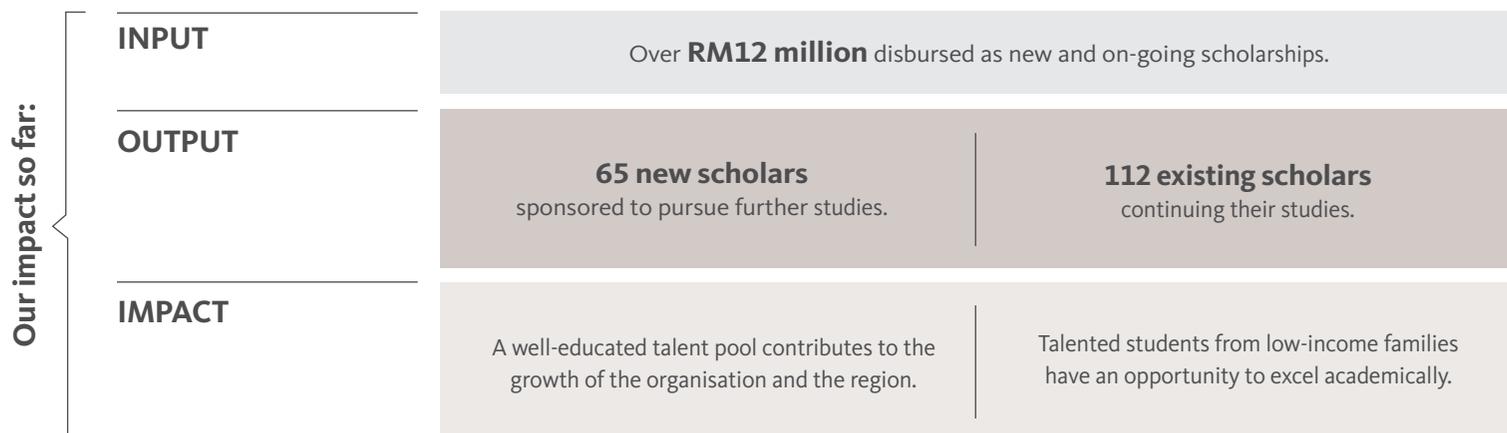


The Maybank Scholarship Awards 2014 ceremony was held at Menara Maybank.

The number of applicants vying for scholarship awards saw a drastic increase, from 6,000 in 2013 to almost 10,000 in 2014.

Apart from the scholarships in Malaysia, Maybank Foundation offers similar support to students in Indonesia. Currently, there are 33 students pursuing tertiary education in Indonesia as well as in selected universities in Malaysia and Singapore under the programme.

BII continued to provide scholarships for 50 University Gadjah Mada students from low-income families in 2014. The initiative, which was implemented in 2008, has helped 262 students complete their undergraduate studies to date.



Growing the scholarship awards regionally is in line with Maybank’s regionalisation strategy and will also help strengthen the ties between ASEAN nations.

Driving Education at All Levels

“The scholarships reflect Maybank’s philosophy of embracing diversity and inclusiveness. It is aligned with Maybank’s global presence and supports our aspiration to be a regional financial services leader, operating from the heart of Asia where talents with international exposure and different disciplines enrich and complement the people in our Group.”

Nora Abd Manaf
Group Chief Human Capital Officer Maybank



Promoting Educational Excellence in Rural Schools (P.E.E.R.S.)

Launched

2011

Partners

British Council, MoneyTree Malaysia, *New Straits Times* and Learning Vista

Aim

Improve the quality of education in rural schools throughout Malaysia by promoting English proficiency, improving ICT facilities in schools, and rewarding students for academic achievements

P.E.E.R.S. Pass Rates

2013



51.87%

2014



52.36%

Attendance rate:



83.5%



We measure P.E.E.R.S. school progress based on pass rates and grades.

“Two common measures used to assess outcomes are the school Grade Point Average or Gred Purata Sekolah (GPS) and percentage of students achieving passing and excellent grades” *Malaysian National Education Blueprint (2013-2025)*



This year, a special incentive awards for academic excellence was introduced.

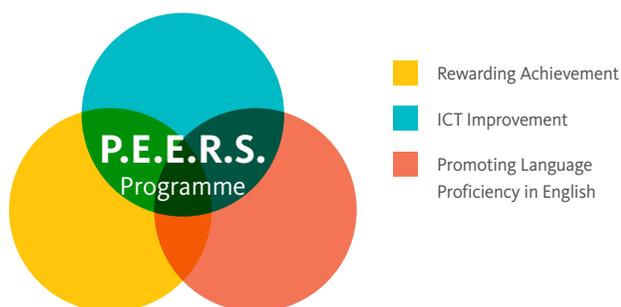
Driving Education at All Levels

Promoting Educational Excellence in Rural Schools (P.E.E.R.S.)

We know that children are the future of the region. However, schools in rural and underprivileged neighbourhoods are less-equipped to offer equal opportunities for children to fulfil their potential.

Through our school adoption programme, P.E.E.R.S., we are committed to filling the gaps and improving the standard of education in rural schools that are often less resourced compared with those in urban areas. We want to improve students' academic performance, and increase parental involvement and personal development, as well as contribute to the overall learning environment. P.E.E.R.S. has expanded in reach and scope to 15 schools, benefiting 4,800 students and 360 teachers.

After the third year of implementation, we are happy to see results. Our main approach to improve our adopted schools is to ensure ICT facilities and English language programmes are provided, and that students who excel academically are awarded.



Rewarding Achievements and Providing ICT Facilities

For the first time, special incentive awards were presented to top students from four P.E.E.R.S. schools, namely SK Sungai Lui, SK Sri Lanang, SJK (T) Batu Arang and SJK (C) Jenjarom in Selangor. Cash incentives are now offered to students who achieve the highest grades in Standard 5, while those who excel at UPSR examinations were awarded tablet computers, for results obtained in 2013.

Promoting Language proficiency in English

Since 2012, we have supported additional English language classes in P.E.E.R.S. schools in collaboration with specialists from the British Council. This year, a four-day English Teacher Training Programme was conducted for 17 teachers from eight P.E.E.R.S. schools. The teachers were introduced to creative teaching methods, such as puppetry to expand teaching methods used in the classroom. Teachers were also taught basic French to help them better understand the challenges of learning a foreign language. In the two previous years, a similar programme was organised to aid 12 teachers from seven P.E.E.R.S. schools.

Moving Forward

While we are proud of our achievements and the tremendous support that we have received thus far, there is still much more that we can do. We will continue to collaborate with our partners and work closely with the P.E.E.R.S. schools to offer our youth opportunities so that they may one day contribute positively to their communities.

Not Just Hard Work

Besides offering structured educational programmes, recreational and fun activities have been incorporated into our education initiatives to motivate and inspire youth to excel. In 2014, students were invited to watch Mamma Mia! the musical.

To expose them to excellence in sports, students are encouraged to attend the Maybank Malaysia Open (MMO) Badminton and MMO Golf Championships. In 2014, 100 students and teachers from four P.E.E.R.S. schools witnessed the world's top badminton champion during the MMO Super Series Premier finals in Kuala Lumpur. Twelve students were also given the once-in-a-lifetime experience when they accompanied the Malaysian badminton team on court prior to the match.

"I have never dreamt of being with World No.1 Datuk Lee Chong Wei. It was a wonderful experience to meet him in person. I will always treasure this moment" said Loo Jang Jeff from SJK (C) Jenjarom who accompanied Datuk Lee on the court. Another memorable surprise was in store for the students and teachers as they later met Y.B. Khairy Jamaluddin, the Malaysian Minister of Youth and Sports at the badminton event. SJK (C) Jenjarom is one of Maybank's P.E.E.R.S. schools.

Driving Education at All Levels

Did you know?



In 2007, Maybank was one of the pioneers participating in Khazanah Nasional Berhad's PINTAR (Promoting Intelligence, Nurturing Talent & Advocating Responsibility) Foundation school adoption programme, which aimed to raise the educational standard of primary school children, particularly those in rural areas.

P.E.E.R.S. was launched in 2011 when we recognised the need for greater impact in our educational CR programmes. It also expanded our scope to incorporate both educational and personal development of children so as to better prepare them for the future.

Our impact so far:

INPUT

Teacher Training for English teachers (17 teachers from 8 P.E.E.R.S. schools trained).

Rewarding students for excellent results. Rewarding achievers with tablet computers.

OUTPUT

Teachers are better-equipped to teach English and use innovative methods in their lessons.

IMPACT

Increased number of students attaining higher grades in English. Overall improvement in examination results.

Students' examination results were improved in rural schools within the programme area.



Students from our P.E.E.R.S programme after seeing the musical Mamma Mia! live in Kuala Lumpur.

Driving Education at All Levels

Other Educational Programmes

Support for School Pocket Money Fund in Singapore

Partner: Central Singapore Community Development Council

In Singapore, we made a pledge to donate RM80 to the Straits Times School Pocket Money Fund for every successful education loan signed up. The fund provides pocket money to children from low-income families to help them through school. The financial help aims to ease the burden of parents from lower income families, as the pocket money allows recipients to meet schooling needs, such as paying bus fares or buying meals at recess. By the end of the campaign, we had donated RM53,600, which was enough to provide more than 300 primary school students with pocket money for a month.

As part of the initiative, 150 Maybank volunteers comprising senior management and employees spent a day at the River Safari with 100 School Pocket Money Fund beneficiaries.

Maybank Get-to-School Transport Grant

Partner: Central Singapore Community Development Council

The grant is available for underprivileged school children to help them with transportation costs. Schools have reported that students from low-income families skipped school, as the transportation costs were too heavy. In total, more than 880 students have benefited from the grant valued at RM397,000 since it was introduced in 2011.

E-books boost for the National Library of Malaysia

We are helping Malaysians gain greater access to books through our recent contribution of 500 e-books to Perpustakaan Negara Malaysia (PNM), the first such collaboration between the national library and a corporation in Malaysia. The e-books will boost PNM's digital library, which currently contains over 1,000 titles. They can be conveniently accessed online and downloaded onto personal computers or mobile devices. The e-books cover diverse topics, such as banking, finance, economics, marketing, risk management, innovation, customer service, process improvement, coaching, and personal development, and will especially interest students and working adults, as well as the general public.

We are committed to supporting the Malaysian government's efforts to close the knowledge gap in the country. Access to these e-books will also be extended to Maybank employees as part of our ongoing employee development initiatives.



Contribution of

500 e-books

to Perpustakaan Negara Malaysia (PNM)



Maybank has pledged

RM10 million

over **five years**



Underprivileged and Rural Empowerment

We continue to empower rural and underprivileged communities by supporting **Yayasan Peneraju Pendidikan Bumiputera**. The Foundation works to promote education, particularly by nurturing and developing students from disadvantaged backgrounds. The Foundation is part of Unit Peneraju Agenda Bumiputra (TERAJU), which is mandated to lead, co-ordinate and drive bumiputra transformation and participation in the economy. TERAJU collaborates with the private sector, government-linked investment companies (GLICs), government-linked companies (GLCs) and various government agencies to achieve its objectives. Maybank has pledged RM10 million over five years with an annual contribution of RM2 million. Our support reaches some of the most underprivileged bumiputra students, many of whom come from rural backgrounds.

Driving Education at All Levels

Scholarships

We provide access to education through scholarships and grants to students across Asia to nurture next generation leaders in Asia.



2012



\$ **RM9,368,500**
in year-to-year *spend*



2013



\$ **RM11,260,504.50**
in year-to-year *spend*



2014



\$ **RM13,760,497**
in year-to-year *spend*

Impact



Talented students from **low-income families** have an opportunity to excel academically.



A well-educated talent pool contributes to the **growth of the organisation and the region.**

2015
Target

To support **75 new scholars** and target **RM15,000,000** in year-to-year spend.



2012



2013



2014



Impact



Increased number of students attaining **higher grades** in English.



Results of students **improved** in rural schools within the programme area.



Students are academically more **ambitious and motivated** to continue their studies further.



Digital gap between **rural and urban** students narrowed.

83.5%
attendance rate



52.36%
pass rate

2015
Target

P.E.E.R.S. will continue to lead our work on education. The programme will expand to more schools in Malaysia and, moving forward, across the region. We will review our programme curriculum and focus on teacher-training.

Driving Education at All Levels

Financial literacy

CashVille Kidz: To educate children and youth on key financial literacy issues in a fun and engaging way.



120 schools
450 teachers

4,225 students reached

n/a social media users



180 schools
540 teachers

72,000 students reached

3,421,680 social media users



660 schools
2,660 teachers

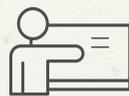
102,580 students reached

4,079,807 social media users

Impact



Thousands of young children have learned **basic financial** concepts and **acquired the skills** to prepare them for future monetary challenges they may face.



Improved financial literacy among teachers.



Financially literate **young people** will become better informed **future customers** of Maybank.

2015
Target



To reach over **800 schools and 170,000 students.**

e-Books for the National Library of Malaysia

1,000 titles

Support for **School Pocket Money Fund** in Singapore

RM53,600

Maybank Singapore **Get-to-School Transport Grant**

RM397,000

since 2011



Maybank Islamic & Education

Maybank Islamic Education Programme in



23 boarding schools nationwide

(Maktab Rendah Sains Mara, MRSM).



A total of **2,700** students from less fortunate families were sponsored by Maybank Islamic in the **Yayasan Pelajaran Mara Tuition Programme** in 2014.



Educational assistance of **RM280,000** was disbursed to **10 selected state universities** nationwide.



Sponsorship for students pursuing **Masters in Islamic Finance Practice (MIFP)** exclusively at the **International Centre of Education in Islamic Finance (INCEIF)** covering tuition fees and living allowances. The main criteria for selection of graduates are academic excellence and leadership qualities, with job opportunities upon graduation.

Other educational programmes

Programmes that support access to education.

Driving Education at All Levels



CashVille Kidz

Launched

2013

Aim

To educate children and youth on key financial literacy issues in a fun and engaging way

Partners

MoneyTree, Centre for Economic Education and Entrepreneurship (CEEE) and the National Institute of Education (NIE), Singapore

Financial Literacy Programme

The programme coverage has expanded rapidly, reaching 660 schools, with 102,580 students and 2,660 teachers in 2014.



Students from our P.E.E.R.S. schools taking part in the launch of CashVille Kidz Season 2.

Financially savvy youth can make the most of their student years and become financially independent adults. As a financial institution, we believe that we play an important role in nurturing financial literacy among children and youth.

CashVille Kidz, an animated educational TV series by Maybank Foundation is now more popular than ever as it deals with money matters in a fun and engaging way.

2013

- CashVille Kidz reached 180 schools, engaging 72,000 students and 540 teachers.
- The CashVille Kidz Facebook page reached 3,421,680 followers, which indicates a high level of interest for updates on the programme.
- On YouTube, each episode of CashVille Kidz garnered about 60,000 views.
- By December 2013, the CashVille Kidz Facebook page had 162,000 likes.

2014

- CashVille Kidz reached 660 schools, engaging 102,580 students and 2,660 teachers.
- The CashVille Kidz Facebook page reached 4,079,807 followers, which indicates a continued high level of interest for updates on the programme.
- By December 2014, the CashVille Kidz Facebook page had 224,000 likes.

Target

- The CashVille Kidz series is targeted to reach 800 schools, with the aim of engaging 179,200 students and 3,200 teachers by end of 2015.

Driving Education at All Levels



The CashVille Kidz series demonstrates the importance of sound money management, such as cultivating positive savings and spending habits to children in a way that piques their interest. In addition to aired episodes, the programme includes material aids for students such as activity books, comic strips relating to the episodes in local newspapers, a dedicated web portal, and roadshow activities in schools, as well as teaching resources in the form of guidebooks and CDs.

Season 2 of the series (in 3D) was launched in July 2014. It was developed as part of our ongoing effort to develop better assessment and reporting systems to measure students' ability to grasp and apply financial concepts and knowledge. The season included the assessment and reporting system, a first of its kind and the result of a collaboration between MoneyTree, the Centre for Economic Education and Entrepreneurship (CEEE) at the University of Delaware and the National Institute of Education (NIE), Singapore.

We improved our measurement process in 2014 through the introduction of a first-of-its-kind assessment and reporting system, developed together with **MoneyTree, the Centre for Economic Education and Entrepreneurship (CEEE)** at the University of Delaware and the **National Institute of Education (NIE)**, Singapore. The system will help 660 schools throughout the country to include the programme in its co-curriculum offering. 70% of the participating schools are categorised as urban, while the remaining 30% are located in rural areas, with an average of between 120 and 240 students from each school.

Assessment and Reporting Will Help

660 
Schools

Participating Schools

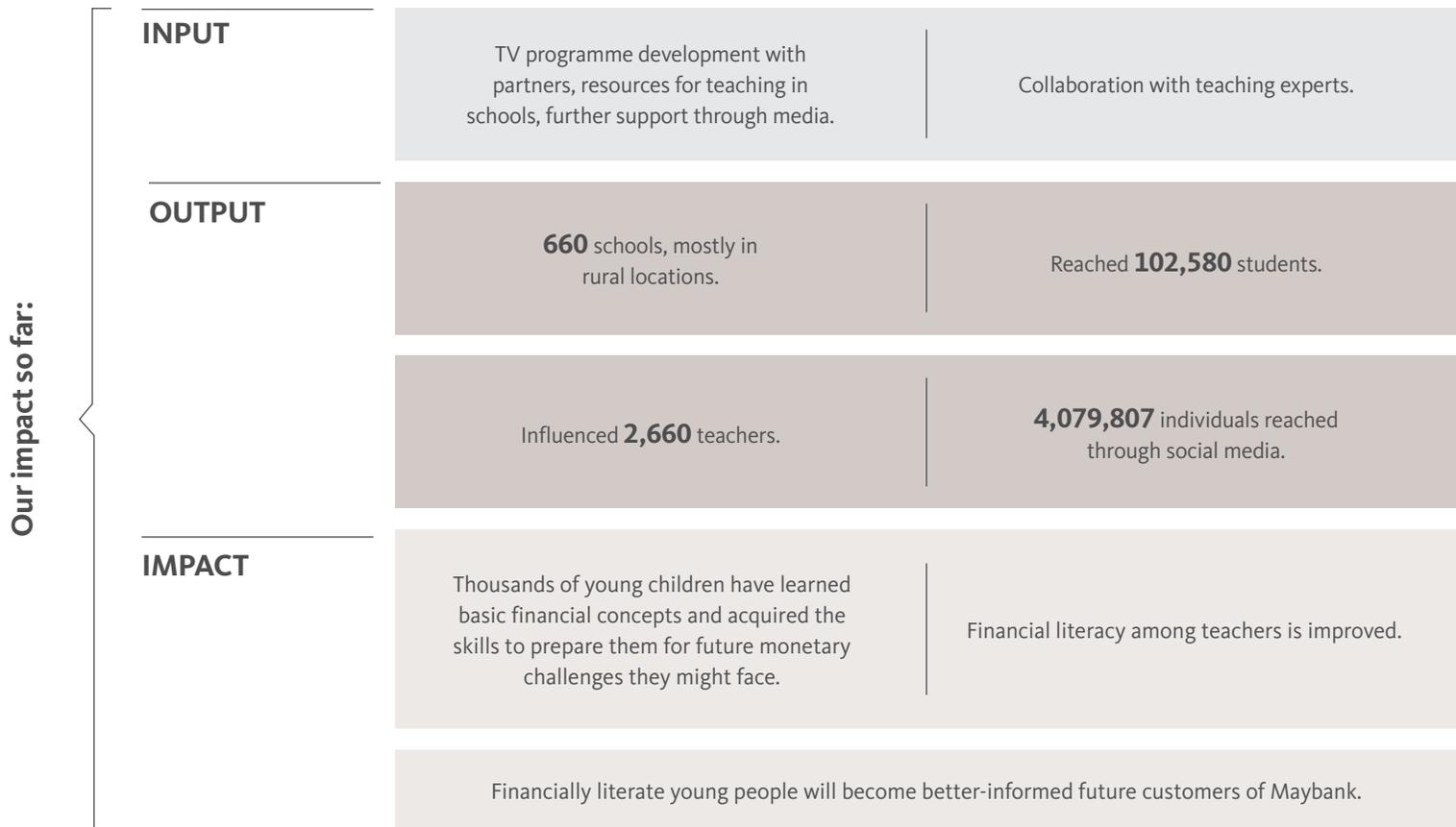
70% urban | **30%** rural areas

The assessment and reporting saw 660 schools throughout the country. About 30% of the participating schools are from rural areas, with an average of 120 to 240 students from each school.

Facebook page has over **188,000** Likes 

You Tube channel has more than **2.5 million** viewers

Driving Education at All Levels



“In line with our mission to humanise financial services, we advocate financial education as part of providing a holistic financial solution to our communities. While CashVille Kidz is not Maybank’s first financial literacy programme, it is a paradigm shift in shaping young mindsets about financial awareness and is Maybank’s first foray into the field of financial literacy via an animated series.”

Eliza Mohamed

Head, Group Corporate Affairs & Sustainability



✓ **Efma-Accenture Innovation Awards**

✓ **Global CSR Award**

CashVille Kidz won two prestigious international awards, the ‘Efma-Accenture Innovation Awards’ 2013 in Paris and the ‘Global CSR Award’ 2014 in Bali. It is the only TV series for children in Malaysia that teaches financial literacy through play.

Community Empowerment

Financial inclusion acts as a powerful accelerator of economic progress. It helps to eliminate extreme poverty and builds shared prosperity. As we expand regionally, we are committed to improving the lives of communities across Asia, particularly in developing effective and affordable solutions to the issues of financial and social exclusion. We are committed to deepening our understanding of social issues and financial problems.

We do this through multiple interventions, such as microfinancing in Indonesia and innovative business-based solutions such as the Family Fund in Singapore. We also increased our work with people with disabilities (P.W.D.s) and focused on supporting their financial independence.

Maybank
Family Fund



Microfinance
BII Berbagi



R.I.S.E.



Maybank-
MAB Cinema



A weaver supported by our microfinance programmes showcasing her skills at Maimun Palace, Medan, Indonesia.

Community Empowerment

The Maybank Family Fund was established in July 2010 in partnership with the Central Singapore Community Development Council (SDC). The fund is an economic empowerment initiative for low-income families in Singapore. In 2014, Maybank committed RM1 million to the initiative.



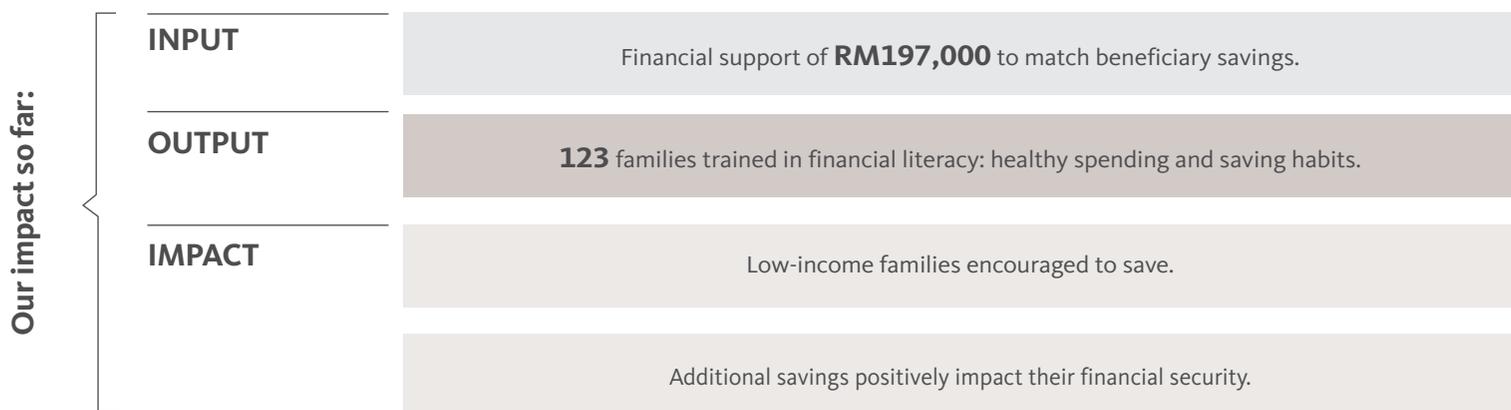
Maybank Family Fund, Singapore

<p>Launched</p> <h1 style="margin: 0;">2010</h1>	<p>Aim</p> <p>To help low-income families become financially independent by offering insurance coverage and savings schemes</p>
<p>Partner</p> <p>Central Singapore Community Development Council (SDC)</p>	

The Family Fund supports two programmes, the Cultivate a Savings Habit (C.A.S.H. UP) savings scheme and an insurance scheme called the Maybank Family Protection Programme. These kinds of financial inclusion programmes are not only innovative in Singapore, but also in ASEAN and we are pleased to have received recognition for the work we do with our partners.

C.A.S.H. UP Programme

The C.A.S.H. UP programme, an initiative between Maybank and the SDC, aims to encourage low-income families to adopt positive saving practices. C.A.S.H. UP matches the savings of the participating families, essentially doubling their savings. The families take part in a nine-month financial literacy programme organised by the SDC. To date, the programme has 738 beneficiaries from 123 families and is targeted to reach 200 families in 2015.



Community Empowerment

Maybank Family Protection Programme

Many working individuals throughout the region are not insured against accidents and injuries at the workplace, leaving families vulnerable in the case of accidents, especially when such work-related accidents involve breadwinners. The Family Protection Programme is our way of trying to protect those in the workforce that are the most at risk. This joint programme between Maybank Singapore and SDC offers free insurance policies for underprivileged individuals, especially those from low-income households.

The programme has benefited 600 families by insuring the breadwinner of the family against work-related accidents and injuries. We have provided insurance coverage worth RM80 million to insure beneficiaries of the programme for five years, with a maximum payment of RM130,000 per policyholder. The programme aims to insure a further 350 families in 2015.

The Family Protection Programme was awarded the Asian Banking & Finance Retail Banking Award 2013 — Best Corporate Social Responsibility Programme (Silver).

Focus Microfinance BII Berbagi

Some ASEAN countries are still underserved by formal financial services. By making microfinance — saving accounts and small loans often without collateral — available to the impoverished, we support entrepreneurship and empowerment of the recipients and their communities. We work with women entrepreneurs in Indonesia through our local partners.

Bank Internasional Indonesia TBK (BII) provides microfinance through its 'BII Berbagi' programme. In 2014, BII gave out more than RM280,994 to our local NGO partner, Yayasan Mitra Dhuafa (YAMIDA). YAMIDA, through Koperasi Mitra Dhuafa (KOMIDA) extends financial assistance to women in three areas: Jonggol (West Java), Sragen (Central Java) and Kulon Progo (Yogyakarta). The women are encouraged to develop microbusinesses, such as small-scale agricultural production, the production of handicrafts and others.

Small loans alone do not often lead to sustainable results. KOMIDA runs weekly lessons for the beneficiaries on financial monitoring, saving and loan management; some of which are pre-requisites for the loan. As of December 2014, BII (through KOMIDA) had disbursed funds to 1,750 women. In three years' time, the number of beneficiaries in this programme is expected to rise to more than 3,000 women.

In 2013, BII launched two additional microfinance programmes with Baitul Maal wat Tamwil (BMT) and Asosiasi Pendamping Perempuan Usaha Kecil (ASPPUK). Each programme has a revolving fund of Rp1 billion (approximately RM280,000). BMT works with micro-enterprises while ASPPUK specifically targets women-owned small businesses. ASPPUK works with 9,812 women entrepreneurs in 22 provinces (2013).



Microfinance BII Berbagi

Launched

2012

Partners

KOMIDA, YAMIDA and ASPPUK in Indonesia

Aim

To empower small-scale entrepreneurs — especially women — by offering microcredits and capacity building



BII Pilihan Bijak Mitra Usaha

BII launched a microbanking service called **BII Pilihan Bijak Mitra Usaha (BII Pijar)**. The banking-based programme is designed to increase community empowerment by creating, **fostering and developing microcommunities** for both direct collaborations and third-party partnerships. BII also cooperated with nine rural banks to develop these microbusinesses.



KOMIDA members taking part in a training as part of our microfinance programme.

Community Empowerment

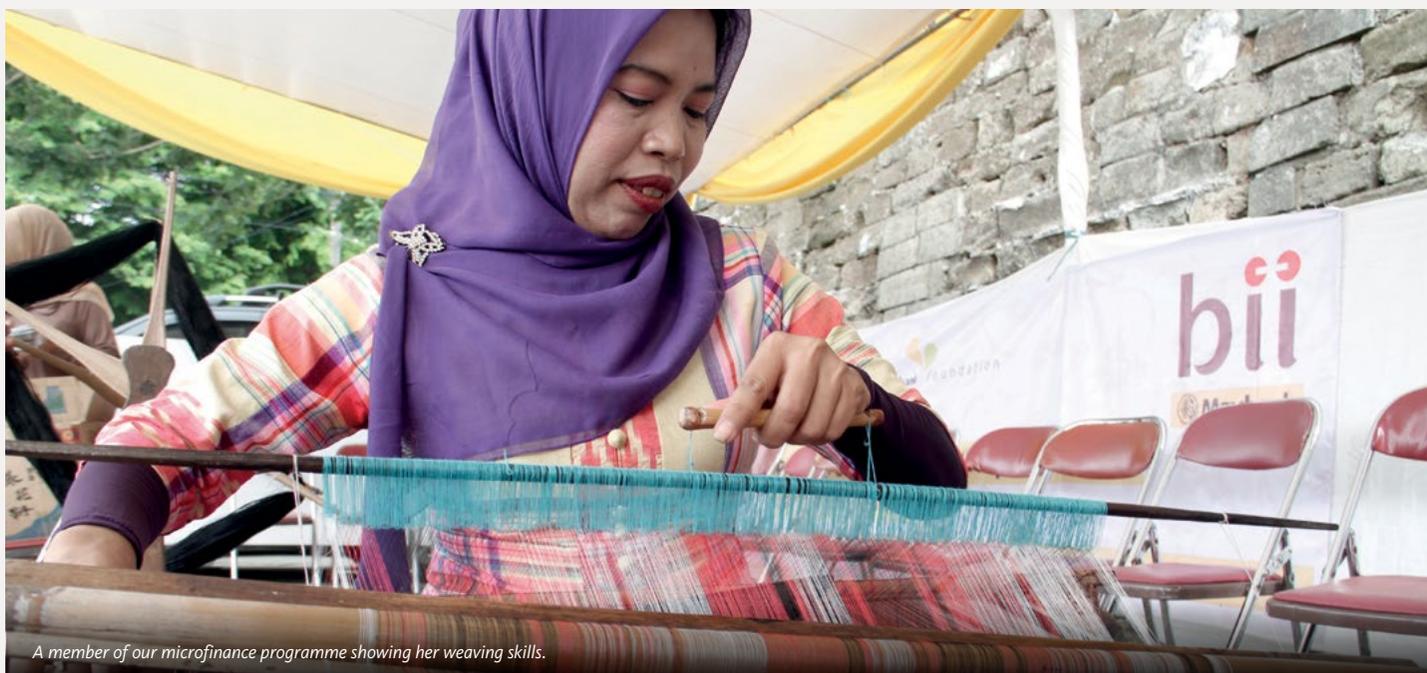
Market for ASPPUK's traditional weaving grows

One of our partners in Indonesia, Asosiasi Pendamping Perempuan Usaha Kecil (ASPPUK), has been successful in bringing its traditional handmade woven products to international markets. In 2014, ASPPUK started selling sandals and bags through the reputable online web store LAZADA.

We have been supporting women's groups in Indonesia since 2012, with ASPPUK being one of our three partners. Our support to ASPPUK has not been limited to microfinance. ASPPUK builds the capacity of its members and supports them in promoting and marketing their products. We have also supported ASPPUK in enabling its members to

increase their production of eco-friendly, naturally dyed hand weaving items. The programme is now extended to preserving the cultural heritage of traditional weaving. ASPPUK today has 9,812 members in 22 provinces. We supported ASPPUK to take a part in the ASEAN Women Entrepreneurs Network (AWEN), an avenue for marketing its products in the region.

We have included capacity building elements in all of our microfinance programmes to improve basic financial knowledge, marketing and promotion, and standards of hygiene during the production process. Our employees are involved in the financial literacy programmes as volunteer tutors.



A member of our microfinance programme showing her weaving skills.

2012	2014
<ul style="list-style-type: none"> 996 women impacted through KOMIDA 	<ul style="list-style-type: none"> 1,750 women impacted through KOMIDA
2013	Target
<ul style="list-style-type: none"> 1,500 women impacted through KOMIDA 	<ul style="list-style-type: none"> 2,750 women impacted through KOMIDA

Target: in 2015, BII plans to build a learning centre for KOMIDA's members to improve their knowledge of health and business.

In Cambodia, we launched a vocational training programme by sponsoring **10 students from the People Improvement Organisation** for a **12-month course** in dressmaking. The sponsorship included support for the hiring of teachers, workshop materials, electricity and equipment and is an extension of the existing Maybank Child Sponsorship initiative.

'A Way Out of the Dump'



Community Empowerment



Ngatinem's Story

Ngatinem is one of the members of KOMIDA in Kulon Progo, Indonesia. Her pottery business has benefited from the microfinance programme: "My net profits have almost tripled since joining the programme. I am now earning about Rp200,000-230,000 (approximately RM55-RM65) a week. After the daily expenses of the family, I am still making a profit," she says. Ngatinem, 54, is married with two children. She has been a member of KOMIDA since 2012, when she took out her first loan of Rp1,000,000.

The family business was initially in making bricks. Ten years into the business, raw materials became too expensive, and so they concentrated on pottery. "I learned pottery from my parents. I spend three to four days a week making cauldrons for cooking, mortars, and water storage containers in various sizes" she says.

Splendour of Ikat Weaving from the Sambas Women

Ikat weaving from Sambas is making waves in the local market. Hotels within the Sambas district as well as West Borneo have started to promote ikat weaving as a local traditional heritage. The encouragement from local businesses comes as fantastic news for local weavers, the majority of whom are women living in a rural town about five hours' drive away from Pontianak. In Sambas society, especially for the women, weaving is a daily activity and an integral part of culture. "Through weaving, women tell stories of their feelings on socio-cultural and economic issues they are facing," says Waty, a member of ASPPUK.

ASPPUK and BII started their joint microfinance programme in 2013 and have since been empowering weaving and home-based food industries in 17 districts over Indonesia. This year, BII granted a revolving fund as additional capital to the Sambas ikat weaving community.

A Weaving Carnival was held in Sambas in 2014 to celebrate the 243th Anniversary of Pontianak. At the carnival, the weavers presented a 161-metre weave to The Indonesia World Records Museum. It took members of ASPPUK 16 months to complete the weave. The community received an award from the World Craft Council (WCC) in the category 'Award of Excellence for Handicrafts 2014'. They also have been awarded for using natural dyes in their weaves. Moving forward, there are plans to further the eco-weaving initiative.



An ASPPUK member showcasing weaving during the Weaving Carnival.



Focus

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



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

Launched

2014

Partner

People Systems
 Consultancy

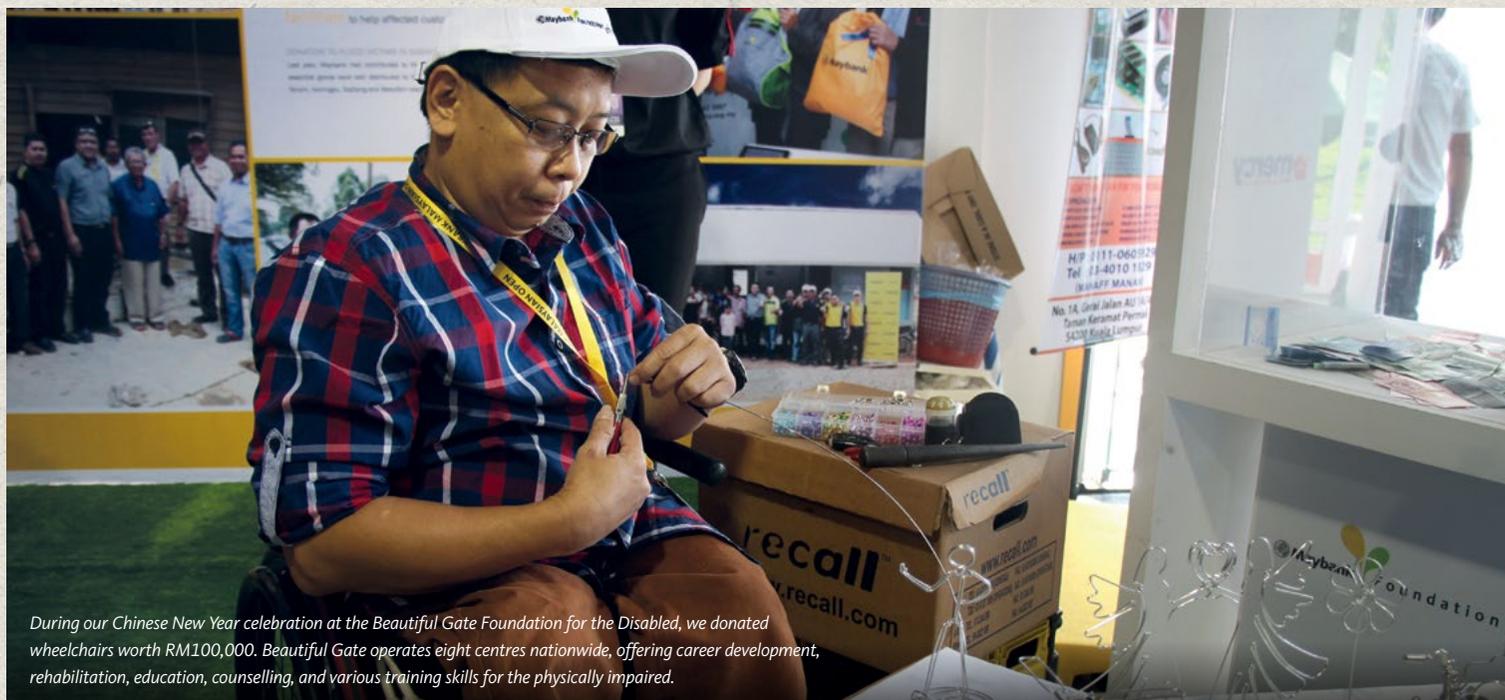
Aim

Empower
 entrepreneurs
 with disabilities
 and equip them
 with skills to make
 them financially
 independent

R.I.S.E. is an economic empowerment programme initiated in September 2014, is designed to support disadvantaged communities, particularly people with disabilities (P.W.D.s) to increase their income and become financially independent.

This one-year pilot programme involves regular training covering practical topics in running a business, such as financial goals, operational planning, budgeting and tracking, and sales and customer analysis. Viable businesses are advised on getting a microloan.

In addition to capacity building, a structured mentoring system is put in place, making sure the entrepreneurs get continued support and knowledge transfer from skilled Maybank volunteers. The pilot is designed to reach 280 participants, 70% of whom are P.W.D.s. The early results are promising: after the first training, many participants reported increases in their income and improvements in the way their businesses operate.



During our Chinese New Year celebration at the Beautiful Gate Foundation for the Disabled, we donated wheelchairs worth RM100,000. Beautiful Gate operates eight centres nationwide, offering career development, rehabilitation, education, counselling, and various training skills for the physically impaired.

“Our license to operate and goodwill building would only be assured through our efforts in societal and community development. In this regard, we are investing for the right future through capability building, inclusiveness, well being as well as sustaining heritage and preserving the richness of our environmental diversity.”

Tan Sri Dato’ Megat Zaharuddin Megat Mohd Nor
 Chairman

Community Empowerment

Did you know?



In 2010, we rolled out **User Friendly Features Facilities for Physically Challenged Customers** at some of our Maybank branches. To date, we have more than 90 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. In 2013, the Board reinforced its dedication to this cause by increasing our commitment to providing a higher number of disabled friendly cash machines.



>90 branches

User Friendly Features Facilities for Physically Challenged Customers

'Web Designer with Confidence'

Wheelchair-bound due to muscular dystrophy, Ng Say Leng is a web designer who had difficulties getting his business to run efficiently. Earning an average of RM2,000 a month, Ng Say Leng lacked the clear focus and business strategy he needed to get his business off the ground, and he was struggling with cash flow when clients did not pay on time.

Ng Say Leng was keen to join the R.I.S.E. programme as he was stretched with work and had to turn down projects. After various training components and mentoring under the programme, his business has grown significantly. He has hired two colleagues — also P.W.D.s — and has implemented a system for more efficient payment collection. He has collected late payment amounting to RM8,000 from clients using the new financial strategies he has adopted. Ng Say Leng has improved his operations by creating templates and interfaces for client selection, and added after sales-service to gain additional sales. His average monthly income now is RM7,500.

NG SAY LENG



'R.I.S.E. pushed me out of my comfort zone'

Ng Peng Wai is an artist specialising in wire art. However, attending fairs and markets to sell his products was becoming physically taxing due to his disability. He was experiencing inconsistencies in sales. At times he was unable to handle large orders and sometimes business was slow.

Initially sceptical about the programme, Ng Peng Wai followed his mentor's advice to step outside of his comfort zone and began adding new products to his range. The change saw him earn an additional RM1,700 from selling personalised key chains, while his average monthly income has risen from RM2,000 to RM4,500. Ng Peng Wai says his mindset is now changed, and he's driven and excited to apply more new strategies to his business.

NG PENG WAI



Community Empowerment



Group Head of Global Banking, En Amirul Feisal Wan Zahir and CEO of Malaysian Association of the Blind, Dato' Ganesan Supayah inaugurating the Maybank-MAB Cinema.

Maybank-MAB Cinema

We launched South East Asia's first movie theatre for the visually challenged in Kuala Lumpur in collaboration with the Malaysian Association for the Blind (MAB). The theatre — known as the Maybank-MAB Cinema — is situated in Kompleks MAB Brickfields. It is the only theatre in the region to screen Audio Described (AD) movies. Unlike conventional movies, AD movies provide a narration service throughout the film with concise, objective description of scenes, settings, costumes, and body language in between portions of dialogues or songs, at no additional charge to patrons.

In the past, Maybankers have volunteered to type materials for the blind, record voices for audio learning, read the news, and share interesting topics with visually impaired trainees at the Gurney Training Centre. Funds for the theatre were raised during a mini carnival at Maybank premises and a Fun Day was organised in conjunction with the Maybank Global Corporate Responsibility Day, with an additional contribution from Maybank.



Can you explain the origins of the Maybank-MAB Cinema?

Long before Maybank-MAB Cinema, Global Banking at Maybank was already volunteering with the Malaysian Association of the Blind through the Cahaya Kasih programme.

What kind of activities did you undertake?

We engaged with MAB to understand their needs and discussed how our volunteers would be able to support them — particularly with activities such as reading and typing. We also organised a Walk for the Blind to create awareness during Global CR Day. The Maybank-MAB Cinema is the result of us working closer with MAB and finding out how to meet their needs.

What were the challenges in working with the beneficiaries? How did you overcome them?

It was a learning journey for us because for most of us, watching a movie is an activity we take for granted. So this project was an eye opener. We also wanted the space to be used in multiple ways, so the hall can also be rented out to generate income for MAB.

Mohamad Nizar B Che Md Noor

Global Banking and
International, Strategy and
Transformation

While the Maybank-MAB Cinema is a great initiative, it can potentially become reduced to a one-off contribution. Is this going to be the case?

We aim to further our investment in the differently-abled by providing further resources for capacity building and also increase our volunteer hours.

Community Empowerment

Supporting Disaster Relief Regionwide

Asia-Pacific is one of the world's most natural disaster-prone areas. In 2014, Southeast Asia — predominantly Indonesia and the Philippines — was hardest hit by natural disasters. Climate change and environmental degradation are further contributing to the rising toll of natural disasters. We have made a strong commitment to provide humanitarian

aid in the region, and our employees have shown great compassion by volunteering their time and money when disasters strike.

In December 2014, unusually destructive floods ravaged Malaysia. Over 200,000 people were affected and homes, schools, health centres, and infrastructure were destroyed. We have always stepped up when communities are affected by natural calamities, as we did this time.

Floods In Malaysia



Post Disaster Relief:

Xavier Ecoville



Post Disaster Relief:

Mount Merapi



Datuk Abdul Farid Alias, Group President and CEO Maybank, Lee Shashitheren, Commercial Director Raya Airways Sdn Bhd and Dato' Mohd Hanif Suadi, Head Community Distribution Maybank observed the shipment of flood relief items.



Community Empowerment



Disaster relief, Malaysia

<p>Partner MERCY Malaysia</p>	<p>Aim To assist victims of natural disasters</p>
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The floods that ravaged the East Coast of Malaysia in December 2014 saddened us all, and many of our customers and employees were directly affected. We have always stepped up when communities are faced with natural calamities, and this time our response was similar.

Flood victims with Maybank loans were offered six-month moratoriums, restructuring of payments, and waivers for certain charges. Customers affected by the floods who had paid part of their loans could redraw up to RM50,000 from their loan accounts. We made available RM300 million in emergency financing facilities to help affected customers.

At the height of the disaster, we assisted in air freighting essentials to aid some of the most affected communities. In the aftermath of the disaster, faced with the cost of clean-up and recovery, we increased users' credit limit. Etiqa, the Group's insurance arm, expedited claim processes for customers

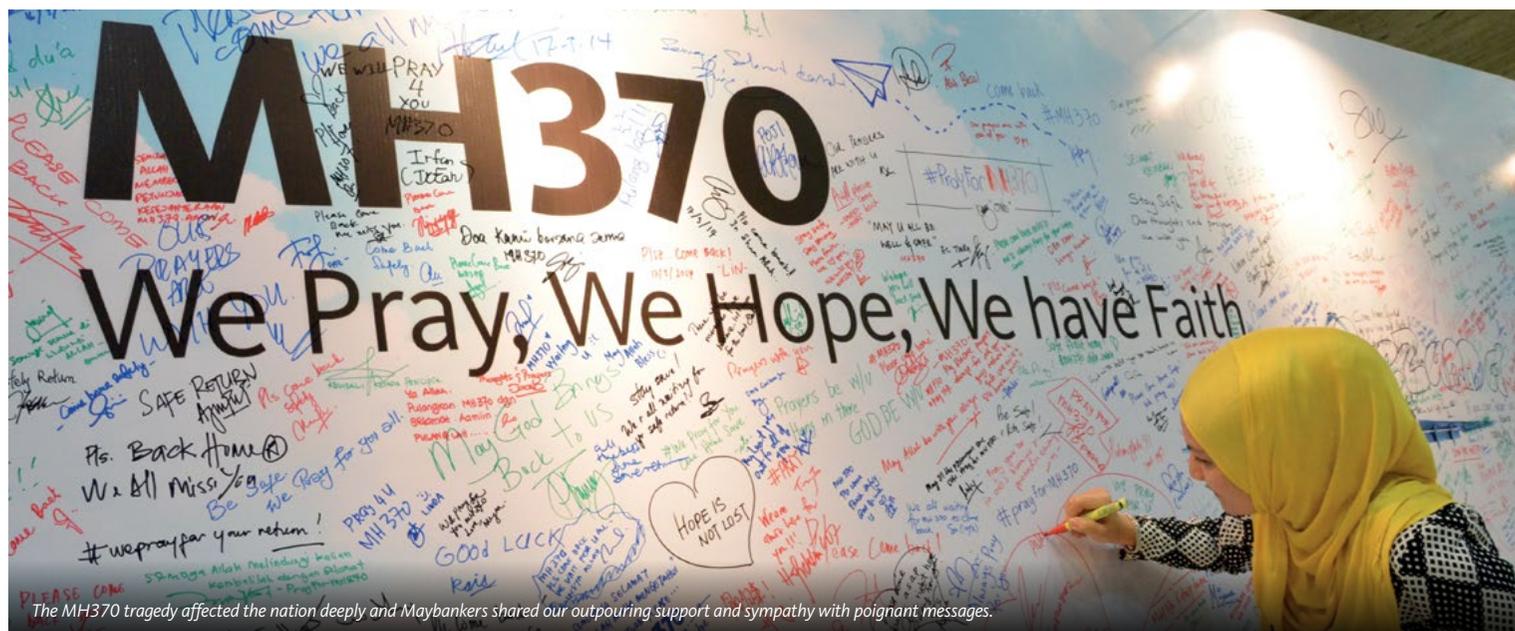
who had flood insurance policies by providing dedicated Flood Claims Assist Hotlines. We took account of the 'frozen' businesses, and opened applications for additional working capital facilities to facilitate businesses affected by the floods. Affected SMEs were given discounts in interest rates, in addition to moratorium on repayment.

Apart from assisting through products and services, Maybankers truly embodied the spirit of being a 'Bank with a Heart' by coming together and volunteering to help, including making donations as well as distributing hygiene kits and food items to flood victims.

We now have a more structured intervention programme through our partnership with MERCY Malaysia. As the single largest supporter of MERCY Malaysia, the Foundation will provide an annual contribution of RM1 million as part of our three-year partnership. 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. In 2014, some of the contribution was used to provide assistance to Typhoon Hagupit victims in the Philippines. Maybank Foundation is also developing an internal pool of able volunteers in all ASEAN countries where Maybank is present.

Similar support was offered to the flood victims in Sabah, who also suffered from unusually strong floods. We again offered a six-month moratorium on payments for flood-affected customers. The suspension for payments was extended to business banking, SME banking and consumer banking customers. Etiqa expedited claims processes and provided a dedicated Flood Claims Assist Hotlines.

Once the floods subsided, Maybankers collaborated with the Crisis Preparedness and Response Centre of the Malaysian Ministry of Health and engaged with their counsellors and psychiatrists to conduct post-traumatic counselling sessions for flood-affected colleagues and their family members. In the two-hour session, the counsellors and psychiatrists shared information on stress and trauma management and post-trauma methods to assist our colleagues not only in handling stress caused by the floods, but also in overcoming future challenges.



Community Empowerment



Biogas Development Programme Mount Merapi, Indonesia

<p>Launched</p> <h1>2014</h1> <p>(extension of our rehabilitation programme started in 2010)</p>	<p>Aim</p> <p>To provide sustainable and renewable energy sources for the communities in the area</p>
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Partners
SESAMI & local NGOs

Our biogas programme for communities surrounding Mount Merapi in Indonesia provides a renewable source of alternative energy. Through this programme, we have built 25 biogas plants to provide renewable energy to approximately 400 people in 12 villages.



The eruption of Mount Merapi devastated the mountain slopes of Java Island, Indonesia in 2010. Today, the villages situated on the volcano's slopes are some of most affected by severe land degradation on the island. The area has lost over 90% of its primary vegetation due to agricultural conversion and land clearance for firewood. The local supply of firewood — still the main source of energy in the area — has been depleted and firewood must now be purchased at the market at a high cost.

Foreseeing the unsustainable situation of the villages, we launched the Biogas Development Programme for Public Welfare through BII Berbagi. Domestic biogas plants convert livestock manure into biogas and fermented manure, which is feasible for small holders with livestock. Use of biogas will be an immediate relief to the energy needs of the villagers.

The 15 biogas reactors (or biodigesters) damaged by the eruption of Mount Merapi in 2010, have already been repaired and are used by some 240 residents in 9 hamlets on the slopes of Merapi. In addition, through this programme, BII will also support the construction of 10 new biodigesters, which will be utilised by 150 villagers in seven hamlets on the slopes of Merapi.

In 2012, we completed the previous rehabilitation programme for communities living around Mount Merapi. We built clean water infrastructures in seven villages in Muntilan to provide clean water for more than 1,360 Merapi residents. We also introduced a tree-planting programme in the area. In addition, farming equipment was donated to the communities in the project area. These activities complemented the three clean water systems built previously and the rehabilitation of irrigation systems and road construction in several villages in Magelang.

“Revitalisation of the community on the slopes of Merapi through eco-friendly energy projects is an attempt to create an effective solution for alternative energy and also support energy autonomy. Community empowerment of this nature meets our objective of being innovative and effective.”

Taswin Zakaria
President Director of Bank Internasional Indonesia (BII)

Community Empowerment



Xavier EcoVille, Philippines

Launched

2011

Aim

To assist victims of Typhoon Sendong

Partner

Xavier University



Maybank Philippines continued to support the Xavier EcoVille Resettlement Community, which is home to some 600 families. The five-hectare eco-friendly resettlement community was built for the survivors of Typhoon Sendong in 2011. The Maybank Community Centre supports the community through various activities and skills building to enable the families to have a better life.

The land was donated by Xavier University, and Maybank built the Community Centre, an important common space for social activities and gatherings in the community. Through the Maybank Manpower Project, local residents were trained to undertake steel projects in the neighbouring communities, thus providing them with subsistence.



BII Berbagi

Through the BII Berbagi programme, BII cooperated with the **Financial Services Authority of Indonesia, the local Indonesian government, the Subnational Disaster Management Agency,** as well as other banks to aid the flood victims in Pati, Pekalongan and Kudus, Central Java. The flood victims, some of whom were families with small children, were evacuated from the flood area for a week. Our contributions also included the donation of water, medicine, milk, baby food, sanitary items, meals, and clothing.



Environmental Diversity

The decline in wild tiger populations in Malaysia has an adverse impact on the biodiversity system and national heritage. There are only an estimated 200 to 250 wild tigers in Malaysia, in three areas: Belum, Terengganu; Taman Negara, Pahang; and Endau Rompin, Johor. In this regard, Maybank Foundation is looking to develop a long-term programme in the area of tiger conservation in the Belum Temenggor Forest Complex.

Strengthening Tiger Conservation Efforts

Due to multi-fold challenges involved in conservation efforts, our strategy is to combine protection and monitoring of tigers as well as to engage with communities. We are working with WWF-Malaysia and our partnership is conditional upon the support and participation of relevant governmental and regulatory agencies. We will be able to report on the progress in 2015.



Arts and Culture

For more than a decade, we have played a significant role in promoting the region's cultural, artistic and historical heritage. 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.

We recognise the importance of safeguarding our arts and culture heritage for future generations, as well as their potential in encouraging greater unity through appreciation of the diverse cultures that surround us. That is why we have our very own Balai Seni, a venue to display the work of local artists, and the Numismatic Museum, the first-of-its kind in the country, both of which are based in our Head Office at Menara Maybank, Kuala Lumpur.

Nukilan Jiwaku started in 2012 and was then known as Independent Living for the Disabled Nukilan Jiwaku - Arts and Craft Gallery Business for Persons with Disabilities (P.W.D.s). The programme was funded by the Maybank Foundation as part of the Cahaya Kasih Challenge, our employee volunteerism programme.

The co-operation with the disabled has since deepened. In 2014, we co-organised the Abilympics for Selangor and Kuala Lumpur at Menara Maybank. The Abilympics is a vocational skills competition for P.W.D.s. The competition empowers the contestants and helps to promote their abilities. Twenty-eight P.W.D.s participated in the competition, organised in collaboration with the Malaysian Council for Rehabilitation, Maybank Foundation, Selangor State Abilympics Committee and the Kuala Lumpur Abilympics Committee.

Three categories of skills were contested: flower arrangement, paintings, and silk painting. All categories were supervised and judged by professionals in the respective areas. The winner of the competition will compete at the National Abilympics. The overall winner will receive further coaching to compete at an international level in France in 2016.

Through this competition we have identified several talented craftsmen and craftswomen to be offered further training and guidance towards achieving financial independence. Apart from producing high-quality art pieces with value, P.W.D. artists often need other types of support to monetise their skills.

We initiated another project, 'Nukilan Jiwaku - V.S.A (Very Special Arts) Mentorship Programme', with the objective to upgrade the quality of arts skills, creativity, and the level of confidence of the participants via a structured learning programme and training by qualified trainers. This programme is in collaboration with Malaysian Council of Rehabilitation, Maybank Foundation and University of Malaya, and is conducted at Dewan Angsana, Akademi Pengajian Melayu, University of Malaya.



Nukilan Jiwaku

Launched

2012

Aim

To support disabled artists so that they are able to make a living through their vocational skills

Partners

Malaysian Council of Rehabilitation and University of Malaya

Year	No of artists supported
2012	20
2013	25
2014	28



BII and Maybank Foundation supported art and culture conservation by restoring the **Maimun Palace** park and building in Medan. Established in **1888**, the Maimun Palace is a part of the historical heritage from **Kesultanan Deli**. The Palace is an example of architecture that combines elements from both Malay and Indonesian cultures.

Arts and Culture



Maybank Annual Regional Arts Exchange (MAX), Maybank Arts in Schools (MARS)

Renewal of Culture and the Arts in Malaysia and South East Asia

To be launched in

2015

Partner
Pusaka

Aim

To inculcate understanding of arts and culture in schools.

MAX and MARS attempt to bring the arts to the public and schools in an integrated way. The programmes nurture creativity and children's interest in the arts and culture. One of its objectives is to bridge the urban-rural divide through the arts.

Our partner, Pusaka, is a non-governmental organisation dedicated to supporting the viability of traditional Malaysian art forms such as Wayang Kulit, Mak Yong, Main Puteri, Manora, and Kuda Kepang. Pusaka works closely with cultural practitioners to organise performances and youth training projects, as well as to document cultural traditions. We will be able to report on progress on MARS in 2015.



We support artists with disabilities through Nukilan Jiwaku and Abilympics.



Our facilitator, Prof Dr Sabzali Khan with one of the artists during training.

Employee Volunteerism



Cahaya Kasih

Launched

2006

Partners

96 local partners across ASEAN

Aim

Structure our employee volunteerism into long-term impact for communities

Our flagship employee volunteerism programme, Cahaya Kasih, encourages Maybankers to come together as agents of change. Employees are given the option to choose a cause or project that is consistent with the pillars of Maybank Foundation and which supports and establishes a long-term relationship with stakeholders. We are confident that by fostering a stronger bond we will achieve lasting changes in the communities.

Global CR Day is part of the programme. It is a day when the global Maybank community shows the world what they have achieved. In 2014, our 5th Global CR Day was themed 'Inspiring Global Communities'. In one day, 96 events were organised simultaneously in different countries. The events are often part of a long-term project or partnership between a particular group of employees and communities. The programme involved 24,971 Maybankers worldwide, an increase of 8.6% compared with 2013. In 2014, our volunteers contributed over 129,921 man-hours.

The evolution of Cahaya Kasih is a result of years of internal learning. We have moved from one-off charitable events to true partnerships, and learnt a lot about volunteerism. While the number of volunteers taking part in the Global CR Day is impressive, even more so is the unrecorded volunteer commitment that takes place across our offices throughout the year.

Through Cahaya Kasih, Maybankers are in the heart of their communities - and put their heart into everything they do.

2012

- In 2012, the number of volunteers grew to 21,147 employees, who contributed 178,422 volunteers' hours, participating in 153 community initiatives. Maybank provides employees with three days' unrecorded leave annually to encourage volunteerism.

2013

- More than 23,000 Maybankers donated over 119,000 hours of their personal time to take part in the Group-wide voluntary programmes. While the number of our employees has increased, the number of hours spent was reduced from 2012.

2014

- In 2014, over 24,971 Maybankers volunteered their time and effort on Global CR Day to give back to their communities - an increase of 8.6% from 2013. Over 129,921 man-hours were recorded.

Global CR Day Participation



Maybank volunteers read to children in Cambodia.

Employee Volunteerism

Global CR Day

Our Global CR Day is an opportunity for Maybankers to showcase their long-term community initiatives and the positive impact that they are making for their adopted community or cause. The global scale of the day — in terms of staff participation, communities engaged and initiatives carried out — creates a visible ‘force for good’, felt by the communities, where we are present.

Our 5th Global CR Day, themed ‘Inspiring Global Communities’ was held on 27 September 2014. The programme set another record-breaking number: 24,971 Maybankers were engaged in various initiatives worldwide, an increase of 8.6% compared with 23,000 volunteers in 2013. Maybankers contributed a total of 129,921 man-hours.

The day generated extensive publicity with different events reported in all key media, including regional locations.

In an effort to make our volunteer community engagement more structured, we introduced the Cahaya Kasih Challenge (CKC) in 2012. The CKC aims to widen our staff participation in the community through longer-term initiatives; with the Global CR Day as a platform to showcase our impacts. In this second cycle of CKC Maybankers implemented 96 sustainable initiatives aligned with the Maybank Foundation’s CR Pillars — Community Empowerment, Education, Healthy Living, Environmental Diversity and Arts and Culture.



96
Initiatives



47%
Community Empowerment



31%
Education



20%
Healthy Living



1%
Environmental Diversity



1%
Arts and Culture



Michael Foong, Group Chief Strategy Officer trying out his skills on the sewing machine at Kampung Orang Asli Ulu Melaka, Serendah.

Our Global CR Day is a truly global affair.

Initiatives taken by employees included supplying clean water to school children, bringing joy to children in paediatric wards, refurbishing schools, donating books to encourage literacy among children in remote areas, preserving traditional craft by providing weaving machines to enable native communities to produce traditional textiles, and organising classes to improve academic excellence of underprivileged students.

Laos

Stationery sets and books were donated to students of a rural community. Volunteers rebuilt and renovated classrooms at the **Phong Ngern School** and replaced a manual water pump with an electronic one to provide clean water to the children.

Cambodia

“**Enriching Lives through Reading & Learning**” was run in collaboration with SIPAR, a Cambodian NGO involved in improving education in rural areas. A number of **277 Maybankers** travelled to seven villages in Phnom Penh and Siem Reap with mobile libraries to lead reading activities with the children. Books were donated to children at various locations.

Malaysia

Global Banking raised funds for the Malaysian Association for the Blind. They mobilised **694 volunteers** for a fun-filled day event at Metropolitan Park Kepong, Kuala Lumpur. The public were also invited to participate. Activities included a fun run with residents and the public, as well as a fishing competition.

Kuala Lumpur

Over 250 Group Human Capital (GHC) employees organised a 3-day charity bazaar at Mid Valley Megamall to create awareness, visibility and fundraising opportunities for NGOs working with people with Learning Disabilities (LDs).

Launch of “M2U Pay” facility for Generating Opportunities for the Learning Disabled (GOLD) Centre, the first NGO to use this platform to sell their products and crafts to a wider market.

Johor

This mangrove restoration project helps to replant and revitalise the environment in the fishing villages in the Pontian district at Tanjung Piai, **Johor National Park**. The project runs awareness raising campaigns on the importance of mangroves and hopes to boost eco-tourism in the area to generate income among the locals.

Singapore

A total of **RM268,000** was raised for the **Movement for the Intellectually Disabled of Singapore (MINDS)** in a carnival-style event. Along with providing many exciting activities, 60 Maybankers participated as buddies to the 100 MINDS kids and their families. The M-Powering MINDS volunteer challenge, a two-year programme that aims to help P.W.D.s to move towards achieving greater independence in their everyday lives, was launched at the event.



Philippines

Maybankers engaged with hearing-impaired children at 'My Children's House of Hope' in learning and self-expression through arts.



Sabah

800 Maybankers volunteered in a charity bazaar and raised **RM300,000** for more than **30 families** at Wallace Sheltered Workshop in Tuaran. The Maybankers also constructed a hostel in Tamparuli for underprivileged girls and refurbished the life skills workshop of SK Bawang primary school, which was damaged in a mudslide.



Sarawak

Maybankers from Region Sarawak provided assistance to the patients at the National Kidney Foundation (NKF) to upgrade the dialysis centre to ensure that a more hygienic environment, creating better awareness about the importance of health.



Sarawak

The SK Sacred Heart Project was a one-day event where top students received recognition through awards, while the school's resource and religious study rooms were refurbished, and the school's main gate painted. Interactive telematches were also organised for the students, as well as a spring cleaning exercise.



Indonesia

In **reviving and preserving traditional heritage**, Maybank Kim Eng Securities Indonesia and Dinas Perindustrian, Perdagangan dan Pengelolaan Pasar Kabupaten Garut provided aid to the underprivileged Garut weavers of traditional textiles. A yarn making machine and other facilities were provided to help women weavers expand their business.



Healthy Living

Sports activities unite people across borders. They bring people together and inspire them to reach ambitious goals. We 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 gives us a platform to demonstrate our role in the development of sports and our emphasis on working with junior players. For us, sponsorship is also an important tool of corporate responsibility. Our sponsorship offers unique value proposition to customers in the form of special privileges, such as corporate hospitality.

Our support for sports development is also a strong catalyst for promoting harmony and unity. In the words of Juan Antonio Samaranch, a dominant figure of modern Olympics, "Sport is an inalienable part of the educational process and a factor for promoting peace, friendship, cooperation, and understanding among people."



Golf sponsorship

Launched

2006

Partners

Malaysian Golf Association, GlobalOne, JNG Golf, UNICEF

Aim

Promote the Maybank Malaysian Open and support development of sporting excellence in Malaysia through various sports programmes. Set as a platform to raise funds for our CR partners

Junior Development in Golf

The junior development programme is an important part of our golf sponsorship and we have been closely involved in developing the sport in Malaysia. We organise the annual Maybank-MGA Junior Golf Camp, Champions Academy training, and junior golf clinics during the Maybank Malaysian Open (MMO).

Since Maybank became title sponsor of the MMO in 2006, the programmes set in place to develop local talent have started to achieve results. Our long-term objective is to see a homegrown golfer bring honour to the nation by competing successfully at world-class tournaments.

We offer programmes and golf clinics for juniors, amateurs and professionals, throughout the year. We also sponsor local tournaments such as National Qualifiers, which can earn local players a spot at the MMO and the Professional Golf of Malaysia (PGM) PGM-Maybank Tour Players' Championship.

Healthy Living



Maybank Malaysian Open Golf tournament in 2014.

Champions Academy

The Champions Academy provides junior golfers (aged 6 to 12) with an opportunity to be introduced to golf, and trained in golf skills and physical development. The programme has been held since 2012, allowing a greater pool of junior golfers to be trained and further developed.

The Champions Academy was introduced nationwide in January 2012. In 2014, the number of participants increased from 12 to 20 juniors. We are working with both GlobalOne and JNG Golf to deliver the training and coaching programmes. Supporting amateur players to compete at National Opens will encourage them to excel. Our support for amateur golfer Gavin Green resulted in news headlines when he won the Best Amateur and Best Malaysian Player at the National Open 2014.

Junior Golf National Camp

The Maybank Junior Golf National Camp has been running annually since the programme's inception in November 2006. Every year, junior golfers from around the nation are invited to attend a three-day intensive training camp run by the Malaysian Golf Association at an established golf club. The programme focuses on advanced golfing techniques for junior golfers between the ages of 12 and 16. Participants are nominated by the respective state golf associations.

Participants of the training camp go through a series of activities to help perfect their golfing techniques, build their mental strength, and instil good sportsmanship. Lessons on short game components are explored, as the juniors practice their iron shots, pitching, chipping, and assessing the distance of the tees. Participants also revisit the rules and etiquette of golf to become more polished on the golf course.

Maybank Malaysian Open Golf

The title sponsorship of the MMO has increased our brand awareness since its introduction in 2006. The prestigious golf event draws extensive media attention locally and globally, including live broadcasting on international sports channels. This year, MMO offered the largest prize in its history: RM10 million. MMO 2014 winner Lee Westwood, who also won in 1997, is a well-known professional golfer who finished seventh in the 2014 Masters Tournament and is ranked 36th in the world.

Our sponsorship has a strong fundraising element. MMO doubles as a platform to reinforce the close linkage of sports with our humanising mission in the communities we serve. Over the years, various fundraising initiatives have been implemented in conjunction with MMO and the proceeds have been donated to programmes that are nurtured by Maybank Foundation.

For the MMO Golf 2014, we organised a "Star Experience for Charity" event. Golf enthusiasts were invited to take part in a charity game with four star players from the tournament. With a minimum contribution of RM5,000, participants had the opportunity to get up close and personal with internationally renowned golf professionals Lee Westwood, Louis Oosthuizen, Matteo Manassero and Thongchai Jaidee.

Funds raised from this event were channelled to the United Nations International Children's Fund (UNICEF). This event saw a sum of RM50,000 donated by 10 generous individuals. The sum was then matched ringgit-for-ringgit by the Maybank Foundation, making the total an impressive RM100,000. The funds raised were used to support educational initiatives run by UNICEF for underprivileged children in Malaysia and Indonesia.

Healthy Living

Maybank Malaysia Open (MMO) Badminton

In partnership with the Badminton Association of Malaysia (BAM), we support MMO Badminton, a prestigious tournament in the badminton super series premier circuit that offers RM1.83 million in prize money. It is the curtain-raiser for the Badminton World Federation calendar. Together with BAM, we organise training and tournaments for young badminton players, enabling national players to inspire and share their expertise with the new generation, and ultimately elevating our country's status in the sporting arena.



Lee Chong Wei entering the court.



Creating Awareness through Smash and Donate

Smash & Donate

To kick off the annual **Maybank Malaysia Open (MMO) Badminton 2014**, Maybank Foundation organised a special badminton fund raising event called the “**Smash & Donate**” at Stadium Juara, Bukit Kiara. The aim of the event was to raise funds and increase public awareness of the Maybank Liver Transplant Centre at Hospital Selayang. Maybank had helped establish the centre since 2002 with an initial grant of RM5 million and has been providing financial assistance to the centre on a continuous basis to help ensure its sustainability. Smash & Donate will continue to be a vehicle to create awareness of our health programmes moving forward.



Datuk Abdul Farid with the winners of Smash & Donate programme.

Did you know?



Maybank has been the title sponsor for MMO Badminton Open since 2012. It is one of the five Super Series Premier events of Badminton World Federation.

Healthy Living

Over the years, Maybank has been actively involved in supporting public healthcare development. In particular, we've been actively working towards helping underprivileged patients to gain access to quality healthcare. We continue to run high-profile campaigns, such as the Bali Marathon, and to raise funds for selected partners during our annual sporting events. In addition to financial support to long-term partners, we raise awareness on healthy living.

Healthy Living

<p style="font-weight: bold; margin: 0;">BII Maybank Bali Marathon</p> 	<p style="font-weight: bold; margin: 0;">Regional Paediatric Heart Centre</p> <p style="margin: 0;">National Heart Institute of Malaysia</p> 	<p style="font-weight: bold; margin: 0;">Liver Transplant Centre</p> <p style="margin: 0;">at Hospital Selayang</p> 	<p style="font-weight: bold; margin: 0;">Retinoblastoma</p> 
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BII Maybank Bali Marathon

The BII Maybank Bali Marathon is a major annual sports tourism event in Bali, Indonesia, and is an important CR event for the Group. In 2014, the event saw a 30% increase in participants from 2013. More than 4,400 runners from 49 countries participated in various categories. Participants included over 180 runners from the Maybank Group in Indonesia, Malaysia, Singapore, and Philippines. Amateurs and elite runners were treated to beautiful scenery and a rich cultural experience as they ran past crowds who performed Balinese dances and played traditional music.

This year, the full Gianyar marathon route was included in the official directory of the Boston Marathon - meaning runners who finished the Bali Marathon within the required time qualified for the 2015 Boston Marathon, one of the world's oldest and most prestigious runs.

Prior to the marathon, BII Maybank engaged with the Gianyar community by providing sports and art equipment as part of its BII Berbagi initiative for 27 schools along the marathon route. At certain checkpoints, participants were given the opportunity to make monetary contributions to support another BII CR initiative, namely the Yayasan Bumi Sehat (YBS) in Gianyar, Bali.



40

paraplegic runners

BII supported **40 paraplegic runners** from Pusat Pemberdayaan Penyandang Disabilitas (PUSPADI) in Bali to participate in the marathon.

Healthy Living

In 2002, we entered into a unique partnership with the Hospital Selayang Liver Transplant Centre. With an initial contribution of RM5 million, we enabled the centre to increase the number of patients they treat. With our support, medical costs are subsidised for underprivileged patients. In 2014, Maybank Foundation donated more than RM1 million to the centre. This will be used for the purchase and maintenance of medical equipment for organ procurement in Malaysia.



Maybank Liver Transplant Centre at Hospital Selayang, Malaysia

To date, the centre has carried out 63 transplants. It is estimated that about six to 10 patients undergo liver transplants at the centre annually. With the support of Maybank Foundation, the number is expected to increase to 15 patients a year.

Institut Jantung Negara (National Heart Institute, Malaysia)

We continue to work together with the Institut Jantung Negara's (IJN) Regional Paediatric Heart Centre in Malaysia. To promote access to healthcare, Maybank Islamic has contributed RM2.25 million to the centre. This contribution not only provides support in terms of much-needed medical equipment but also assists in subsidising medical expenses for patients from low-income backgrounds.

Our contribution has benefited 42 children since 2012. For the first time, two Indonesian children were transferred to Kuala Lumpur and underwent successful heart surgeries.

The inaugural Cycle Save a Child's Heart event

was organised by Maybank Islamic in conjunction with the Maybank Global Corporate Responsibility (CR) Day. The charity cycling event was held in collaboration with the National Heart Institute (IJN), to raise funds to treat paediatric heart patients from across the region. Proceeds from the registration fees, amounting to **RM50,000**, was channeled to the Institute. The cycling event attracted over **1,000 participants** and was also a platform to create awareness on congenital heart diseases.



Healthy Living

Surgeries

121



Patients

69



Between October 2012 and December 2014, the Laser Indirect Ophthalmoscope Diode (LIOD) was used in **121 surgeries** on **69 patients**. Surgeries were mostly performed on patients diagnosed with retinoblastoma and premature retinopathy.

Retinoblastoma

Retinoblastoma - also known as eye cancer - is the number two cause of cancer-related deaths among children in Indonesia. In 2013 and through the community initiative 'Berlari untuk Berbagi', BII donated a Laser Indirect Ophthalmoscope Diode (LIOD) to the Cipto Mangunkusumo hospital, the largest public hospital in Indonesia. Since 2012, 69 children with retinoblastoma have received treatment. Each patient needs to be treated continuously, depending on the tumour's response during the treatment, or until the child is over five years old. With this programme, we hope to improve the survival rate of children suffering from retinoblastoma in Indonesia.

Treatment	2012	2013	2014
Retinoblastoma	18	45	24
Premature Retinopathy	3	21	10

Our volunteers continue supporting the work of Yayasan Anyo Indonesia (YAI), which runs a shelter for children suffering from retinoblastoma. YAI provides education facilities, accommodation and transport to children with cancer during their treatment and hospital care. We are planning to expand the programme throughout Indonesia in the hope of treating retinoblastoma in children as early as possible.

Moving Forward

- In 2015, we are looking forward to institutionalising some of our long-term programmes into flagship initiatives in order to have bigger reach and deliverables. We want to leverage our region-wide business and focus on programmes that are regionally significant and locally relevant.
- Our programmes are already target-based, but we are constantly working towards improving our monitoring and evaluation processes. We will review further our monitoring and evaluation system.
- We also want to work more consistently with our committed volunteers in pushing for more high-impact programmes.
- To realise our ambitions, we will increase our human capital resources to support the Maybank Foundation.



Our People



The success of our business depends on inspired engaged people, where our employees have a profound sense of belonging and connection to the workplace and its success.

Our People

Awards in 2014



Top Employer
of the Year

Best Workplace
Practices

National OSH
Excellence Award

Volunteered

142,900

hours

Ethics,
Integrity,
Risk & Values

awareness e-learning

Health and Wellness Programmes

>5,000



participants

Employee Engagement

Index

82%



Learning and Development
programme spend

RM120

million

Maybank Tiger Cubs
Childcare Centre

2,417



attendance recorded

Maybank GO Ahead Challenge 2014

Over
10,000
applicants

>20
nationalities

Employees

47,000

Nationalities

30



Our People

Year-on-year Progress and Priorities

● On track/Completed ● Progressing ● Not on track/Did not complete

Employee Engagement Platforms

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

*Note:

- EES was not administered in 2013 due to Maybank Group Restructuring.
- For 2014, Maybank Group's overall Employee Engagement Index at 82% remained high, even as transformational and structural changes were made. Against Internal & External Benchmarks: -3% vs 2012; -1% vs 2011; +3% vs Towers Watson Global Financial Services Norm (GFS); -3% vs Towers Watson Global High Performing Company (GHPC) Norm.

Year	2012	2013	2014	Status
Employee Engagement Survey (%) - Group	85	Not administered	82	●
Employee Engagement Survey (%) - Malaysia	88	Not administered	85	●
Employee appraisal rate (%)	100	100	100	●

Learning and Development

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

Year	2012	2013	2014	Status
Learning and development spend (RM million)	100	118.87	120	●

Talent and Leadership

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

Year	2012	2013	2014	Status
International mobility (no. of talents)	53	100	>130	●

Diversity and Inclusion

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

*Note: Excludes BII Maybank

Year	2012	2013	2014	Status
*Women in Top Management (%) - Band D and above	31	31	31	●
*Women in Management (%) - Band G and above	43	42	46	●
*Women workforce below 30 years	16.3%	14.5%	15.3%	●
Employee volunteerism (No. of volunteers)	21,147	23,513	26,200	●

Safety, Health and Well-Being

Improving safety as well as work-life balance

Year	2012	2013	2014	Status
Health and wellness programmes (No. of participants)	1,858	Over 3,400	Over 5,000	●

Our Approach

Highly engaged and committed employees are directly linked to our aspiration and goals. We have come a long way in our human capital strategic transformation process and our investments in nurturing, supporting, and connecting our diverse workforce are starting to show. With key retention rate growing from under 40% in 2008, to 52% in 2009 and 86% in 2014, we want to remain an employer of choice and align our policies, tools, and processes around performance management and talent to support this ambition.

Our efforts are recognised globally and we are reaping the benefits of having a more engaged workforce. In order for us to turn strategy into results through our people, we are also focusing on resources and talent across borders, wherever our offices are, as we build the workforce of the future - one that is agile, diverse, and collaborative.

We formalised the enhanced matrix structure, effective from 1 January 2014, to ensure that we get the full benefits of our regional platform and to truly realise the potential that the company's size, footprint, and talents offer. The fine-tuned structure also presents clearer accountability of roles and responsibilities. As we move on to the next level of regional business performance and operational excellence, we need to raise our efficiency and productivity, reap value from synergies, realise potential, strengthen leadership positions in the Group, and institutionalise our high-performance culture across the Group. The successful implementation of the enhanced matrix structure will be the catalyst in this transformation. The enhanced structure also positions us to leverage on talents and competencies across units and sectors better. In 2014, 16 sessions conducted by Group EXCO of the navigating the matrix organisation workshops were held and rolled out to over 800 leaders within the Group - as part of efforts to operationalise the new Group structure. These workshops will become part of the Personal Leadership Programme from 2015 onwards.

Regional Transformation Roadshow: Inspiring and Accelerating Change Across the Region

In preparation for the fine-tuning of the new organisational structure and acceleration of the transformation agenda, the Group EXCO continued to take the lead in communicating our strategic priorities by organising The Group EXCO 2013-2014 Regional Transformation Roadshow in key markets across the region.

From November 2013 to January 2014, Group President & CEO (Group PCEO) Datuk Abdul Farid Alias led the roadshows, which were aimed at building strategic relationships within the region and aligning different working cultures towards our common goals. Q&A sessions at the end of roadshows reinforced the dialogue between Group EXCO and Maybankers.



Datuk Abdul Farid Alias, Group President & Chief Executive Officer, during the Regional Transformation Roadshow at BII Maybank in Indonesia.

2014 Performance Summary

● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
Provide multiple channels for employee engagement and encourage them to speak up. The Ask Senior Management (ASM) email channel is another medium to clearly send a message that bottom-up communication in the organisation flows directly to the Group EXCO.	<p>We maintained our diverse employee engagement channels and increased face time in 2014 in order to familiarise employees with the enhanced matrix organisation. We also launched innovative engagement platforms, such as the V-chats and innovation week challenge.</p> <p>In 2014, 139 of ASM questions that went through the channel triggered actions that had been successfully translated into new ideas implemented on both staff facilities and office environment as well as customer-impacting ones.</p>	●	Motivate our employees to engage and collaborate to ensure that their input is transformed to actions and improvements. Regionalisation efforts will be strengthened through platforms like myHR2u.
Maybank - the employer of choice by offering a high performance and empowering environment.	<p>We continue to deploy best-in-class learning and development programmes to nurture our employees at all levels. Our 70:20:10 (experiential learning: coaching, mentoring and networking: formal learning) structured integrated learning framework ratio emphasises experiential learning to help our people develop greater passion for self-learning and provides them with a holistic learning programme.</p> <p>Our 8 entry-level programmes that were created since 2009 for talents under 30 years old increased from 17% in 2010 to 32% in 2014. The programmes were expanded to new countries, more popular than ever before and received recognition in the form of awards. We are on track in our goal to fill 80% of positions internally. Through the cross-mobilisation training programme we supported employees on international assignments.</p>	●	Continue to nurture local talent in the region by promoting the retention of talent within the organisation and ensure that employees make the best of our GO Ahead Employee Value Proposition.
Upgrade and improve the tools for our internal learning and continue to improve employees' skills.	We conducted more training through online systems, such as MyCampus. Through internal capacity building, we supported our people in the transition towards the enhanced matrix organisational structure.	●	Ensure that we upskill employees to meet the demands of the business.
Increase diversity in our workforce, especially the number of women in leadership positions. Increase multicultural awareness within the organisation.	Number of female executives increased significantly. With the launch of specific frameworks and initiatives like the Maybank Mentor Women's Council, we continued our efforts in supporting diversity at workplace.	●	Commit to further increase the number of women in management and continue to track our results. As we grow regionally, we will increase training on multicultural awareness.
To encourage all employees to take part in our volunteerism programmes.	Our employee volunteerism programme saw increased participation and a number of long-term partnerships with teams of Maybankers and local communities have emerged.	●	Guide employee volunteerism even further into long-term partnerships.
To have a safe and holistic working environment.	We maintained our ongoing health programmes and talks but also introduced new, innovative initiatives, such as the week-long health and wellness carnival.	●	Continue with our safety and health programmes. We will sustain our workforce by supporting work-life integration and expanding health and wellness programmes.

Employee Engagement Platforms

● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
Provide multiple channels for employee engagement and encourage them to speak up. The Ask Senior Management (ASM) email channel is another medium to clearly send a message that bottom-up communication in the organisation flows directly to the Group EXCO.	<p>We maintained our diverse employee engagement channels and increased face time in 2014 in order to familiarise employees with the enhanced matrix organisation. We also launched innovative engagement platforms, such as the V-chats and innovation week challenge.</p> <p>In 2014, 139 of ASM questions that went through the channel triggered actions that had been successfully translated into new ideas implemented on both staff facilities and office environment as well as customer-impacting ones.</p>	●	Motivate our employees to engage and collaborate to ensure that their input is transformed to actions and improvements. Regionalisation efforts will be strengthened through platforms like myHR2u.

Our people are the key drivers in achieving our mission to humanise financial services. Engagement means employees know what their business is trying to achieve, they understand their role in that effort and feel motivated to play a part in the company's success.

It means employees are not only satisfied with their jobs, but also willing to go above and beyond their job specifications. With the regional expansion, we want to avoid our employees operating in silos. We have made various efforts in developing Group-wide communication channels with meaningful ways for our employees to have a say in how their workplace is managed.

Communication channels are central to our employee engagement and it is our culture to have honest, open, and trusting (H.O.T.) conversations to further our common goals. The Employee Engagement Survey (EES) saw an employee response rate of 90% across the Group.

We assess the level of employee engagement in the organisation to uncover strengths and improvement opportunities that would enable us to

nurture a culture that supports high performance which would bring about the organisation's desired bottom line. Apart from being an indicator of the health of the organisation/sector/team, assessing employee engagement is a vital and effective feedback mechanism among the many feedback avenues we have in place. It provides staff a chance to speak their minds anonymously.

When employees see the effort put into retrieving their opinions and experience first-hand the right changes made within the organisation as a direct result of those opinions, they will be encouraged to go the extra mile to drive business performance for the future success of the organisation. Outcomes of the EES are compared and tracked against historical benchmarks to gauge the effectiveness of efforts made and against external benchmarks to gauge how our effort in engaging employees stacks up globally against other organisations.

In 2014, our Employee Engagement Index was at 82% and remained high even with the new structural changes that occurred due to the matrix framework. We received recognition as the only Malaysian-founded organisation in the Towers Watson Global High Performing Company Norm list for two years running. We met two criteria: (a) sustained superior financial performance and (b) had superior human resource practices benchmarked to other global high-performing companies.



Nora Abd Manaf, Group Chief Human Capital Officer receiving the Towers Watson Global High Performing Company award.

Employee Engagement Platforms



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

Various channels are in place for employees to communicate with senior management, which include the Group PCEO and Sectorial Townhall sessions, Conversation Series with Group EXCO and Chairman, and the Group EXCOs' LTL (Leaders Teaching Leaders) sessions. The quarterly Group PCEO Townhall gathers approximately 800 managers from around the world, connected via webcast, to view and participate simultaneously in the session held at our corporate headquarters in Kuala Lumpur.

In addition, we have our internal Help Desk hotlines and the Ask Senior Management (ASM) email channel. In 2014, 139 questions raised through this bottom-up channel triggered actions that have been successfully translated into new ideas on staff facilities, the office environment, and customer-impacting issues. These engagement platforms are designed for leaders to map out clear direction, and set and clarify expectations as well as foster staff engagement.

Employee Engagement Index 2014



82%

Employees responded in the EES across the Group



90%



Top 10 Items Exceeding Global High Performing Company Norm at Maybank:

- Managers held accountable for their performance.
- Employee satisfaction with involvement in decisions that affect their work.
- Senior Management having a clear future vision.
- Organisation doing a good job in developing people to their full potential.
- Seeking employees' opinion and thinking.
- Sector Management providing a clear sense of direction.
- The organisation is doing an excellent job of keeping employees informed about matters affecting them.
- Supervisors giving regular feedback on employees' performance.
- Senior Management has a well-formulated business strategy for the present.
- Learning and development opportunities for employees to improve skills in their current job.

Source: Maybank Group 2014 Employee Engagement Survey (EES) administered in Q1, 2014

From the 2014 EES, we learned that our values continue to be a key driver of engagement. As a result, during the year, we launched a Group-wide core values-themed campaign called "Live the Values, Deliver the Promise". The year-long campaign is based on Maybank's five brand drivers and was aimed at reinforcing our values by translating them into impactful actions. The campaign provided Maybankers opportunities to present new ideas as well as challenge existing processes.



✓ Best overall idea **USD1,500**

✓ Top 10 ideas **USD250 each**

Appointed Group-wide 'Champions' facilitated a weekly dialogue session called Value Chats, better known as 'V-Chats', to listen, share stories, and generate feasible ideas that can be implemented. As an incentive to promote and recognise groundbreaking ideas, the campaign incorporated a competitive element. The best overall idea for each theme received a prize of USD1,500, while the top 10 ideas received USD250 each. We received over 1,400 ideas through the campaign, and 80% of the ideas generated have been successfully implemented, while 20% are being fine-tuned for rollout.

The tangible outcomes of V-Chats are an example of how we are continuously improving operational excellence, productivity, and performance levels as well as constantly inspiring staff throughout the Group.

Employee Engagement Platforms

MyHR2u - Global HR Standards On A Global Platform

We strive to employ the latest methods and technology for Human Capital Management (HCM). We have a Group-wide common online HR platform and database covering all HR and talent development activities. We have always capitalised on technological advances to enable better performance and we are now benefitting from our early investments in terms of breaking traditional work boundaries into open ecosystems to enable greater collaboration and democratise how the organisation is managed all the way to the top.

The regionalisation of our online employee self-service portal, myHR2u, was a significant initiative that was completed in 2014. Forty manual processes were converted to complete online processes. For convenience, myHR2u will be available on mobile devices through the myHR2u Mobile-On-The-Go app. Our HR Helpdesk hotlines received an average of 23,000 queries from our employees in 2014 via email and telephone. To deal with the high volume of enquiries, the 'Interactive Voice Response' and the 'Caller Management System' were introduced at the end of 2014.



Our use of the latest technology in HCM received regional recognition. Maybank was the runner up for the 'Best Technology Transformation Award' at the Annual Asian Shared Services and Outsourcing Week in Singapore.



Work Online

Our online platforms are rapidly reinventing how people work as well as their experience at Maybank.

myHR2u
Mobile-On-The-Go-app

Virtual Global Innovation Showcase

E-Learning

G4-LA16

Work Climate Imperative - Grievance Mechanisms

A large organisation with over 47,000 employees needs functional channels for solving any problems or complaints arising among staff. 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 all necessary due process and appropriate actions taken. The due process for resolution of grievance is undertaken upon receipt of a grievance after which a meeting is called. If no agreement is reached, the complaint is escalated to the branch level and the union will attend the negotiations. The final level of negotiations is with the union standing committee at the national level. Unresolved complaints at this stage will be referred to the Ministry of Human Resources. In 2014, a total of 37 grievances were received and all were resolved.

Rewarding Innovation

To acknowledge the talent and creativity of our human capital, we initiated our inaugural 'crowd-sourcing' innovation platform back in 1996. Originally known as the Innovation Proposal Award (IPA), it later evolved to become the President's Innovative Ideas Award (PIIA) in 2011 with the objective of recognising the best ideas and raising innovation awareness throughout the Group.

At the inaugural virtual Global Innovation Showcase, more than 350 Maybankers from 10 countries (including Bahrain, Indonesia, Brunei, Cambodia, Laos, Philippines, Singapore, United Kingdom, Vietnam, and Malaysia) came together online. We believe continuous innovation is fundamental if we want to offer new and improved customer experiences and deliver faster and more efficient services. Challenges of this nature encourage people to think beyond 'business as usual' and meet the radical shifts in the business landscape that we operate in.



"What is great about working in Maybank is the continuous 'brain stimulation', igniting creativity and innovation for the betterment of the employee and the organisation. In my daily work, I am motivated and inspired to keep learning and exploring new ideas. I believe in improving things around me and I constantly think of initiatives for improvement. I am always challenging myself on how to get things done faster, easier, and simpler. By doing so, we can increase productivity that will benefit everyone in Maybank including our customers."

Sou Socheata

Management Associate, Maybank Cambodia

Employee Engagement Platforms

● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
Maybank - the employer of choice by offering a high performance and empowering environment.	<p>We continue to deploy best-in-class learning and development programmes to nurture our employees at all levels. Our 70:20:10 (experiential learning: coaching, mentoring and networking: formal learning) structured integrated learning framework ratio emphasises experiential learning to help our people develop greater passion for self-learning and provides them with a holistic learning programme.</p> <p>Our 8 entry-level programmes that were created since 2009 for talents under 30 years old increased from 17% in 2010 to 32% in 2014. The programmes were expanded to new countries, more popular than ever before and received recognition in the form of awards. We are on track in our goal to fill 80% of positions internally. Through the cross-mobilisation training programme we supported employees on international assignments.</p>	●	Continue to nurture local talent in the region by promoting the retention of talent within the organisation and ensure that employees make the best of our GO Ahead Employee Value Proposition.
Upgrade and improve the tools for our internal learning and continue to improve employees' skills.	We conducted more training through online systems, such as MyCampus. Through internal capacity building, we supported our people in the transition towards the enhanced matrix organisational structure.	●	Ensure that we upskill employees to meet the demands of the business.

We encourage a high-performance culture across the Group in the spirit of our core values: T.I.G.E.R. (Teamwork, Integrity, Growth, Excellence and Efficiency, and Relationship Building). Different variations of tools and resource structures are required to operate as a regional workforce rather than just being a group that happens to have a lot of different locations around the world. Putting all those pieces together into a coherent, global human capital strategy - covering talent, leadership, culture and organisational structures - is what we have been working on for the past few years.



Employee Engagement Platforms



Awards and Recognitions Highlights

- Named Top Employer of the Year by Malaysia's Top 100 Leading Graduate Employer Awards 2014. We were the first financial services group to come out top of the overall list; a great jump from 2010, when we came in 17th.
- Winner of Tripartite Alliance for Fair Employment Practices (TAFEP) Exemplary Employer Award 2014 (Maybank Singapore).
- Winner of Best Workplace Practices and Winner of Best Sustainability Report at the Association of Chartered Certified Accountant's Malaysia Sustainability Reporting Awards 2014.
- Gold Winner of the 'Graduate Development Category': Asia HR Excellence Award 2014.
- Named Best Malaysian Organisation at the Life at Work Award 2014 by Talent Corporation Malaysia Berhad in collaboration with the Ministry of Women, Family, and Community Development. We were recognised for being a women-friendly employer with leading workplace strategies.
- Winner of Excellence in Creating a Customer Centric Organisation during the Annual Asian Shared Services and Outsourcing Week in Singapore. We were the only Malaysian company to win this regional award.
- Singapore Quality Class Award 'Star Certification for Excellence' for people performance (Maybank Singapore).
- The only Malaysian-founded organisation listed in Towers Watson Global High Performing Companies list in 2013 and 2014.



Nora Abd Manaf, Group Chief Human Capital Officer receiving the "Best Malaysian Organisation" Award from Malaysia's Deputy Prime Minister, Tan Sri Muhyiddin Yassin at the Life at Work Award 2014.

"We are transforming performance into profitability through meaningful performance conversations."

Banita K. Sandhu

Head of Group Talent Effectiveness and Engagement, Group Human Capital

In 2013, the Strategic Cost Management Programme (SCMP) resulted in better cost management across the organisation. We are undertaking various productivity boosters to enhance our performance and our productivity has trended positively year-on-year as we aligned with key productivity upliftment initiatives. For example, income per employee stood at RM393,924 in 2014 compared with RM388,067 in 2013.

Continuing our efforts towards higher employee engagement, we have increased emphasis on building a culture of productivity as evidenced by the 1.2% Group-wide improvement in productivity. For example, we were able to contain the number of employees to just slightly over 47,000 staff members, despite adding 17 new branches across our operations. We also improved our cost-to-income ratio and currently stand at 48.9%.

To institutionalise productivity further, we rolled out the 'Maybank Group Productivity Programme' in March 2014. In order to conceptualise the programme, we first undertook an in-depth study on productivity, cost, and

resources, and benchmarked Maybank against lean organisations that have successfully increased their productivity amid challenging environments. As the programme spans across the Group, each sector and country will carry its own Productivity Index. By measuring profitability, cost, employee engagement, and core values, we are able to calculate productivity holistically, the results of which will be tabulated via a Productivity Index that is updated and published quarterly.

Our approach to productivity is not only about measuring input and output. It is vital to ensure that job satisfaction, work-life balance, a dynamic workplace culture, and wellness of employees are all considered. Creating a healthy and conducive working culture has always been the Group's top priority. The formalisation of a flexible work arrangement policy, setting up of Maybank Tiger Cubs Childcare Centre (MT3C) at Menara Maybank, and various nationwide health and safety programmes are testament to our constant efforts to create the right conditions for our people to thrive and be aligned to our employee value proposition of GO Ahead.

Talent and Leadership

Our Talent Management strategy helps us find the right talent and ensure that our people excel both personally and professionally.

Executing a robust talent strategy enables us to harness the intellectual capital in our diverse workforce. It enables us to design suitable pipeline programmes feeding into different levels and specialisation pools, as well

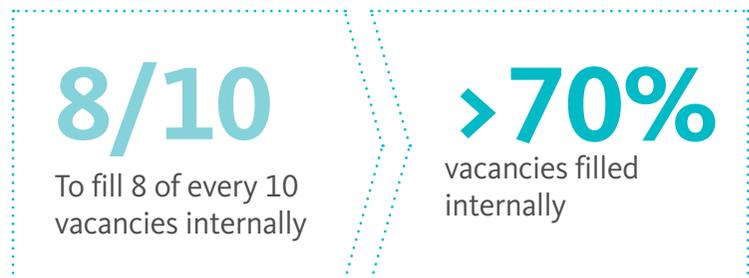
as leadership roles. We deploy global best-practice processes in identifying our talent pool, comparable to or better than top performing organisations worldwide. In a Leadership Development Audit (LDA) performed by PwC and benchmarked against Saratoga Institute’s global and regional standards, we were rated at “global best practice” in six out of nine aspects, and at “good practice” for the remaining three.

Our commitment	2012	2013	2014	Progress
All employees are appraised annually in order to ensure performance and employee development.	100% appraised	100% appraised	100% appraised	We use appraisals as a key performance tool and always look for ways to improve the process. The conversation between employees and Line Managers as well as the Personal Development Plan (PDP) are part of the Performance Management Cycle to ensure alignment of business priorities, performance improvement and employee development.
We undertake various productivity boosters to enhance our performance. Our productivity has trended positively year-on year as we aligned with key productivity upliftment initiative such as Profit Before Tax per employee.	RM167,142	RM185,669	RM193,695	Sustaining high engagement levels is key to keeping productivity high and realising a strong return on our investment in people.

Our Talent Management Framework is based on the philosophy of ‘Recruit right, Perform right, Develop right and Retain & Reward right’, and guides career development within the Group. We are on track and internal talents now fill almost 80% of vacancies.

We continue to achieve 100% completion of the multi-level talent reviews introduced in 2009, namely Sector, Country and Group Talent Reviews in the Group. These sessions play the critical role in spotting the right talents for the right roles as well as develop these potential talents via our various leadership acceleration programmes.

Succession realisation for Mission Critical Position measures the effectiveness and the accuracy of the Group’s Succession Management process. The right candidates need to be put into succession plans and provided with the right development to ensure that they are ready when Mission Critical Position becomes vacant. In doing so, we are attempting to ensure that we continue to focus on realising internal talents’ potential to take up pivotal roles within the Group.





Focus

Maybank GO Ahead Challenge 2014 (MGAC)

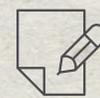
The Maybank GO Ahead Challenge (MGAC) 2014 was more popular than ever. The number of applicants to this innovative recruitment platform doubled from 2013 to over 10,000 candidates, and the number of participating countries increased from 10 to 20 countries, proving that Maybank is seen as an attractive employer among fresh graduates around the world.

The Maybank GO Ahead Challenge is an international business case competition open to university students and fresh graduates. The challenge is designed to find the brightest young minds from the regions where we operate. There are substantial cash prizes and the grand finalists of the challenge will be offered placement in the prestigious Global Maybank Apprentices Programme (GMAP).

In 2014, we introduced the Campus Level stage across 13 campuses in the region, to precede the National Levels and International Grand Finals in Malaysia and Indonesia. The competition is fully home grown. It is designed and conceptualised in-house by Maybank Apprentices for future Maybank Apprentices. The judges and assessors too are drawn from the Group's operations, including the Group PCEO and EXCO.

Over applicants

10,000



Over

20

nationalities



We believe the programme is an investment for the future, giving fresh talent first-hand experience of our business. The programme is also part of our long-term commitment to the Malaysian government's objectives to nurture local talent in human capital development. In the region, the challenge is part of our commitment to develop local talent and thus contribute to the economies and societies that we are part of. Finalists also engage in a volunteer initiative.

Eight-five per cent of previous MGACs finalists who have since graduated from their studies have joined Maybank. MGAC will continue in 2015 as the platform attracts the brightest minds in the region.



Talent and Leadership

Our commitment	2012	2013	2014	Progress
The MGAC is a key recruitment effort that is truly regional and aims at enhancing our talent pool.	1,000 applicants	More than 5,000 applicants. Challenge was expanded to 10 countries. Finalists were of 13 nationalities.	More than 10,000 applicants worldwide, from over 20 nationalities. Challenge taking place in 12 countries.	Moving forward, MGAC will remain a core talent recruitment and branding platform.

A Journey from MGAC to Global Banking



"I had a more authentic expression of myself because the challenge made us feel like we were one, even though we were from different backgrounds, nationalities, and cultures. This speaks volumes to me about Maybank's culture and advocacy; that finance is a tool for the people."

Richard Agabus Ocampo

Winner of 2014 Ultimate GO Ahead Challenge

After his success in MGAC, Richard Agabus Ocampo from the Philippines joined our apprentice scheme, GMAP. He was first assigned to Group Human Capital and Group Global Banking, where he was rotated across four different departments within the two sectors. Currently he is assigned to Premier Wealth, Retail Banking (CFS) in Maybank Philippines.

"Working in Maybank reshaped my view of a banking career. Contrary to what is commonly seen as routine work, I feel highly engaged and immersed in different businesses that most people do not have a chance to experience. Being in the programme provided a great overview of local and global markets with deeper insights of our customers' needs, whether they are individuals or conglomerates," says Agabus Ocampo.

"The competition is known to be challenging, and joining GMAP means more disciplined work for the young talents," he said.

In GMAP, young professionals are mentored by top professionals in the organisation and are exposed to a variety of job roles within different teams. The apprentices come from different countries and fields of study, and this is a great opportunity for exchanging ideas and learning from one's peers.

"The projects given to me are constantly challenging my abilities. My mentors and managers support me while giving me space to grow, which helps me gain

the confidence to work independently. I can talk to them about critical issues of the project as well as my career aspirations," says Agabus Ocampo.

MGAC Can Open Doors

"Aside from the prizes and the privileges, the career opportunities suddenly opened up for me to explore. The pressure of the competition gave me a push to pursue what I want to be and develop the necessary skills to achieve it. Ultimately, it changed my view of what I can and should achieve," he continues.

*"The **MGAC experience exposed strengths and weaknesses** I was unaware of. When I look back, I still get the cringing feeling of exhilaration, nervousness, and gratitude. Most of all, winning the title did not give me the assurance of success, but instead showed the potential for me to work it out. I believe that's a solid takeaway for all of us MGAC participants."*



Top Employer of the Year

We were selected as the 'Top Employer of the Year' by Malaysia's 100 Leading Graduate Employers Awards 2014. Over 14,000 graduates and students across the nation who aspire to work with only the best Malaysian employers voted us the most attractive employer. Topping the list of 100 Malaysian companies is testimony of our employer value proposition in the market and recognition of the attention and focus we put on talent development.

In addition, MGAC won the 'Best Innovation on Campus' and 'Best Internship Experience'. Maybank was the top three finalists for 'Best Management Trainee Programme' in banking and financial services for its Global Maybank apprentice programme and 'Best Social Media Usage'.



"Securing first place in the overall category and in the Banking and Financial Services Category is a recognition to us of the leading role we have played as a graduate recruiter in Malaysia. It shows that our increased focus year-on-year to attract the right graduate talents to Maybank is paying off. The award for Best Innovation on Campus and being recognised as one of the Finalists in Best Use of Social Media Category is particularly pleasing, as we have made considerable efforts to directly engage with graduates in a manner that speaks to them and their generation. Our thanks go to all Maybankers for their continuous efforts in bringing our organisation another step forward in our mission of humanising financial services and our vision. We are also happy to share these fantastic wins with all those who have been on our journey with us – our customers, partners, and stakeholders."

Nora Abd Manaf

Group Chief Human Capital Officer

Maybank Apprentice Programme (GMAP)

The Global Maybank Apprentice Programme (GMAP) is a two-year programme with rotations at local branches in different positions and a short-term international assignment.

In 2014, GMAP partnered with the Institute of Chartered Accountants in England and Wales (ICAEW) to launch GMAP Plus, a first-of-its-kind talent programme that integrates the ICAEW Chartered Accountant qualification (ACA) within the programme's structure. Throughout the two-year programme, our young talents are given access to holistic training and development opportunities, coaching and mentoring from senior management, and international assignments in any regional Maybank office, in addition to qualifying as ICAEW Chartered Accountants.

Our efforts in developing accelerated career paths for talented young people have received numerous recognitions including being one of the top three finalists for the 'Best Management Trainee Programme (Global Maybank Apprentice Programme)' by Malaysia's 100 Leading Graduate Employer's Awards 2014 and winning 'Gold in the Graduate Development Category' in the Human Resources Excellence Award 2014 in Singapore. We will continue our commitment towards lifelong learning and career progression of our employees.

Malaysia's 100 Leading Graduate Employers Awards 2014



Winner, Best Innovation on Campus through Maybank GO Ahead Challenge



Winner, Best Internship Experience



Talent and Leadership

GMAP Participation

32

2013



42

2014



Maybank Elevator Pitch Challenge

This innovative challenge was initiated to equip young talents with the ability to think creatively and confidently when dealing with various stakeholders. The goal of a pitch is to get the conversation started and convince the listener about an idea within a short time – typically an elevator ride. A 4-day challenge was set up and 32 participants from various departments went through rigorous training sessions and challenge to deliver the perfect pitch.

Job offer-acceptance rate

From

60%

2009

90%

2014

Key retention rate

From

52%

2009

86%

2014

Our Junior Development Programmes and Signature Home-grown Talent Programmes

Global Maybank Apprentice Programme (GMAP), a 2-year marquee entry level pipeline programme now enhanced to GMAP PLUS offered full certification sponsorship with the Institute of Chartered Accountants in England and Wales (ICAEW).

High Potential-Performer Integrated Programme (HIP) to nurture high potential juniors and performing talents to increase their readiness in assuming key positions within the Group.

Branch Management Entry Level Programme (BMELP) has been put in place to identify, up-skill and accelerate aspiring branch/centre managers to propel us to the forefront of the nation's retail space.

Maybank-EY, a 3-year programme targeted at Finance and Accounting talents in collaboration with Ernst & Young to gain necessary audit experience and professional certification.

Maybank Internship Programme which provides opportunities to talented undergraduates to gain hands-on working experience and acquire skills to increase their graduate employability.

Maybank Elevator Pitch Challenge (MEPC), for young talents to showcase their critical thinking and presentation skills by practising their pitch to the Chairman and Group EXCO. The inaugural programme in Malaysia was resounding success and will now be rolled out Group wide.



The inaugural Maybank Elevator Pitch Challenge (MEPC) winners and finalists receiving their awards from Chairman, Tan Sri Dato' Megat Zaharuddin and Nora Abd Manaf, Group Chief Human Capital Officer.

Talent and Leadership

Top Team Effectiveness Programme

The Top Team Effectiveness Programme is a 24-month programme to strengthen personal and team effectiveness of Group EXCO and their teams. Forty-two leaders were involved in this programme in 2014.

Strategic Talent Accelerated Readiness (STAR) and Transitioning Leaders to CEOs (TLC)

In 2014, we introduced a new in-house top leadership acceleration programme called Strategic Talent Accelerated Readiness (STAR), completing our leadership development value chain. It carries three main objectives to:

- achieve robust top leadership bench strength for our long-term sustainability.
- accelerate readiness of Group EXCO successors.
- develop leaders who are able to contribute effectively beyond our 2015 aspiration.

Forty-five senior leaders from Malaysia, Singapore, Indonesia and the Philippines are undertaking the two-year programme held in key financial centres in Singapore, China and the United States of America.

Four of the STAR participants were graduates from the Transitioning Leaders to CEOs (TLC) programme that aims at preparing mid-management level talents for CEO-like roles in three years, through a blended leadership intervention platform. Their selection reaffirms the effectiveness of the TLC programme in raising the leadership stature of participants. Sixty-seven have since graduated from TLC and 61 are currently in various stages of the programme. Seventy-three percent of those who graduated now sit in higher roles, have expanded their scope of responsibilities or progressed into other roles within the Group.

Rewards and Recognitions

Our overall compensation package is competitive in the market, with a rewards philosophy and incentives tailored to encourage high performance. Our rewards policy focuses on appropriately balanced fixed and variable short and long-term elements as well as monetary and non-monetary rewards. A holistic view of compensation includes a base salary, benefits, short-term variable bonus and long-term benefits - such as the Employee Share Scheme (ESS). Each year, we celebrate and recognise high achievers in sector engagement dinners, culminating in the Maybank Group Awards Night and many other recognition celebrations.

We have multiple other platforms to boost motivation and recognise employees for exemplary performance. These include recognition for top performance; namely best managers, executives, non-executives, best young Maybanker, top sales functions/channels achievers, core value champions, corporate responsibility volunteers, long service awards, employees academic excellence awards and career development opportunities. In Malaysia, we awarded RM877,308.20 for employees undertaking various professional and postgraduate studies. In 2014, 1,998 employees received long service awards for 10, 20, 30 and 40 years of service with each receiving a gold coin as well as a certificate of appreciation.

Besides employee benefits under the Bank's total rewards package, Maybank Group Staff Welfare Fund or Tabung Kebajikan Kakitangan Kumpulan Maybank (TKKKM) renders financial assistance to employees and their family members suffering from sickness, accident and losses or damage of property due to natural disasters, as well as cases that are not provided for or covered under any employee scheme provided by the Group. In 2014, 593 employees in Maybank Malaysia received assistance totalling over RM898,773 from TKKKM.

TKKKM also had a crucial role in providing assistance to employees and their families affected by the devastating floods in Malaysia in December 2014. To date, TKKKM has disbursed a total of RM356,000 to affected employees. Further financial assistance will be provided once affected employees are able to ascertain their losses. Affected employees also received post-traumatic counselling sessions conducted by the Crisis Preparedness and Response Centre, Ministry of Health Malaysia.



A Family-friendly Organisation

The Maybank Tiger Cubs Childcare Centre (MT3C) located at Menara Maybank was officially launched on 6 January 2014. The emergency childcare centre is meant to help the employees in unforeseen family circumstances. Equal access is given to all our employees irrespective of grade to utilise the services of the MT3C up to 90 days annually. By opening this unique centre, we hope to ease the pressure of working life on families. This year 2,417 attendees were recorded using the facility.

The centre caters to children from 3 months to 6 years of age and has capacity for up to 20 children a day. It is staffed by eight childcare providers, four of whom are qualified nurses, and it is equipped with CCTVs. MT3C also boasts a designated lactation area for nursing mothers.

MT3C further complements Maybank's holistic policies that include a Flexible Work Arrangement policy, 90 days of maternity leave, paternity leave, provision for delivery charges for eligible employees, as well as many other benefits and initiatives to promote a healthy work-life balance. We also offer a range of financial assistance packages, subsidies and recognition programmes for eligible employees and their children. Various well-being programmes that look into both the physical and emotional welfare of Maybankers are run regularly, such as positive parenting workshops and monthly health talks.



Support for Families

Apart from standard benefits, we also have a range of financial assistance and subsidies for eligible employees and their children, which support our aim of being a family-friendly and caring organisation. For example, we support educational programmes for the children of our employees through 'Back-to-school' financial assistance, to subsidise education costs for school-going children of eligible employees.

Some family-friendly benefits include:

90 days Maternity leave.

Sundry loans (e.g. maternity and back-to-school expenses).

Child Care Centre and childcare subsidy.

Back to school financial assistance.

Financial assistance for employees' children entering boarding schools and institutions of higher learning.

Staff Educational Assistance Scheme.

Maybank Group Staff's Children Academic Excellence Award.

Maybank Foundation Scholarship Awards (employees and their children).

Key benefits for employees:

Medical

Employee Loans

Higher EPF contribution (16%)

Leave: annual, medical, marriage, compassionate, sports, no pay leave

Insurance benefits: Group Personal Accident (GPA) and Group Term Life (GTL)

Employee Share Scheme

Retirement benefits

Long service awards

Many working parents struggle with stressful jobs and a lack of quality time spent with their families. They worry about children and youths filling the vacuum with gadgets and TV. We want to support parents in reclaiming parenthood in a way that suits the requirements of today and equip them with skills and knowledge to manage their work-life balance. We have been running tailored psycho-social programs, such as Positive Parenting by PENGASIH Malaysia and Mind Therapy by National Population and Family Development Board (Lembaga Penduduk Pembangunan Keluarga Negara (LPPKN)) for our employees nationwide since 2011.

In Malaysia women make up 70% of public university students, but the female labour force participation rate stands at 52.4% (2013). This means that almost half of Malaysian women of working age are not in the labour market. Our childcare facility is a support mechanism for working parents - particularly women - who are trying to balance work and families priorities. Our initiative is in line with the Malaysian government's target of having 55% of women being in the workforce by 2015. Source: Joint Study by Ministry of Women, Family and Community Development with the cooperation of United Nations Development Programme (UNDP).



Focus What is the Maybank Tiger Cubs Childcare Centre (MT3C)?

The MT3C is the only emergency based workplace childcare centre registered under Social Welfare Department (Jabatan Kebajikan Masyarakat) and a registered member of Association of Registered Childcare Providers Malaysia (ARCPM).

What is it?

The everyday puzzle of childcare and work is an issue common to many parents. The Centre offers relief for parents dealing with sudden changes in their routines, such as babysitter falling ill or the usual caregiver taking time off. We cater to all employees in Klang Valley.



Maybank employees with their children at the Tiger Cubs Childcare Centre.

How does it work?

When dropping off the children, parents fill up forms to check their children in and give their consent to bring a child to the clinic in case of an emergency. Children are then checked for high temperature, rashes or visual signs of common sickness to ensure healthy environment for everyone.

The centre has a playful educational environment with toys and books.

Challenges

The children coming to a centre for the first time may feel insecure and separation anxiety - for both children and parents - is common. The staff at the Centre are well trained to manage these challenges everyday, thus before mid morning, the children have well adjusted to the centre. After all, the whole aim of the service is to provide peace of mind for those facing unforeseen circumstances.

As the centre operates on an emergency basis, children will have various habits and capabilities, and some may not be used to a group environment. Understanding their habits will assist our nurses to create a calm and safe environment for all the children. They also keep in close contact with parents during the day and work closely with the Association of Registered Childcare Providers (Malaysia) sharing best practices.



Loganathan a/l Singaram with his child in MT3C.

Loganathan a/l Singaram is especially satisfied with Maybank Tiger Cubs Childcare Centre's physical set-up. His toddler son stayed at the centre for 2 weeks. He observed that the environment is safe and conducive for children. In addition, he appreciates the daily activities log that the centre keeps for each child - this helps the parents to keep abreast of their children's daily activities.



Focus Flexible work arrangements at Maybank

We formally put in place a Group-wide Work-Life Policy in 2013 although we had already embarked on work-life balance initiatives much earlier, as part of our People and Performance Transformation 5-Year Plan introduced in 2009. A key feature is our Flexible Work Arrangement. It has been practised on a case-to-case basis in the past but now is governed by a group wide policy. It covers fixed flexible schedule, flexitime, flexible work location and conversion to fixed-hour part-time employment. Over one hundred staff have been approved to work on a Flexible Work Arrangement in the last 15 months.

Flexible Work Arrangement in practice -

Susheela Devi, Maybank Shared Services, Menara Maybank has been working with the Maybank in IT Department for 10 years. She has taken advantage of the flexible work arrangements (FWA).



"The flexible work arrangement is great for work-life integration."

Susheela Devi
Maybank Shared Services.

"The FWA allows me to fulfil both my family obligations and work commitments. I sometimes find that I am much more productive working out-of-office with less interruptions and distractions, phone calls and meetings," said Susheela Devi.

FWA was really an answer to a prayer. My mother's health has been on the decline over the past few years and she requires more medical attention, combined with a high level of care at home. Anyone living with an elderly parent will attest that you cannot always get them up and ready to suit an office-hour schedule. My circumstances are more challenging because my 84-year old mother needs daily physiotherapy. The challenge was to get her to the hospital and into the Physio & Rehab facility before heading off to work. I found it impossible to be at the office by 8.45am, and was even contemplating giving up work, in order to fulfil my obligation as a daughter. The FWA programme allowed me to regain control over my life."

Sam Kee Soon has worked with Group Risk at Maybank for almost four years and considers herself lucky to be able to take advantage of the FWA:

"I can see that I am growing together with Maybank. As the bank is evolving and transforming into a leading regional bank, I too have had the opportunity to expand my career to other countries. FWA is a humanising and empowering concept. Employees are entrusted with it and being in control of one's working time can translate into higher productivity," said Sam Kee Soon.

Every morning I can now have breakfast with my family before I set off to work. This really makes my day and at the same time I waste less time stuck in traffic. FWA has made me more motivated and energetic at work," added Sam Kee Soon.

Given the different job roles and responsibilities in the bank, not all employees can have the luxury to enjoy FWA. Hence, those who can must be considerate to those working regular hours - for example by being flexible in arranging meetings. Employees are the most precious assets to an organisation. In order to stay ahead of competitors, HR policies like this attract the best people to join Maybank.



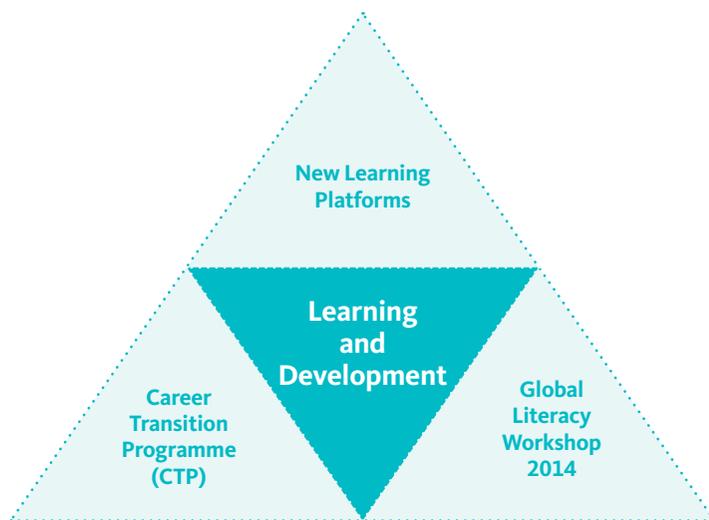
"FWA is a humanising and empowering concept."

Sam Kee Soon
Group Risk, Maybank

Learning and Development

For FY2014, our total Group learning budget utilisation was RM120 million. In Malaysia, our learning budget utilisation of RM90.6 million exceeded Bank Negara Malaysia's minimum standard by 12.3%. Training days per employee Group-wide averaged 4.21 days; well above The Association for Talent development's (formerly ASTD) global benchmark of 3.81 days.

The learning activities during the year were focused on enhancing knowledge and skills to increase operational efficiency and service excellence, expose leaders to innovative trends to hone their leadership skills, expand certification of staff to successfully execute new business models, namely customer segmentation approach in sales as well as comply with regulatory requirements. Our flagship learning portal, MyCampus, provides 24/7 online access to diverse and comprehensive range of learning and development programmes with 345 e-learning courses. In 2014, the e-learning utilisation was 273,206 learning hours.



Average training hours per year per employee



Examples of our innovative training and upskilling programmes:

In addition to the junior level programmes, we run a number of mid-career and senior staff development programmes.

New Learning Platforms

In 2014, we introduced new learning platforms to reinforce the culture of learning in the organisation as well as for staff's professional and personal growth. Three new series, namely the Technical Expert Series, Author Series and Leadership Research Insight Series were launched for our leaders and staff to learn new trends and gain insights on best practices from experts in different areas of specialisation. The Guru Series continued in 2014, with eleven half-day learning events for senior managers featuring distinguished management gurus, leadership experts and thought leaders from around the globe. These speakers share their insights on multiple disciplines, namely strategy, risk taking, customer centricity, raising the bar for self and team as well as global acumen.

Global Literacy Workshop 2014

A new series of learning and development for senior leaders was organised by Group Human Capital in 2014. Two distinguished professors from the Harvard Business School were invited to share their expertise with Maybank Leaders. The programme provides an opportunity to learn from the top thinkers and management gurus of the global community. This 4-day programme brought together the Board Members, Group EXCO and Leaders to discuss case studies of Malaysia and global competitors.

Career Transition Programme (CTP)

The Career Transition Programme (CTP) provides an opportunity for Maybankers to take up new roles and responsibilities within the Group. The CTP up-skills employees who have been displaced for various reasons. The programme includes classroom training as well as experiential learning: interventions, counselling, guidance and feedback exchange sessions to manage changes within the Group. The success of CTP is contributing to our ready talent pool and this is now replicated in Indonesia. In 2014, 119 employees were re-deployed to new roles.

Learning and Development



Refurbishment of Maybank Academy and MyCampus

Maybank Academy opened its refurbished, modern facilities to train new Maybankers. The Academy has integrated resources and state-of-the-art technologies. The 110-seat Lecture Theatre was inspired and modelled on America's Harvard Business School theatre – a 'horse-shoe' seating format has been proven to increase interaction between the facilitator and participants. The Executive Lounge and Business Centre are intended as informal learning environments to encourage creativity and innovative learning. The space can also function as meeting and brainstorming areas.

Group Human Capital continuously encourages a learning culture within Maybank. Our flagship learning portal, MyCampus, provides 24/7 online access to a diverse and comprehensive range of learning and development programmes including 345 e-learning courses. In 2014, the e-learning utilisation was 273,206 learning hours. The allocation ensures Maybankers are given the right development interventions and knowledge to excel and compete effectively in different environments where Maybank operates.



Diverse and Inclusive Workplace

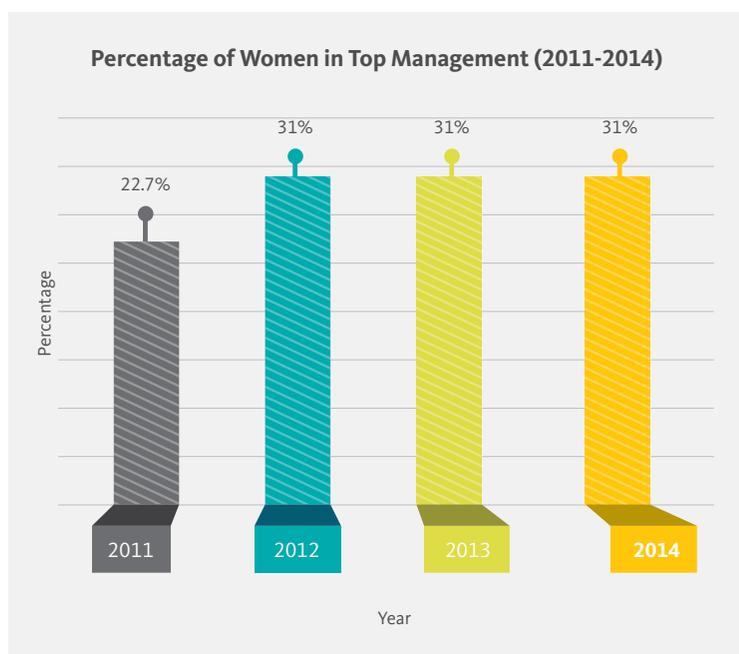
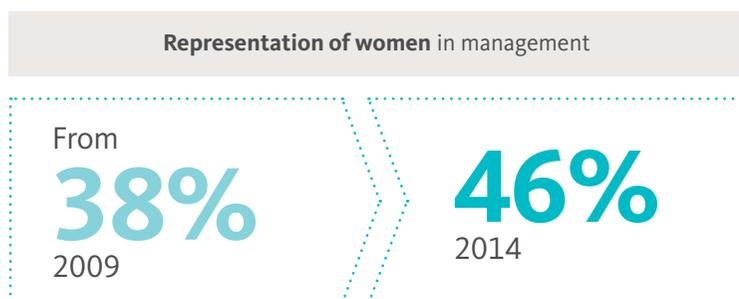
● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
Increase the diversity in our workforce, especially the number of women in leadership positions. Increase multicultural awareness within the organisation.	With the launch of specific frameworks and initiatives like the Maybank Women's Mentor Council, we continued our efforts in supporting diversity at workplace.	●	We are committed to further increase number of women in management, and will continue to track our results. As we grow regionally, we will increase the training on multicultural awareness.

Inclusivity is embedded in our culture: we value and respect diversity and differences. We believe that diversity in workplace is essential for our future growth and recognise the value in working with people from different backgrounds.

Gender Equality

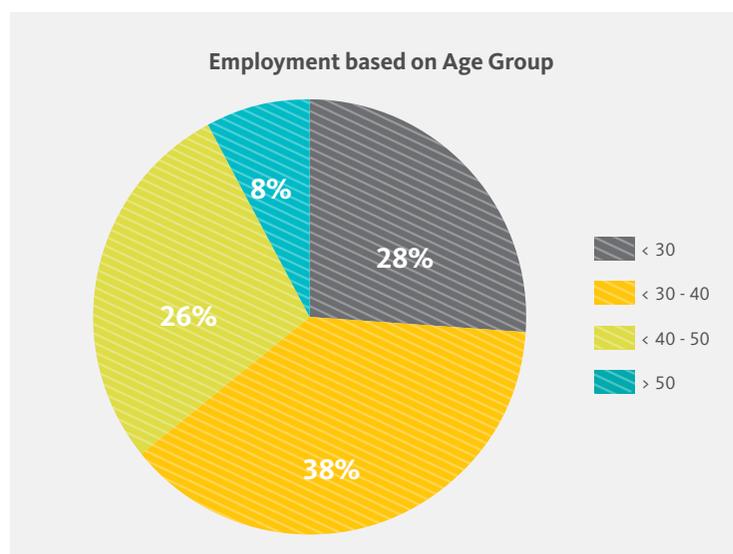
We have put in place concrete measures to accelerate our gender diversity and have exceeded global benchmarks. In 2014, women in the workforce at Maybank stood at 58%. Women representation in management positions have grown from 38% in 2009 to 46% in 2014. Women in Top Management Position increase from 15.68% in 2009 to 31% in 2014.



One of our strategic aims is to focus on driving greater diversity on the leadership bench. Women in the succession planning pool for critical positions increased from 19% in 2010 to 35.1% in 2014. In real numbers there was a marked increase of 168 individuals in 2013 to 264 in 2014. This improvement can be attributed to our targeted diversity initiatives.

One significant initiative implemented in late 2013 was the launch of our Women Mentor Women (WMW) programme that paired 35 women mentees with mentors from senior management. We also launched the Group Inclusiveness and Diversity Agenda (GIDA) Framework in March 2014. The Group will continue to ensure the GIDA Framework guides the right efforts to enhance inclusiveness and diversity for all its stakeholders.

The women's agenda in Maybank is executed through the Maybank Women Mentor Women Council and it aims to increase the number of women in top management. The Council works within the current structure of the Bank to increase representation of women in top management and has 5 targets to deliver in 2015. The targets include the successful appointment of qualified women into a minimum of 30% of managerial position vacancies in the year, and also breakthroughs in business derived from insights on women, for example – women's financial and purchasing patterns and needs.



Diverse and Inclusive Workplace

Create Enabling Environment	Woman Mentor Women (WMW) Programme	Maybank Women Mentor Women Council
<p>90 days maternity leave</p> <p>Paternity leave</p>	<p>35 women mentees with mentors from senior management</p>	<p>Women in Senior Management Positions 35% <i>Achieved</i></p> <p>Women in mission critical positions 35.1% <i>Achieved</i></p>

Maybank Women Mentor Women Council
to increase representation of women in senior management

Maybank was winner of the new category Best Malaysian Organisation of the year during Life at Work Award jointly organised by Talent Corporation Berhad and Towers Watson in partnership with The Ministry of Women, Family and Community Development.

International Women's Day Celebration

Besides equal opportunity practices in Maybank, we demonstrated appreciation to our women workforce on the International Women's Day 6th March 2014 at Menara Maybank. We organised an event with a movie screening of "Ikal Mayang" and invited Ms Irene Ang to deliver an inspiring talk.



International Women's Day was celebrated in style at Menara Maybank. Guest speakers included Low Ngai Yuen (top and left) and Irene Ang (right).



Diverse and Inclusive Workplace

Inclusive Culture - Multicultural Awareness

International assignments continue to remain essential to our competitiveness. Working in a different culture often poses professional and personal challenges. While expertise and personal confidence are important ingredients for success, understanding local cultures, ideas and viewpoints is important, too. Hence, we need to ensure that our talents have global literacy and can perform effectively in different countries. Equipping staff with the necessary readiness for foreign assignment is therefore crucial and we try to ensure that necessary support is available to make international assignments successful.

Group Human Capital launched the inaugural Maybank Global Mobility Programme in 2014. This programme is intended to prepare Maybank International Assignees to adapt quickly in their new roles and environments.

We provided cross-cultural training to 31 employees across the Group from various functions and countries. The training was designed to enable prospective international assignees to adapt easily into diverse cultures and working environments.

The cross-cultural training was aligned with Maybank S.E.A.R.C.H

(Strategic Visioning, Engaging and Developing Talent, Spirit of Achievement, Cultivating Relationship, Customer Centricity, Innovation & Change) leadership competencies which have been enhanced to include Global Acumen, Raising the Bar and Navigating Complexities.

- S** = Strategic Visioning
- E** = Engaging and Developing Talent
- A** = Spirit of Achievement
- R** = Cultivating Relationship
- C** = Customer Centricity
- H** = Innovation & Change

Our commitment	2012	2013	2014	Progress
To encourage cross-mobilisation to further our regionalisation plans.	53	100	Over 130	Our talent pool grows and becomes more agile. We have responded to the need for more support to encourage cross border mobilisation.

Maybankers display team spirit and sportsmanship at the 33rd Maybank Games Carnival 2014

The "Pesta Sukan Maybank" (Carnival) is a biennial event that aims to foster closer relationships and team spirit amongst Maybankers across the Group. It is a platform to build a stronger sense of our community that reinforces our T.I.G.E.R. values and our culture of excellence. The enthusiastic sports persons from 17 teams across the Group modelled our core values and qualities of discipline, hard work and determination during their preparations as well as during the Carnival.

Over 2,000 Maybankers attended the 33rd Carnival event in August. However, celebrations were low key out of respect to the tragedy of MH17 in Malaysia. The Carnival was officially launched at Maybank Academy Stadium, which has track, field and court facilities. Competing in 15 games, Maybankers displayed high energy and commitment.

Diverse and Inclusive Workplace

Volunteerism

Volunteerism is deeply rooted in our global workforce. Each year, Maybankers volunteer their time and expertise to improve the lives of those around them. Our flagship Cahaya Kasih employee volunteer programme encourages Maybankers to form long-term relationships with the beneficiaries.

● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
To encourage all employees to take part in our volunteerism programmes.	Our employee volunteerism programme saw increased participation and a number of long-term partnerships with teams of Maybankers and local communities have emerged.	●	We will guide employee volunteerism even further into long-term partnerships.

The EES survey revealed that 82% of our employees believe that volunteerism inspires them to contribute ideas for community based initiatives that they are passionate about. This is a vital part of Maybank's mission. With a workforce of 47,000, this means that our potential for change is tremendous. It also means that the employees see volunteerism as an integral part of their role. To cherish this exceptional level of employee commitment and enthusiasm, and our own deep sense of social responsibility, we actively encourage and facilitate employee volunteerism. The employees are given time-off for CR activities held on working days, and are accorded unrecorded leave when they volunteer on a rest day.

3 Days Unrecorded Leave for Volunteer Activities Annually

Through our flagship Cahaya Kasih programme, all employee volunteering is structured, monitored and evaluated for impact. Employee volunteerism brings different teams of employees together, exposing them to new perspectives and experiences.

In an effort to make our volunteer community engagement more structured, we introduced the Cahaya Kasih Challenge (CKC) in 2012. The CKC aims to widen our staff participation in the community through longer-term initiatives, with the Global CR Day as a platform to showcase our impacts.



With excellent teamwork and great heart, Maybank volunteers banded together to organise efforts in making an impact in the lives of less fortunate

Diverse and Inclusive Workplace



Focus Cahaya Kasih President's Award 2014



Winners of the Cahaya Kasih President's Award 2014 with some of the Group EXCOs.

In 2012, we decided to take employee volunteerism to a different level by challenging Maybankers to come up with an original and creative initiative that would make a positive difference in the lives of their chosen community. Ever since then, the Challenge has been an annual highlight. Maybank employees work in teams to submit proposals for community-based initiatives they are passionate about. The Maybank Foundation awards grants for the 20 best and most sustainable ideas. The star projects of 2014 are:

Best CR Community Empowerment Initiative and Best Overall: Project MAB - Serve from your Heart, Group Global Banking

Project MAB was the Best Overall Initiative. The team began working closely with Malaysian Association for the Blind (MAB) in 2013 when they volunteered to produce tactile diagrams for the visually impaired at the MAB Complex. As the friendship between Maybankers and the community grew, the volunteers helped in typing materials for the visually impaired, making recordings for audio learning, organised Hari

Raya celebrations, as well as reading current news and sharing interesting topics with visually impaired trainees from Gurney Training Centre.

To date they have converted more than 3,000 books and articles into Braille. In 2014 together with MAB, Maybank launched Southeast Asia's first cinema for the visually challenged, known as the Maybank - MAB Cinema.



Diverse and Inclusive Workplace



Nukilan Jiwaku volunteers conducting a mentoring session.

Best CR Finance & Education Initiative: Nukilan Jiwaku – V.S.A (Very Special Arts) Mentorship Programme, Group Risk

Nukilan Jiwaku – V.S.A (Very Special Arts) Mentorship Programme is based on the belief that everyone has latent potential. The initiative reaches out to empower people with disabilities to become economically self-reliant, and prepare and equip them with business skills to run and manage an art and crafts gallery.

To make this happen, the Malaysia Council of Rehabilitation (MCR), Maybank Foundation and University Malaya worked in close collaboration to create a well-structured 5-month learning programme. The Academy of Malay Studies, University Malaya and the School of Fine Arts and Design and UiTM jointly developed a 10-week modular programme to realise the aspirations of the beneficiaries. Upon completion of the programme each artist received a certificate accredited by University Malaya. Most importantly the beneficiaries found a platform to exhibit and sell their work.

Best CR Healthy Lifestyle Initiative: Cycle: Save a Child's Heart, Maybank Islamic

This programme, a collaborative project with the National Heart Institute (IJN), is a long-term initiative that started in 2012 and will last until 2016. This year, hundreds of our volunteers joined forces to organise an amazing charity cycling event to create awareness and benefit underprivileged children with congenital heart diseases. 1,786 volunteer hours were invested to make this regional effort a resounding success.

The cycling event attracted 1,000 participants and raised a total of RM50,000. To date, 39 children including two young patients from Indonesia have received financial assistance to undergo heart operations at IJN. In future, there all plans to bring the initiative to regional locations.



A charity cycling event raised RM50,000 for National Heart Institute.

Best Volunteer Team: Region Sabah

The winning team in Best Volunteer Team category was one with a strong response to the floods and mudslides in Sabah. 905 amazing volunteers took every effort to assist those affected by the natural disaster. They rebuilt a primary school in SK Bawang at Tamparuli that was badly destroyed by a mudslide. They also assisted the 127 affected students with education, nutritious food, school supplies and most valuable of all, mentoring on a weekly basis. These Maybank volunteers truly serve as role models for the children to stay motivated, focused and passionate in learning. The team has raised total of RM115,000 to be used for helping the children in this community.

Looking ahead, Maybank Cahaya Kasih will continue to be one of the avenues that align us as a diverse Group and builds deeper linkages with our immediate community.



In Sabah volunteer programmes run across the region.

Safety, Health and Well-Being

● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
To have a safe and holistic working environment	We maintained our ongoing health programmes and talks but also introduced new, innovative ones - such as the week long health and wellness carival.	●	We will continue the regionalisation of our safety and health programmes. We will sustain our workforce by supporting work-life integration and expanding of health and wellness programmes.

Creating a safe and conducive working environment has always been our top priority. We take pride in our award-winning occupational health and safety policy. In 2014, we continued to encourage staff to participate in sports and health programmes in order to promote a healthy lifestyle. Our approach to healthy lifestyle is reflected through various health events organised especially in Malaysia. In future we will regionalise the wellness programmes across the Group. We started in 2013 by sharing the best practices in Malaysia with the Indonesian team and assisted them to develop their wellness programme further.

Our commitment	2012	2013	2014	Progress
No. of participants in Health and Wellness Programmes.	1,858	Over 3,400	Over 5,000	We organised a number of high quality health programmes consistent with our plans in 2014 - despite the strategic cost management.

2014 Wellness Events Highlights:

Health talks – total of 12 talks organised on topics like obesity, dengue and diabetes.

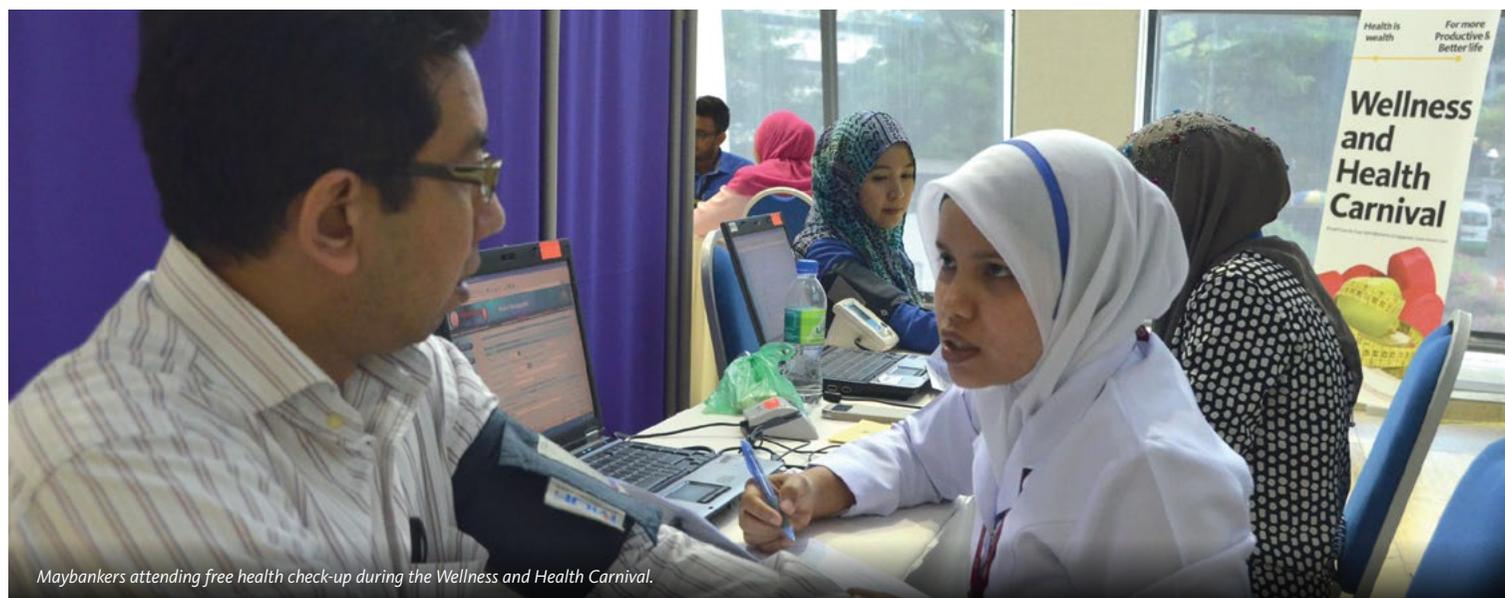
BII Maybank's blood donation drive in collaboration with Palang Merah Indonesia at BII Head Office in Jakarta saw more than 500 employees taking part. Maybank Group Malaysia too has regularly arranged blood donation initiatives at their corporate offices and received recognition from the National Blood Bank as a responsible corporate and high contributor.

Trim & Fit programme helped 99 participants to lose weight in a safe and healthy manner, guided by professional trainers. Majority of participants achieved visible results and have made positive changes towards a healthier lifestyle.

In Malaysia, we have enlisted First Aid volunteers and provided them with the necessary training to be able to volunteer as first aiders at the workplace or during work engagements. We have conducted training in all regions in Malaysia and have a total of 181 participants for the year 2014.

Pedometer challenge encouraged people to walk and track 10,000 steps a day. 100 participants took the challenge.

Annual sports event at the Student Stadium of Soemantri Brodjonegoro, Jakarta, gathered the staff to try different sports such as futsal, tennis, badminton, volleyball, table tennis and basketball.



Maybankers attending free health check-up during the Wellness and Health Carnival.

Safety, Health and Well-Being

An important health initiative was the refurbishment of the Maybank Recreation Centre at Menara Maybank, open to over 6,000 staff in the building and surrounding branches as well as our retirees. The upgrade included new facilities featuring new equipment, cardio training areas, spinning and aerobics studios, squash and badminton halls, board games alongside changing and shower facilities.

Occupational Safety and Health

We emphasise the well-being of all our staff, including their safety and health at the workplace. Our OSH Policy helps us to provide and maintain a safe and healthy working environment for all employees.

Various campaigns and programmes were initiated in order to help staff understand and comply with health and safety requirements. E-learning platforms were used as one of the tools for awareness and safety compliance training.

Our OSH Central Committee holds its National OSH Secretaries Meeting once a year to ensure consistency in policies and communications.

An Occupational Health Best Practices booklet was published and we are ensuring that not only the staff but also our contractors and vendors comply with the requirements. We are the only bank that implements high-standards on workplace safety involving contractors on its premises; aligned to the government's vision to reduce the number of accidents involving high-risk contractors. The initiation of Contractor Safety Programmes in 2011 such as the NIOSH-Maybank Safety Passport (NMSP) for Maybank's main buildings is an example of how we ensure the safety and health of all contractors at work. We will plan to make necessary arrangements for NMSP to be fully implemented in 2015.



Maybank Wins Top Award at National OSH Excellence Award 2014

Maybank emerged as the 'Main Award' winner in the Finance, Insurance and Real Estate category at the National OSH Excellence Award 2014, organised by National Council for Occupational Safety and Health (NCOSH). This is the third time Maybank received this award, after 2001 and 2007.

The prestigious award recognises organisations with outstanding Occupational Safety and Health (OSH) record at the workplace. The award acknowledges our commitment in adopting global best

practices, both in business excellence and staff development. This includes giving top priority to creating a safe and conducive working culture as manifested in our OSH Policy. The award is also a testament to our robust OSH framework.

The framework is translated into practice via comprehensive initiatives implemented yearly. We continue to promote OSH awareness for our staff and stakeholders at our workplace.

Amongst the programmes and campaigns that benefitted Maybankers as well as family members were the Ergonomics Workshops, Parenting Workshops, Mind Therapy@Work Workshops, Defensive Driving and Riding Workshops and Trim 'N' Fit Programme. As we accelerate our momentum as a regional organisation, Group Human Capital will focus on extensively sharing OSH best practices across the Group, starting with BII Maybank.

Moving Forward

Further review and evaluation of the tools and support system to create an immersive high performance culture.

To sustain our workforce by supporting work-life integration and expanding of health, safety and wellness programmes.

Support Group wide cost optimisation initiatives through on-going productivity related initiatives.

Our key programmes will be to attain better regional focus, effectively drive our strategic priorities regionally, and reinforce our strong values system and productivity to boost the Group's performance levels.

Occupational Accident Cases

Total recordable injury



0.005
frequency rate

Lost time injury



0.012
severity rate



Photo credit: Mohd Fazli Bin Abdul Rahim
MAYBANK PHOTOGRAPHY AWARDS
Ibu mengajar anaknya

Access to Products and Services



At the heart of our mission to humanise financial services is the focus on enabling access to financial services.

Access to Products and Services

Over 47,000
employees serving more than

22 million
customers

Maybank One Solution

86
Kiosks

Green Technology
Financing


RM245
million

Paperless transactions through
Regional Branch Solution

RM10.3
million transactions

M2U
registered online users



7.8 million

Awarded
'Malaysia's Top 30 Green Catalysts' at

**Malaysia
GreenTech
Awards 2014** 

Maybank Islamic

RM25.25
million in Zakat

Retail Small and Medium
Enterprises (RSME)
Financing



RM7.5
billion

Disabled-friendly
Branches

91 
branches

Access to Products and Services

Year-on-year Progress and Priorities

● On track/Completed ● Progressing ● Not on track/Did not complete

Commitment to the Environment

Managing our environmental impacts.

Year	2012	2013	2014	Status
Carbon Footprint (tCO ₂ e) <i>*For six strategic buildings</i>	38,459.06	37,704.81	*40,221	●
Water (m ³) <i>at Menara Maybank</i>	256,818.15	275,612.50	230,019.72	●

Focus on Customers

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

Year	2012	2013	2014	Status
Maybank One Solution Kiosks	33 kiosks	44 kiosks	86 kiosks	●

Digitisation

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

Year	2012	2013	2014	Status
No. of M2U registered online users	6.5 million	6.9 million	7.8 million	●

Product Stewardship

Leading in responsible lending practices.

Year	2012	2013	2014	Status
Retail SME Financing (RM billion)	4.9	6.0	7.5	●

Our Approach

For us to continue having a clear, powerful, and distinctive position in the marketplace, we need to constantly focus on customers by providing access to financial services and stewardship. If we reach our target, we will be able to support region-wide prosperity by developing products and services that are meaningful and innovative. The topmost question on our minds is how to better understand the needs of our diverse customers and how to fulfil them in the most effective way.

As our business grows in volume and scope, our contribution to the region's growth increases. With our expanding footprint, our responsibility also grows. We will continue to allocate resources to make sure that we serve our customers better and be consistent in managing our environmental impacts. Towards this end, we believe that our business will further thrive when embedded with elements of good governance, social innovation, and environmental integrity.

As an industry, we are also exposed to additional impacts through the companies we finance. Our business decisions influence the economy, our prudence translates into security. We are committed to having deep knowledge of our clients' businesses, including understanding the social and environmental issues of the sectors that we bank on.

This year's Report marks a significant milestone because we have moved the performance report for our environmental impact under Access to Products and Services. This is because our environmental footprint impacts both operations and our solutions in the marketplace.

2014 Performance Summary

● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
Manage direct environmental impacts of our operations.	We are able to report on our footprint across all six strategic buildings in Malaysia for GHG emissions.	●	We aim to increase the coverage of reporting of our direct environmental impacts relating to electricity, waste, and water usage across Malaysia.
Maintain strong customer focus and high level of service. Expand 'Get Involved and Follow Through' (GIFT) across the region.	Through the GIFT strategy, customer complaints are managed in a more concise manner.	●	To focus on complaint management, product knowledge, the voice of the customer, and customer waiting time. Maybank Group Service Quality Management (GSQM) to expand its focus to include customer experience.
Widen access to financial services by providing new and appropriate products, microfinance and credit to SMEs.	Extended our microfinance facilities and launched cardless banking methods that are accessible even for those without bank accounts.	●	Focus on access to products and services to ensure that all levels of society benefit. We will extend support to SMEs through our Group-wide framework, the Group Inclusivity and Diversity Agenda (GIDA).
Our digital strategy is key towards reaching new and existing customers.	Our digital footprint continued to grow in strength.	●	To plan key initiatives as a digital lifestyle portal, as well as to enrich existing functionalities and capabilities we already have via M2U internet and mobile banking.
Strengthen leadership in Islamic finance and build a talent pool for the Islamic finance industry.	Announced Malaysia's first virtual Shariah Centre of Excellence.	●	Develop talent in the area of Islamic Finance through a targeted approach via the Shariah Centre of Excellence.

Commitment to the Environment

Managing Our Environmental Impacts

Since setting our vision to be a regional financial services leader, we have undergone a shift in our operations, which includes changing our environmental management. Our stakeholders are increasingly aware of global environmental risks and expect us to respond accordingly.

Our environmental footprint is significant, especially if our indirect impact through our lending and investment decisions is taken into account. As we continue to grow regionally, our direct impact to the environment also expands. We have made commitments to reduce our footprint through energy efficiency, water management, and waste reduction initiatives and we will continue to dedicate resources towards those goals.

Environmental issues create risks and opportunities for us, especially in emerging markets. We are taking steps to incorporate environmental impacts and build the data, tools, and transparency required to embed these impacts into our strategies.

Our Footprint

● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
Manage direct environmental impacts of our operations.	We are able to report on our footprint across all six strategic buildings in Malaysia for GHG emissions.	●	We aim to increase the coverage of reporting of our direct environmental impacts relating to electricity, waste, and water usage across Malaysia.

Our environmental management has improved and reflects our commitment to running a long-term focused business. We have made progress in energy efficiency, waste management, and creating a paperless environment.

Towards this end, we reduced our carbon footprint by cutting down on our electricity usage. Thanks to innovative e-banking and internal solutions, we have managed to reduce the amount of paper used significantly. Our medium-term strategy is to produce a framework to identify and map approaches to reduce our impact. This way, we will better understand the implications of our business to the environment.

Our Impact	2012	2013	2014
Carbon footprint ¹ (Scope 2)	38,459.06	37,704.81	40,221*
Water consumption (m ³) <i>Began monitoring for six strategic buildings in 2014</i>	-	-	602,115.79
Number of electronic purchase orders via e-procurement	4,600 per month	4,300 per month	4,056 per month

* Inclusive of Maybank Group Customer Care (MGCC)

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 & Valuation. Together with the IT Transformation Programme (ITTP), the PGGC has conducted studies in order to find solutions to resource scarcity such as food, paper, and water. The council is tasked with managing our Group-wide environmental strategy. With our 20/20 Sustainability Plan in place, we hope to report on the work of the Council more comprehensively.

- 1 The Greenhouse Gas Protocol (GHG Protocol) defines direct and indirect emissions as follows:
- Direct GHG emissions are emissions from sources that are owned or controlled by the reporting entity.
 - Indirect GHG emissions are emissions that are a consequence of the activities of the reporting entity, but occur at sources owned or controlled by another entity.
- The GHG Protocol further categorises these direct and indirect emissions into three broad scopes:
- Scope 1: All direct GHG emissions.
 - Scope 2: Indirect GHG emissions from consumption of purchased electricity, heat, or steam.
 - Scope 3: Other indirect emissions, such as the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity, electricity-related activities not covered in Scope 2, outsourced activities, waste disposal, etc.

Carbon Emissions

This year, we have revised our boundaries in measuring and monitoring our carbon emission to cover all six strategic buildings in Malaysia. The carbon footprint evaluated is entirely based on electricity consumption which is considered as Scope 2 under the standard Greenhouse Gas (GHG) Protocol methodology. In 2014, our total Scope 2 GHG emissions were 40,221 tons carbon dioxide equivalent (tCO₂e).

Our emissions are almost entirely from electricity usage. Apart from our efforts to cut down emissions, we succeeded in our pledge to make the collection, management, and analysis of our emissions data a priority in 2014. We obtained more accurate information and have managed to consolidate emissions data across our operations.

We continue to participate in the Carbon Disclosure Project (CDP), an independent initiative that helps companies ensure that reduction of carbon emissions is integrated into their strategies. We are the first Malaysian financial institution to participate in the project. In our third year of participation, we scored 67 points compared with 58 in 2012. Our current rating means that we now show better tracking of data and commitment, with year-on-year improvement.

Carbon Disclosure Project (CDP)



We participated in the National Corporate GHG Reporting Programme for Malaysia called MyCarbon. The programme is a voluntary online tool for companies to disclose their GHG emissions. Maybank is the only financial institution among 18 participating organisations. Moving forward, we aim to include business travel as one of the focus areas for managing our carbon footprint.

Year	2012	2013	2014
Carbon footprint (tCO ₂ e)	38,459.06	37,704.81	40,221.00

Our facilities use an ozone-depleting substance both in cooling and air-conditioning systems. Although these systems are sealed, leakage occurs during operations and maintenances. Since 2009, we have been retrofitting our existing systems by replacing the gas with HCFC-134a, which has negligible ozone depletion potential (ODP) and HCFC-410a, which has a zero ODP.

Electricity Consumption

The most effective way to reduce GHG emissions and energy use is to improve energy efficiency across our operations. In 2014, our total electricity consumption in the six strategic buildings Menara Maybank, Maybank Academy, Dataran Maybank, Etiqa Twin Towers, Etiqa Academy and Maybank Group Customer Care stood at 54,279,358 kWh.

Location	Electricity Consumption (kWh)		
	2012	2013	2014
Menara Maybank	22,304,687	22,629,295	22,072,688
Maybank Academy	3,087,090	3,057,400	2,940,386
Dataran Maybank	14,750,713	14,268,274	14,009,068
Etiqa Twin Towers	7,774,342	6,863,929	7,240,991
Etiqa Academy	3,984,730	4,064,790	3,752,830
Maybank Group Customer Care (MGCC)	-	-	4,263,395
Total	51,901,562	50,883,688	54,279,358

In 2014, we took important steps to reduce our electricity consumption.

In Malaysia:

- Retrofitting the old chilled water fan coil system to the new VRV air-conditioning system at Maybank Group Customer Care (MGCC) in Bukit Jelutong.
- Green initiative at Dataran Maybank to turn off lights and other electrical appliances when possible.

In Singapore:

- Maybank Tower supported Earth Hour by switching off building lights for one hour.
- Maybank Tower substituted lights at the escape staircases and car parks to energy-saving LED lights. The lights will be dimmed down 30% of their usual brightness when no activities are detected by motion sensors. The escalators were also outfitted with energy-saving features.
- Textile Centre substituted all lights at the general office to energy-saving fluorescent lights.

In the near future, we are considering the following electricity saving improvements:

- Installation of Destination Control System lifts at Menara Maybank.
- Installation of a power management control system.
- Installing green chilled beams for strategic building office air-conditioning and upgrading green air-handling units for strategic buildings.
- Installing solar panels for hot water system at executive floors of Head Office building.
- Installing efficient air-cooled chillers for penthouse at Head Office building.
- Installing VRV air-conditioning system for critical server rooms.
- Creating energy-efficient data centres.

Our new data centres are next-generation technology and expected to support our business in a comprehensive manner. Initiatives through server virtualisation and consolidation were able to ensure hardware optimisation and brought cost avoidance to the Group of approximately RM19 million. In order to maximise the potential of data centres, a redesign of the architecture is being done to accommodate the most optimised technology for the bank that takes power and carbon footprint into account. It is expected that we can optimise the cost of energy through redesign noting that the technology deployed provides full remote operation for efficiency.

Water

Our water consumption in Menara Maybank was reduced by 17% in 2014 - from 275,613 m³ in 2013 to 230,019.07 m³.

The rainwater harvesting system at Menara Maybank has been operational since 2012. Rainwater is used for the special cooling tower, watering plants, washing company-owned vehicles, and other cleaning duties. In 2014, we have also extend our monitoring of water consumption to include all six strategic buildings. The total water consumption in 2014 was 602,115.79 m³.

Locations	Dataran Maybank	Etiqa Twins	Etiqa Academy	Menara Maybank	Maybank Academy	MGCC
Water consumption (m ³)	128,820.00	89,413.00	53,734.07	230,019.72	80,976.00	19,153.00

Waste Management and Recycling

We began to track our waste generation in 2012. We are pleased to see a clear trend towards less waste and more efficient recycling.

We have waste management practices in place for collection, recycling, and disposal at all our premises in Malaysia. The waste is collected by appointed licensed contractors to ensure compliance with government requirements. This year, we provided more recycling bins to all our branches, particularly the newly opened ones. In addition to improving recycling and waste management facilities, we launched awareness-raising programmes for employees.

We have emphasised the management of paper usage in the past two years. In running large scale operations the meaning of seemingly small things can be significant.

36,237 kg 2013 44,128 kg 2014




Focus

Saving paper: Paperless office and Regional Branch Solution (RBS)

We have emphasised the management of paper usage in the past two years.

Our paper consumption amounts to 42 million sheets at the cost of RM3.5 million. Thanks to innovations like e-procurement, e-loan processing, and online banking, we have managed to decrease paper usage significantly and we continue moving towards a paperless environment - an initiative we started in 2012.

In 2014, we recorded paperless transactions worth RM10.3 million. We continue to encourage our customers to switch to online banking for transactions such as payment of bills and fund transfers.

Regional Branch Solution (RBS)

New and simple procedures adopted throughout our branches have helped us save paper and make customer experience smoother:

- Fewer printed forms - standardised forms (eg, letters of indemnity and account opening forms) are generated on demand.
- Less photocopying - a customer's identification documents are captured electronically.
- Fewer paper slips - deposit and withdrawal forms have been replaced with the compact Universal Voucher.
- Fewer internal documents - internal reports are kept in a centralised server, where employees can access them without having to print out files for reference, i.e., documents can be viewed online.

BII goes paperless

Our 'Paperless Account Opening System', introduced by BII, brought about positive impact by reducing paperwork in the account opening process by up to 60%. The system also reduces customers' waiting time. A relatively small business innovation is environmentally efficient: instead of four pages of paper, only one page is now needed to open a bank account.

This initiative complements BII's e-statement system for credit card-billing and monthly account statements launched in 2013. The electronic statements replaced the paper statements that had to be sent to customers by post or courier services.

Our Commitment	2012	2013	2014	Progress
Paperless transactions through Regional Branch Solution (savings) *Launched in 2012, monitoring of savings began in 2013.	*n/a	RM10 million	RM10.3 million	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, enhancing the customer experience. Moving forward, we plan to extend RBS functionality, for example via mobile account opening and cross border transactions.

Creating Environmental Awareness

It is important to understand the fragility of our environment and the importance of its protection. While we try to make our operations as environmentally friendly as possible, we also recognise the need for creating environmental awareness around us: among our employees, our customers and the communities we work with.

In 2014, we ran an internal environmental awareness campaign on how our actions impact the climate. A report was published and distributed through the intranet. Etiqa was one of the most active entities in running campaigns on environmental and climate change issues. In 2014, Etiqa:

- Used email blasts as a way of bringing green issues to the attention of employees.
- Celebrated World Water Day, Earth Hour and Earth Day, and World Environment Day.
- Introduced an electricity and paper-saving challenge.
- Encouraged employees to take part in the 'Greening Your Home in Support of the Environment!' challenge.
- Undertook environmental diversity initiatives through Cahaya Kasih.

Etiqa ran a successful year-long **Environmental Awareness Programme**



Creating Environmental Awareness

Our employees demonstrate their commitment to environmental conservation via strong green initiatives as part of our employee volunteerism programme, Cahaya Kasih. The best examples of their efforts include:

Together We Preserve the Waterfall

The main objective of the initiative is to bring attention to the current conditions of our natural waterfalls and emphasise the need to keep them pristine and litter free. Together with the Selangor and Malaysian Association of Waterfalls, volunteers designed a range of activities to raise awareness on issues like responsible waste disposal, preserving the nature of waterfalls and our tropical rainforest, practicing safety at the waterfalls, and biodiversity. The action plan also includes making waterfalls accessible to people with disabilities.

Forest and Wetland Management and Rehabilitation

The project at Raja Muda Forest Reserve in Batang Berjuntai, Selangor aims to provide the local communities and volunteers with hands-on experience on conservation and an opportunity to explore and understand the importance of the forest reserve. Activities during the Cahaya Kasih Challenge 2014 increased the community's understanding and awareness of the need for conservation.

Save Nature for Our Future

This mangrove restoration project helps to replant and revitalise the natural environment of fishing villages in the Pontian district at Tanjung Piai, Johor National Park. Mangrove forests are extremely productive ecosystems that are home to a large variety of fish, crab, and shrimp. With their dense root systems, mangrove forests trap sediments flowing down rivers and off the land and help to stabilise the coastline and prevent erosion from waves and storms. Mangrove forests are also a natural habitat to migratory birds. The project runs awareness-raising campaigns and hopes to boost eco-tourism in the area to generate income among the locals.

Strict Monitoring

We follow and monitor statutory and regulatory requirements related to the environment, including the:

- 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 2014, we did not face any penalties for violations of environment-related laws and regulations.

In 2015, we hope to manage our environmental impact even better. Our energy efficiency will improve with the initiatives already in the pipeline, and we will start monitoring and managing the impact of our business travels. Our innovative online products will support our quest for moving towards a paperless environment.

We supported the cause of tiger conservation via contribution of

RM267,000
to Zoo Negara Malaysia

We also provided
sponsorship for the Earth
Hour 2014 Night Walk



Focus on Customers

● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
Maintain strong customer focus and high level of service. Expand 'Get Involved and Follow Through' (GIFT) across the region.	Through the GIFT strategy, customer complaints are managed in a more concise manner.	●	To focus on complaint management, product knowledge, the voice of the customer, and customer waiting time. Maybank Group Service Quality Management (GSQM) to expand its focus to include customer experience.

We want to make sure that customers find doing business with us simple and easy. Our services must 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 incorporate latest technology and respond to the needs of our customers. With mobile and other new technologies, access to financial services truly is within reach for all. Our cardless payment is just one example of how financial services are now possible without a bank account or credit record, hence accessible to everyone.

Customer satisfaction is one of the most important measures of success for us, and we continue to invest in better ways to monitor it closely.

Focus on Customers

We use several channels to make the customer experience mutually beneficial and to identify areas of improvement. In 2014, we improved the management of our customer feedback through GIFT (Get Involved and Follow Through). GIFT was a response to customer feedback on gaps in handling and resolving complaints. The implementation of GIFT demonstrates that we are listening and prepared to implement quick reforms based on feedback.

In Malaysia, the GIFT strategy enhances quality resolution by providing sufficient training to front-liners and exercising problem resolution empowerment at branches and our Premier Wealth Centre/Lounge. GIFT Etika consolidated the complaint management process and enhanced quality resolution through the establishment of a systematic complaint handling model that covers every dimension of the complaint process.

Our 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 a customer's unpleasant service experience into a positive one.

In 2015, CFRM will be executing initiatives for the regional implementation of GIFT through a Regional Target Operating Model (TOM) based on the model in Malaysia. Our employees across all levels are guided by the Group's mission to humanise financial services. Proactive measures are taken to equip employees with the skills required to effectively engage customers and provide them with the best possible financial solutions to meet their needs and preferences. Guided scripts and visual reminders are advocated to remind staff to adopt a 'Never Say No' approach to all internal and external customers. Positive verbal and body language help to nurture customer confidence and loyalty in the Maybank brand. This measure is complemented by the emphasis on gaining and retaining product knowledge via quarterly assessments.

The active participation of more than 22,000 front-liners and support staff in the 2014 assessment saw a 2% improvement from previous years' results. In a recent internal survey, more than 50% of branch leaders felt that the assessments contributed to improvements in problem solving, customer engagement, and sales at their branches.

Year	2012	2013	2014
Resolution of customer complaints (GIFT)	95%	98.4%	97.7%



Focus on Customers

What is the Customer Satisfaction Index (CSI)?

The Customer Satisfaction Index (CSI) is a measuring tool that helps industries to enhance their service experience and customer satisfaction in the areas of customer expectations, perceived quality, customer satisfaction, customer complaints, and customer loyalty. The CSI is conducted via face-to-face interviews by using a structured questionnaire. In 2013, 250 customers rated nine participating banks and this is what we found out:

There was a reduction in volume of complaints by

7% compared to 2012 according to the Malaysia Productivity Corporation (MPC).

The number of customers happy and satisfied with the improvements made to addressing complaints

increased to 48% in 2013 from 47% in 2012.

None of our customers felt that their complaints were poorly handled.

This is an improvement from 2012 where 11% of customers categorised their complaints as poorly-handled.

We will keep on improving customer service to generate goodwill and trust amongst our customers - CFRM will focus on improving turnaround time, efficiency, and effective resolution.

Responsible insurance - Etiqa

Etiqa, Maybank's insurance arm, conducts its own corporate responsibility initiatives and programmes, themed 'Getting Ready', that are based on the need to address some of the pressing social issues in the communities it operates in. Etiqa aims to run community programmes that are impactful now and those that will continue to impact communities in the future. In line with Etiqa's core business and expertise, the programmes help beneficiaries to be better prepared in facing the future challenges, be it financially or personally.

In 2014 and in the spirit of financial inclusion, Etiqa extended the reach of its community programmes by inviting members of the public, customers, agents, and business partners, as well as various welfare homes and Etiqa staff to join. This not only helped to communicate the humanising element of our operations to other stakeholders, but also built stronger and more meaningful relationships with them, making Etiqa more than just an insurance and takaful provider.

In an effort to boost awareness of the Etiqa brand as well as to provide regional offices with a platform to further engage with their local communities, several corporate responsibility programmes were organised regionally around Malaysia in 2014.

The five focus areas of these programmes were:

- Communities: Youth
- Communities: Women
- Environment
- Cahaya Kasih Challenge
- Corporate Zakat Responsibility.

Marketing and Communications

Insurance policies are often seen as intangible and complex, posing challenges for effective but ethical marketing strategies. To ensure that Etiqa's policies are understood, we use simple and clear language in all of our marketing literature. In addition, policyholders are contacted to ensure any doubts that they may have on their policies are addressed fully.

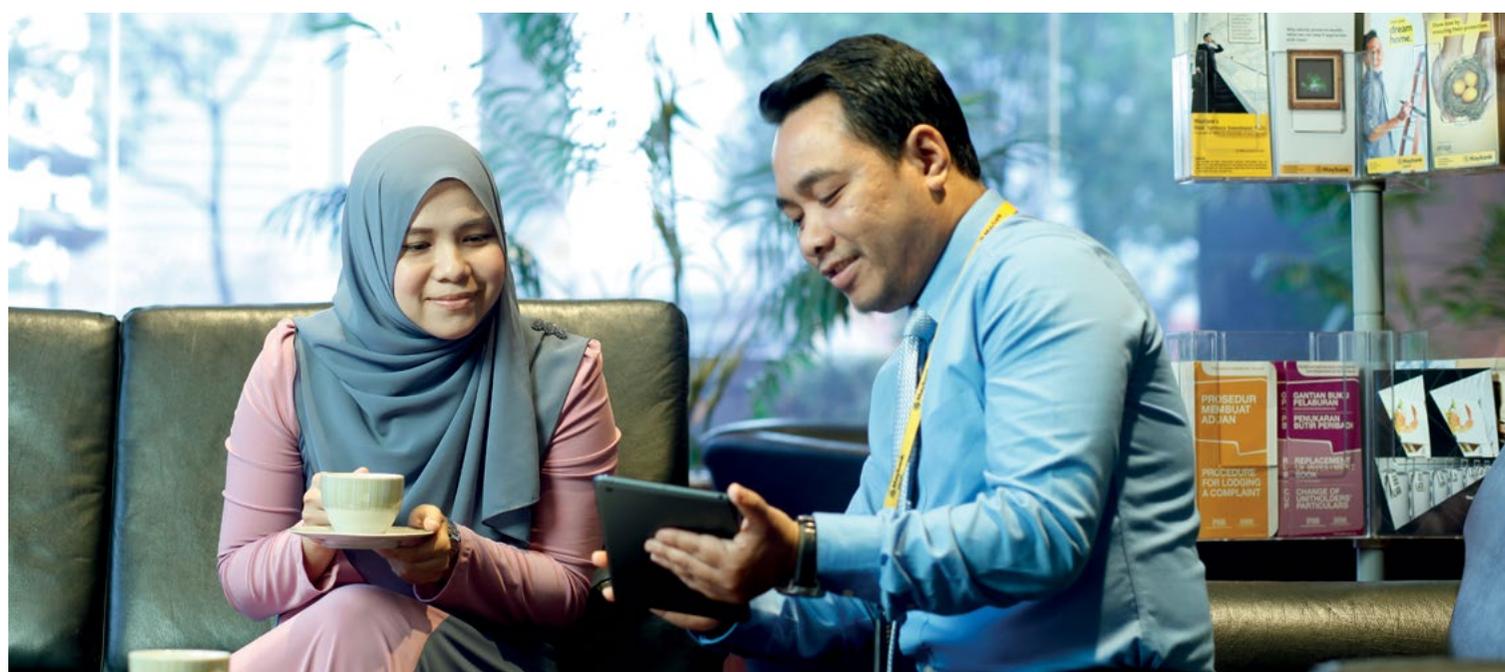
Our employees are all required to attend briefings and training, while sales tools are developed to help agents explain the details of the product to customers. Our product literature is available in English, Bahasa Malaysia, and Chinese. All marketing materials are designed in a responsible manner in order to make sure consumers are fully aware of product details.

Etiqa's contact centre uses a survey system called the Web IR Application Manager System to assess customer satisfaction. The system is used to track total response and customer ratings on Etiqa. The system allows us to gauge customer satisfaction, understand and identify the reasons for customer answers and ratings with regard to the service they received, and analyse the results. From this analysis, we are able to improve customer experience.

Our Reach

● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
Widen access to financial services by providing new and appropriate products, microfinance and credit to SMEs.	Extended our microfinance facilities and launched cardless banking methods that are accessible even for those without bank accounts.	●	Focus on access to products and services to ensure that all levels of society benefit. We will extend support to SMEs through our Group-wide framework, the Group Inclusivity and Diversity Agenda (GIDA).



With our presence and significance consolidated in ASEAN and beyond, we are constantly working towards better practices in products and services.

In 2014, we were granted a foreign banking licence by the Central Bank of Myanmar (CBM), the only Malaysian financial institution to obtain one. We have been present in Myanmar since 1994 and have established banking relationships with local banks and supported development of the country's infrastructure by financing key projects such as an airport, telecommunications systems, and a gas pipeline. In future, we will continue to support growth in the country, as well as support and nurture local talent.

Meanwhile in Cambodia, our humanising financial services exercise continued with the establishment of a new branch in Ta Khmao, Kandal Province, bringing a full range of over-the-counter transactions, including deposits and placements, trade finance, loans, remittances, mortgages, and global ATMs to the community.

Community Financial Services (CFS) Malaysia established a clear strategic goal in its five-year transformation plan to become the undisputed leader in Retail Financial Services by 2015. Since 2010, we've positioned ourselves as a true community bank to become the 'Undisputed No.1 Retail Financial Services Provider' in Malaysia. To date, our achievements include:

- Setting CFS Malaysia as the most profitable retail/commercial bank in Malaysia.
- Having the strongest asset quality among peer banks and lowest number of non-performing loans in consumer loans portfolio.
- Ranking No.1 or No.2 in market share in all key products.
- Having the largest customer base in targeted segments: affluent and high net worth.
- Being recognised as 'The Best Retail Bank in Malaysia', awarded by Asian Banker three times in the last four years.
- Having the most utilised and best-in-class virtual network of mobile or internet banking with 44.4% penetration rate for internet banking and 27.1% for mobile banking, respectively.
- Reducing our cost-income ratio from 50.6% in 2013 to 49.4%.

Meanwhile, we turned around our mortgage and business banking businesses, re-engineered the way we do retail credit and transformed our retail SME business into a high growth engine.

Access to Finance

Financial services are a fundamental part of society: they are crucial for financial independence and working life, and enable people to plan for their future and prepare for the unexpected. While our distribution of services is extensive, we are faced with financial, security, and logistics challenges when trying to offer these services to the more remote areas in our region. Nevertheless, we want to be seen as a local bank and continue to have greater physical penetration rates.

Multiple touch-points: Branches

- Malaysia: Over 400 branches, 3,896 self-service terminals (ATMs, Cash Deposit Machines and Smart Recycler Machines), 86 Maybank One kiosks and 350 touch-points through POS Malaysia, 7 branches successfully transformed into disabled-friendly branches.
- Singapore: 22 branches with five disabled-friendly branches.
- Indonesia: 428 branches.
- Philippines: All 79 branches in the Philippines are disabled-friendly.
- Cambodia: 21 branches.

Maybank One Solution

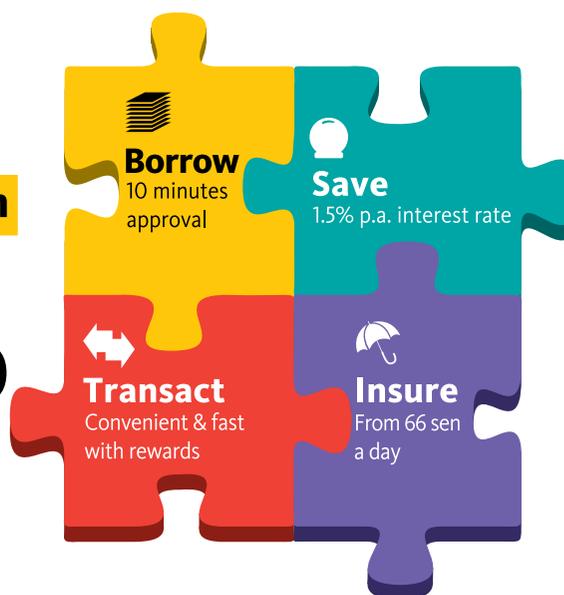
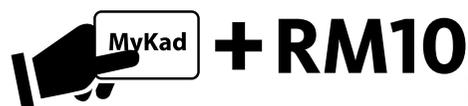
Maybank One Solution was first launched in March 2012 as a 7-in-1 product bundle. To date, 86 kiosks have been set up nationwide at strategically located high traffic areas to distribute this product. We continue increasing the Maybank One Solution 7-in-1 financial services bundle with approval and activation in ten minutes.

Through an easy-to-access product bundle, which is distributed at a low cost-to-serve kiosk model, we are able to increase the share of wallet of the customer. We make it easy for customers to recognise that we can deliver solutions around their specific needs by enabling convenient and easy access to our diverse products, such as transacting, saving, borrowing, and insuring. We reduce the complexity of financial product choices to customers by marketing the 'One Solution' option as a comprehensive and integrated suite of products that is designed to serve their financial needs.

Products available at Maybank One Solution kiosks include Personal Saver, Flexi Saver Plan/Plan-i, Personal Cash/Personal Cash-i, PersonalLady, ASB Flexi Cash, Hero 15 and Premier PA Plus.

**More benefits
at one go with
Maybank One Solution**

Instant approval with



Humanising Financial Services Across Asia.



Access to Finance



Trade[&Give] is an initiative under Maybank Kim Eng that provides funding as well as mentorship on different aspects of running a business, such as marketing, financial planning, and harnessing technology, to budding underserved entrepreneurs. The programme is financed from a percentage of brokerage fees generated from trades by clients.

In 2014, we focused on the community of Kuala Krai in Kelantan, which was devastated by the December floods. The heart of the community, the local market, was badly damaged in the floods. We provided emergency relief in cooperation with our local employees and the authorities, and quickly set up a plan to recover local microbusinesses and revive the market. Financial assistance will be provided to 100 small traders through our partner, Amanah Ikhtiar Malaysia (AIM). Our volunteers helped to clean and paint the market building. AIM will continue to provide microloans to the traders to help them recover their livelihoods.

Microfinance

Microfinance has been shown to have potential to be an engine of empowerment, especially for women. 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, microfinance was successfully rolled out across 22 branches in 2014 against nine branches the previous year. We recorded a loan growth of 157.2%.

Three Microcredit Hubs were established during the year, with another five hubs targeted for 2015 to provide greater access to financing for the underbanked.

BII launched a microbanking service called BII Pilihan Bijak Mitra Usaha (BII Pijar). BII Pijar is a community empowerment banking programme, which creates, fosters, and develops microcommunities for both direct collaboration and third-party partnerships. BII also co-operated with nine rural banks to develop microbusinesses.



Sahabat Siti Rawan from Trade [&Give]'s first batch of entrepreneurs makes household accessories and bags from pandan and mengkuang. Her brand WanCraft is now sold at outlets in Kuala Lumpur and Petaling Jaya.

Digitisation

● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
Our digital strategy is key towards reaching new and existing customers.	Our digital footprint continued to grow.	●	To plan key initiatives as a digital lifestyle portal, as well as to enrich existing functionalities and capabilities we already have via M2U internet and mobile banking.

The Maybank Group Digital Strategy looks at tapping into the shift in customer behaviour where the social and personal space is intertwined essentially, moving banking closer to the customer.

To be successful in the digital space, we continue to build the following capabilities:

- Improved digital banking platform (internet, mobile, social) that delivers the true promise of banking anytime and anywhere, and using multiple devices for banking transaction.
- Tightly integrated digital and traditional channels to empower customers in getting things done with speed and ease across these channels.
- The new internet or banking platform will cater beyond just transactional needs to enable our customers to manage their financial plans, buy any Maybank Group products, and interact digitally with Maybankers.
- Pervasive processing from digital channels to enable us to respond, originate, and deliver with speed.
- For selected segments, customers will be able to view, transact, and manage their cross-border relationship within Maybank Group via the digital banking platform.

These digital banking strategies will take several years to deliver. We are ahead in some areas, but there is still much that can be done as digital banking continues to rapidly evolve. In 2015, we have embarked on initiatives that will further expand our customers' ability to do business with us online through our Maybank2u and mobile banking offerings. Group will be at the forefront in enabling these capabilities and services across the Group.

"In striving to deliver consistent user experience for customers, we are always looking to simplify and diversify our services."

Mohd Suhail Amar Suresh Abdullah
Group Chief Technology Officer
*Appointed w.e.f. 1st Apr 2015



To ensure that Group Technology continuously support Maybank's long-term growth through sustainable innovation and focused delivery, its need to be supported by three pillars:

- Business pillar to ensure better collaboration between Business Technology and Group Technology by having the Heads of IT for Group CFS, Global Banking, Etiqa and Islamic Banking reporting into the Group Technology structure;
- Support pillar where Maybank Shared Services (MSS) provides the IT support, Risk Management, Finance and Human Capital (across the Maybank Group); and
- Country pillar to support the growing regional business by having the Heads of IT and the country's Chief Information Officers reporting into the GT structure.

Year	2012	2013	2014
No. of M2U registered online users (million users)	6.5	6.9	7.8
No. of M2U registered mobile users (million users)	0.9	1.3	1.5
No. of small businesses using M2U	88,752	112,755	142,007



Focus

Golden Screen Cinemas (GSC) - M2U Platform



GSC is also a long-term partner in using our Maybank2U (M2U) online payment platform. GSC operates a total of 284 digital screens in 31 key locations in Malaysia.

GSC introduced an online ticketing facility on its website in 2006. GSC Mobile Apps (iOS and Android) were introduced in 2011, and in 2014, the app for Windows Phone was added. To speed up admission at checkpoint, auto-gates were introduced for movie-goers to enjoy convenient ticketless option by scanning the 2D barcode on the mobile phones or self-print tickets.

“When e-Payment was first introduced, the e-Payment admission comprised less than 1% of our total admission. However, our tech-savvy audience quickly embraced the convenience offered and the numbers grew year-to-year and online ticketing today represents 25% of GSC’s overall admission. In Klang Valley, the percentage is much higher at 35%,” says Irving.

To-date, more than 50% of GSC e-Payment transactions are made via M2U. “M2U’s large customer base has helped to increase our e-Payment transactions drastically”. M2U’s strong presence in Malaysia makes it a perfect partner in providing customers with the convenience of online banking.

“Maybank is a very well-established brand and leader in financial services in Malaysia with a strong reputation for new product development and creativity, making it the pioneer in introducing internet banking in Malaysia,” Irving says.

In the past, improvements to the system have been rolled out regularly. GSC sees a few places for further improvement:

“It would be great if M2U could integrate with GSC e-Payment system to notify customers on refund transactions (reversal transactions) where an auto SMS via M2U will be sent to inform customers that GSC has initiated a refund. This will reduce the hassle of our customers having to follow up on the status of their transactions and it will further boost their confidence in GSC e-Payment,” says Irving.

“GSC looks to strengthen its relationship with M2U. We will definitely continue to use M2U as a payment option for our customers. As movie-goers are relatively young, having debit payment options such as M2U is convenient for those who do not own a credit card to perform online transactions.”

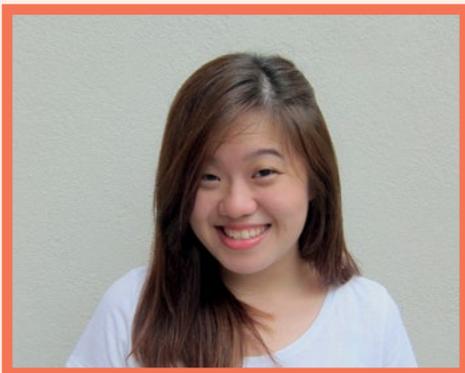
“Maybank2U has a large customer base, stable internet banking system, user-friendly interface, secure payment gateway and it conducts continuous improvements on its systems”

Irving Chee
General Manager of GSC





Focus M2U: Empowering Online Businesses



Christine Ong of Sheabelle (*sheabelle.net*) shares how M2U has been instrumental in helping her small online shop be recognised by global buyers.



What's the nature of your business and when did you start?

I have been running an online fashion accessories store since 2010.

Why did you start this business?

I love fashion and accessories. I have over the years developed an individual sense of style which I wanted to share and impart. When I started, I was a college student, so I also had a lot of spare time to start a business – right from my living room.

How was your business before M2U?

To be honest, if there was no online payment gateway and payment platform, I would not be able to run a business. I was very lucky because when I started my business, I immediately plugged into M2U – I can't actually imagine how people ran online businesses before that.

What difference has M2U brought?

As M2U is a secure payment gateway and with a trusted brand name like Maybank, it brought extra credibility to my small business. I feel that it definitely gave my customers some comfort because M2U assured them of safety and security.

Is M2U easy to use?

Yes, it is very user friendly.

Will you continue using M2U services?

Yes, I couldn't imagine not having M2U. That would cause so much trouble for my customers. M2U has also broadened my business and I am ready to take orders globally. This is a wonderful opportunity for a small start-up like mine and I am very excited about what the future brings.

Social Media

Our social media footprint continued to expand in 2014. Maybank's social media penetration was as follows:

Social Media			
Penetration	Over 1.2 million likes	Over 31,000 followers	Over 94,000 followers

Note: All data reported are as at December 2014

A total of 87 different campaigns were conducted through social media in the reporting period. These programmes, comprising a mixture of retail, commercial, and brand-related campaigns, collectively made 150 million impressions on social media.

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 - directly or indirectly - through the financial services supply chain. These impacts need to be managed, but they also provide us with new business opportunities.

Through PR1MA (PR1MA Corporation Malaysia), we help support the dreams of many young people to own their first homes.

PR1MA was established under the PR1MA Act 2012 to design, build, and offer high quality housing for middle-income urban residents. PR1MA homes come in various types and sizes. With prices ranging from RM100,000 to RM400,000, members of the community are now able to reside in strategic locations throughout the country. PR1MA homes are offered to all Malaysians with an average monthly household income of RM2,500 to RM10,000.

- Maybank gives out 110% loans for the selected buyers - ancillary fees are taken care of.
- Property holders will be allowed to 'rent' the unit for up to 10 years with an option to purchase after that.
- Maybank provides loan values of up to 70% of total income for monthly payment of the property.
- There are plans to give out smaller loans for the property holders, such as loans for renovation.

Our Commitment to SMEs - How Maybank is Supporting SMEs

In 2014, as part of our SME empowerment programme, we launched Group's Inclusiveness and Diversity Agenda (GIDA), which exceeded all targets set, to support SMEs. That includes over RM230 million under the Portfolio Guarantee (PG) scheme.

Our commitment to enhance access to financing for all levels of SMEs was reflected in the 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 will be allocated to the Bumiputera segment, thus making it the largest agreement of its kind to be linked between CGC and any financial institution in Malaysia. The agreement allows Maybank to expand its reach to more SMEs, also in sub-urban and rural areas, where their financing needs are just as high, if not higher.

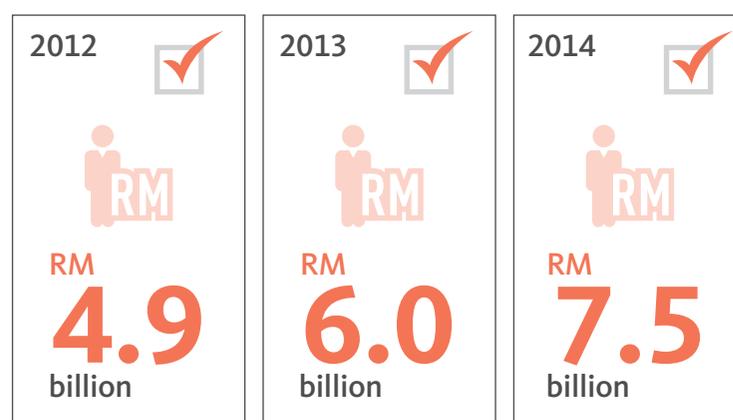
In line with Malaysia's National Bumiputera Agenda, we focused on supporting Malaysian entrepreneurs across the value chain. We provided loans to Bumiputera mega project contractors and SMEs, and provided financial literacy programmes and micro-financing for small entrepreneurs

previously outside the formal banking system. We also launched our multi-year Bumiputera Entrepreneurial Excellence (BEE). In the first nine months, we have provided funding in excess of RM650 million for entrepreneurs throughout the country.

We provided further support to SMEs by partnering with the Bumiputera Agenda Steering Unit (TERAJU) to provide RM600 million in funding to high-performing Bumiputera SMEs. This partnership expanded the Teras Fund to RM2.2 billion. This fund, created by TERAJU, will assist SMEs in obtaining working capital to grow their businesses.

We also formed a partnership with the East Coast Economic Region Development Council (ECERDC) to provide RM110 million in funding to east coast entrepreneurs, which is expected to benefit some 2,000 micro- and small- and medium-sized enterprises in the East Coast Economic region and Mersing by 2015.

SME Loans Growth (Clean Loan)



In Singapore, we have set up a new Retail SME (RSME) unit to target small businesses (annual turnover of up to RM53.6 million and loan exposure of RM5.4 million or less) which account for around 90% of SMEs in Singapore. Underpinned by a robust credit scorecard model, this new business segment will serve as a new engine of growth for Maybank Singapore. We have also adopted new customer segmentation in Singapore to be aligned to that of the Group. The move will complement the Branch Single Captainship model by enabling our branch managers to seamlessly serve both SMEs and their business owners.



Focus Our Environmental Social and Governance (ESG) management practices



Dr. John Lee Hin Hock
Group Chief Risk Officer
Risk Manager of the Year 2014 by
The Asian Banker

In your opinion, what are the key drivers for responsible lending practices at Maybank?

As a financial institution, we have an important obligation to stakeholders to ensure that we provide access to financial services and support economic growth. The best way to grow profitability and responsibly is by focusing on our mission of humanising financial services. If we are serious about humanising, then the financial value chain becomes important to us.

This is why we are now looking at integrating environmental and social principles more fully in our products, investments, credit practices and supply chain.

Why is responsible lending important to Maybank?

For us, sustainability is not a static process as the needs of our customers, employees, and the broader community will constantly evolve. Our response to those needs must be targeted and relevant. Many aspects of sustainability are already embedded in our activities, for example in our whistleblower mechanisms, screening of suppliers, and employee engagement.

Our approach to sustainability is to systematically identify and respond to the issues that are currently most important to our business and stakeholders. For the past few years, we have worked systematically on our CR reporting and data management and that process has been tremendously useful to listen to the needs of stakeholders.

So naturally, we are now moving to a more sustained commitment which is consistent with the direction from our Board and Executive Committee - that is to now look at how to integrate environmental and social criteria in our lending practices.

As a result, I have been tasked with working to improve the way in which we incorporate Environmental, Social and Governance (ESG) risk into our risk management framework, policies and processes at Group level.

Can you tell us more about what you are planning to do?

In the coming year, we will be evaluating detailed guidelines with respect to the criteria and methodology employed in the assessment of social and environmental risk. For example, industries that are considered environmentally sensitive may require a heightened level of screening. To assist us, we will be developing a suite of position statements to clarify our approach to assessing the ESG dimensions of our financing and lending activities.

At the same time, we need to upskill our officers and provide them with the necessary training on how to recognise social and environmental risks as part of their credit risk skills development programme. My team and I are going to be quite busy!

How is such an approach relevant to customers?

Our customers are at the heart of everything that we do. When they choose Maybank, they expect us to be accessible and available. If we are serious about humanising financial services, some of the decisions that we make may not be automatically to do what the customer wants. We have a duty of care to provide all our customers with the best advice and service and to ensure that we really act in their best interests. This is what we mean by providing access to financial services at fair terms and pricing and to always be at the heart of the community.

Our ESG risk approach will be based on this understanding.

What do you see as the path moving forward?

We have to make choices in our sustainability agenda and prioritise our resources in line with our business strategy. In practice, this means that good business ethics and sound environmental and social decision-making underpins our daily activities and behaviour.

In terms of the future landscape of the business, we note there are constantly emerging issues which present both risks and opportunities for our business and our stakeholders. In relation to environmental and social issues, we therefore aim to use the skills and experience that we have to make a meaningful difference.

We have served our communities for over 50 years and we are applying our heritage to a new reality - which must be built on a commitment to enable the business and community to flourish for 50 more years and beyond. What is present before us is an opportunity to use the scale, reach and expertise of our business to achieve long-term prosperity for the community. The choices we make today can help shape the economies of the future and provide stability to the communities in which we operate.

New Products for Greater Access

The financial industry has developed rapidly in recent years as stakeholder needs and concerns are becoming more complex and sophisticated. The emphasis we place on our customers drives us to address these needs

and concerns. In terms of our products and services, this means utilising modern technology to deliver advanced services that are user-friendly, convenient, and in line with our customers' lifestyles. With the launch of Malaysia's first cardless ATM service, cash withdrawals can be made without the use of an ATM card.

Maybank goes cardless! Withdraw cash without an ATM card.

With Cardless Withdrawal, you can send cash to anyone – even to a non-Maybank customer – via Maybank2u or the Maybank2u Mobile app. Your recipients can withdraw cash without an ATM card at any Maybank ATM.

Be in the running to win RM500 daily with a Cardless Withdrawal transaction!
From 7 January to 5 February 2014, be one of 3 winners everyday to win RM500 when you send cash the cardless way! The RM1 service charge will be waived until 28 February 2014.

TO SEND CASH

1. Log in to Maybank2u.
2. Click 'Transfer' then 'Cardless Withdrawal'.
3. Enter Recipient's mobile number, name and amount (minimum RM100).
4. Enter TAC and click 'Confirm'.
5. You'll receive a Withdrawal Code via SMS. Forward it to your Recipient.

TO GET CASH

1. At any Maybank ATM, press the 'Enter' key and select your preferred language.
2. Select 'Cardless Withdrawal'.
3. Enter Transaction ID received.
4. Enter Withdrawal Code forwarded to you.
5. Retrieve your cash.

Call **1300 88 6688**, visit any **Maybank branch** or log on to **www.maybank.com.my** for more details, terms and conditions.

Connect with us on: [f Maybank](#) [t @MyMaybank](#)

Maybank2u

THE NO.1
DIGITAL BANK



Humanising Financial Services Across Asia.

 **Maybank**

Cardless Transactions

Cardless withdrawal provides access to financial services even for those without bank accounts - which essentially means reaching out to various new segments, even the unbanked.



To simplify our remittance service, we introduced M2U Visa Direct. It allows our customers to transfer funds in any currency via the M2U internet portal to any eligible Visa cardholder globally. The beauty of M2U Visa Direct is that a successful transaction is not dependent on the type of card the recipient abroad holds - it can be a credit, debit, or even a prepaid card. This unique feature makes M2U Visa Direct the first-of-its-kind remittance service in Malaysia.

For the convenience of our Malaysian customers, we also introduced the Visa payWave payment option, a new and convenient payment option for small items of RM250 and below through the use of a Micro Tag, a small electronic sticker that can be placed on any of a cardholder's handheld personal belongings. Payment is made simply by waving the item containing the Micro Tag in front of a Visa payWave terminal. The terminals are currently installed at various retail and lifestyle merchants nationwide.

Such services are part of our attempt at creating value for our customers. They were created with the customers in mind. We want our customers to know that Maybank, in addition to generating value for our shareholders, has the customers' interests in mind at all times.

Effective Collaboration Breeds Innovative Solutions

The Trade2Cash solution is a centralised online trade financing service that enables SMEs to conveniently apply for trade finance facilities from Maybank through an online platform.

For this innovative facility, Global Banking and Transaction Banking took the leadership role while Etiqa's cargo and fire insurance products were also bundled in, based on customer needs. Such an approach enables Maybank to offer a comprehensive financial package to our customers to deepen the share of wallet in growing our profits as well as our leadership.

Inaugural Invest ASEAN 2014 Conference

Maybank Kim Eng Group and Maybank held the inaugural 'Invest ASEAN 2014' Conference on 1 and 2 April 2014 at The Fullerton Hotel in Singapore. The conference, themed 'Growth. Diversity. Resilience' was aimed to promote the abundance of investment opportunities in the region. This international conference provided great visibility of the Maybank brand and showcased our leadership in the region.

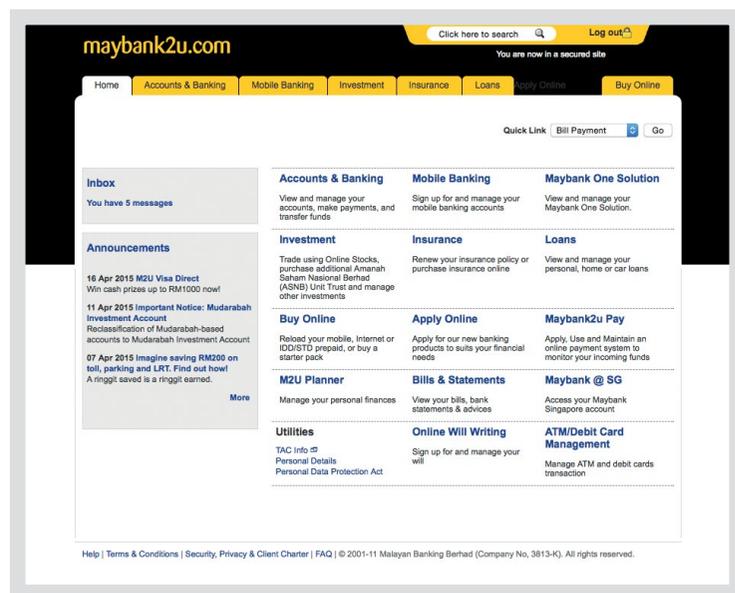


M2U Planner

In 2012, we introduced the M2U Planner, a free personal financial management tool accessible via Maybank's internet banking portal. With this tool, all transactions of the subscriber are automatically tracked and categorised, thereby producing a visual and analytical view of their finances. Users are able to budget and plan their short- and long-term financial goals in order to make informed decisions on their financials.

The household debt level in Malaysia remains high. Between April 2006 and May 2013, a total of 222,942 Malaysians have sought the assistance of the Credit Counselling and Debt Management Agency (AKPK), the government agency that offers consultation on personal financial management. The majority of those with unsustainable debt are youth. We believe this easy online tool helps to promote prudent financial management and empowers users to take control of their finances and we hope to help more customers through the M2U Planner.

Year	2012	2013	2014
No. of M2U Planner assisted users	42,534	82,980	109,992



Green Technology Financing

The finance sector presides over a large pool of capital, more of which could be steered towards low carbon, climate-resilient projects. Some institutions are already allocating capital and steering financial flows towards such projects. We are also venturing into assessing our involvement in this area. One concrete step is our support for the Green Technology Financing Scheme (GTFS), a financing scheme 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 of sustainable growth. Through the National Green Technology Policy, which was launched in July 2009, various programmes have been implemented to promote the application and development of green technology, including the establishment of the Green Technology Financing Scheme in 2010.

The scheme aims to promote green technology by providing loans or financing to companies that supply and utilise green technology, minimise the degradation of the environment through zero or low greenhouse gas (GHG) emission, manufacture products that are safe for usage to promote a healthy and improved environment, conserve the use of energy and natural resources, and promote the use of renewable resources.

As of 2014, we financed 16 green projects amounting to RM245 million. Our efforts to support the Green Tech Financing Scheme allowed Maybank to be selected as one of 'Malaysia's Top 30 Green Catalysts' in 2014 by the Malaysian Green Technology Corporation. Some of the funding involved:

- 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.

Top 100 in Asia for Sustainability

Maybank was listed as among the **top three organisations in Malaysia and top 100 in Asia in terms of sustainability performance**. The sustainability ranking is a joint initiative by Channel NewsAsia, CSR Asia and Sustainalytics, an environmental, social, and governance research provider. The featured companies were assessed against a broad range of environmental, social, and governance indicators.





Focus

Supporting renewable energy - Maju Intan Biomass Energy Sdn Bhd



Maju Intan is an engineering management company specialising in energy projects. It is a joint venture partner in a Biomass Power Plant in Teluk Intan, Perak, Malaysia. The project is an example of how investment in green technologies can be harnessed for growth, employment and, the fight against climate change.

The project has been granted RM100 million Islamic financing under the Master Commodity Murabahah Financing Agreement with Maybank Islamic Berhad. It is to part-finance the development and construction of a biomass power plant. The project has been granted Green Project Certificate under the Green Technology Financing Scheme (GTFS) that subsidised some financing cost. George Tan, CEO of Maju Intan shares his views.

Biomass to Energy

The 12.5MW biomass plant has started commercial operations since September 2014 and will process empty fruit bunches and wastage from palm oil production into fibre. That in turn will be used as fuel for the boiler. The boiler produces steam and generates electricity. With this technology, plantations and palm millers can put their waste to good use. It creates opportunities in generating electricity revenue while reducing carbon emissions.

Challenges of Major Energy Projects

Renewable energy development is complex in nature, and it often takes three to four years before the project is fully operational. Managing projects like this is not easy. They are usually high in capital cost, the infrastructure used is typically complicated, and a lot of governmental assistance is required to make the project viable. Maju Intan ventured into the biomass renewable energy project at a stage when there was no government blueprint in place. The policy was not clear and the tariff rates provided were not consistent with the project returns. Most of the local banks were not familiar with renewable energy projects and a project loan was hard to obtain.

Green Technology Financing Scheme (GTFS) through Maybank

The early loan contraction process for the project was discouraging. After almost 18 months of negotiating with banks, financing fell through due to difficulties in communicating the specifics of renewable energy projects. Maju Intan then approached Maybank, and after realising Maybank's experience in infrastructure projects, decided to apply for GTFS through them.

Maju Intan's experience of obtaining the financing under the green technology scheme was hassle-free, thanks to the documentation in place, which was in line with the criteria and guidelines. Maybank's dedicated and experienced team assisted in the application for the GTFS.

Partnership

"Maybank is a good partner in promoting Malaysia as a technological hub. They have the team; their knowledge in infrastructure and their vast worldwide network definitely make them a leading choice. Maybank's strong presence in the region has helped our business."



George Tan
CEO of Maju Intan

The biomass power plant in Perak will not remain the only plant in operation by Maju Intan. Malaysia has a vast oil palm industry and our business is truly scalable. We are looking forward to expansion, as long as similar location and project conditions can be found.

Leadership in Islamic Finance

● On track/Completed ● Progressing ● Not on track/Did not complete

2014 Goals	Progress	Performance	Moving Forward
Strengthen leadership in Islamic finance and build a talent pool for the Islamic finance industry.	Announced Malaysia's first Shariah Centre of Excellence.	●	Will consolidate our regional leadership position further and keep on nurturing talent through our Shariah Centre of Excellence.

As an entity operating on a dual-banking platform, Maybank Islamic is regarded as the most successful Islamic subsidiary bank leveraging on Maybank Group infrastructure and resources. In 2014, Maybank Islamic focused on strengthening its regional footing while sustaining its leadership position in Malaysia domestically. With recent major deals on cross-border transactions, Maybank Islamic is poised to be the leading provider of Shariah-compliant financial solutions and the preferred financial partner.

Maybank Islamic sustained its No.1 market share in Malaysia's Islamic banking industry in total assets, financing and deposits of 30.1%, 32.7% and 24.9% respectively. Year 2014 can be considered a landmark year for the global Islamic finance industry.

Other priorities in 2014 were to reinforce Maybank Group Islamic Banking's Centre of Excellence and to further consolidate sound risk management practices. Since its inception in 2008, Maybank Islamic has been working tirelessly to improve its risk management. Our customers can be assured of the credibility and validity of our Islamic banking products and services.

We also implemented various Zakat-based programmes such as Ramadhan Relief and Back to School and Academic Tuition Class

for underprivileged students. At the end of 2014, Maybank Islamic announced the country's first Corporate Cash Waqf project by an Islamic bank worth a sum of RM20 million.

Several significant regulatory advances were made, including the Islamic Financial Services Board's guidelines on core principles for Islamic finance regulation, and the launch of the 'Sustainable and Responsible Investment (SRI) Sukuk' in Malaysia.

Shariah Centre of Excellence (SCOE)

In 2014, Maybank Islamic Berhad (MIB) launched the Shariah Centre of Excellence (SCOE) initiative, a virtual centre which aims to become a comprehensive and practical reference point for Shariah best practices to industry players, as well as legal, regulatory, and academic bodies.

Components of the SCOE include sound Shariah governance, comprehensive Shariah research and database, human capital development, strategic engagements and consultancy, as well as Zakat and Waqf development. The human capital development has been expanded to include Shariah scholarships for 15 postgraduates in Islamic finance. These scholars will form the talent pool of the region's human capital in Islamic finance.

The Shariah Centre of Excellence (SCOE) Components	
1. Comprehensive Shariah Research & Database <ul style="list-style-type: none"> Sponsorship of Islamic finance publications Column on Shariah/Islamic banking in main stream media Shariah Non-Compliance Risk & Legal Documentations by Associate Professor Dr Ahcene Lahsasna 	3. Strategic Engagements & Consultancy <p>Collaboration with:</p> <ul style="list-style-type: none"> The International Centre for Education in Islamic Finance (INCEIF) <ul style="list-style-type: none"> RM1.5 million sponsorship for the INCEIF auditorium; IIUM Institute of Islamic Banking and Finance (IIIBF) <ul style="list-style-type: none"> Internship programme for IIIBF student at Maybank Islamic
2. Human Capital Development <ul style="list-style-type: none"> Islamic Finance Scholarships Talent Development Programme with Shariah Scholarship Awards to 15 postgraduates amounting to RM30,000 per scholar per year 	4. Zakat & Waqf Developments <ul style="list-style-type: none"> Ramadhan Relief - Close to 9,000 families received basic food supplies under this RM1 million programme Academic Tuition Class for underprivileged students State-level Zakat contribution Malaysia's first Corporate Cash Waqf project worth RM20 million

As one of the six identified rapid-growth markets and one of the leaders in the Islamic banking industry, Malaysia has a huge responsibility in providing leadership for the industry. Maybank Islamic believes that in formulating an integrated approach to Islamic banking, we must take into consideration the economic, environmental and social impacts of our products and services.

In line with the recent enactment of the Islamic Financial Services Act 2013, we will continue to leverage our strong brand value, and expand our customer base and market share as we aspire to shape the industry in the development of cross-border business and expanding our presence globally.

Leadership in Islamic Finance

Partnership with World Islamic Economic Forum (WIEF)

The 10th WIEF was themed 'Innovative Partnership for Economic Growth'. As a strategic partner to WIEF since 2013, Maybank Islamic sees the Forum as a platform to enhance awareness on Islamic finance as well as present its solutions and opportunities to other industries and countries to provide a source of capital, liquidity and funds.

During the Forum, we announced our collaboration with one of Malaysia's religious bodies, i.e., Majlis Agama Islam Wilayah Persekutuan (MAIWP) for the country's first Corporate Cash Waqf Fund. Maybank Islamic will provide a seed capital of RM20 million for the fund. The second announcement was with the developer of the multi-billion ringgit Battersea Power Station (BPS) Project in London. Maybank Islamic, together with several other banks, successfully completed underwriting the Syndicated Islamic Facilities for Phase 3 of the BPS Project, amounting up to £467 million (approximately RM2.5 billion). The financing for the BPS Project is historic for the global Islamic Finance industry in terms of innovation.

The demand for Islamic products in both ASEAN and China will continue to increase with a total Muslim population amounting to approximately 230 million as of 2010. The growing middle to upper class investors see Islamic investment products as more sophisticated; hence they also appeal to non-Muslim investors.



Strategic Procurement

Decreasing Cost and Risk, Increasing Productivity

Strategic procurement is more than just aligning purchases against a panel of suppliers. The approach taken has enabled all departments to streamline their purchases, incorporate good governance guidelines, and make a transition from 'ad-hoc' to long-term strategic procurement. As a result, we have decreased our overall cost, risk, and increased productivity for the Group.

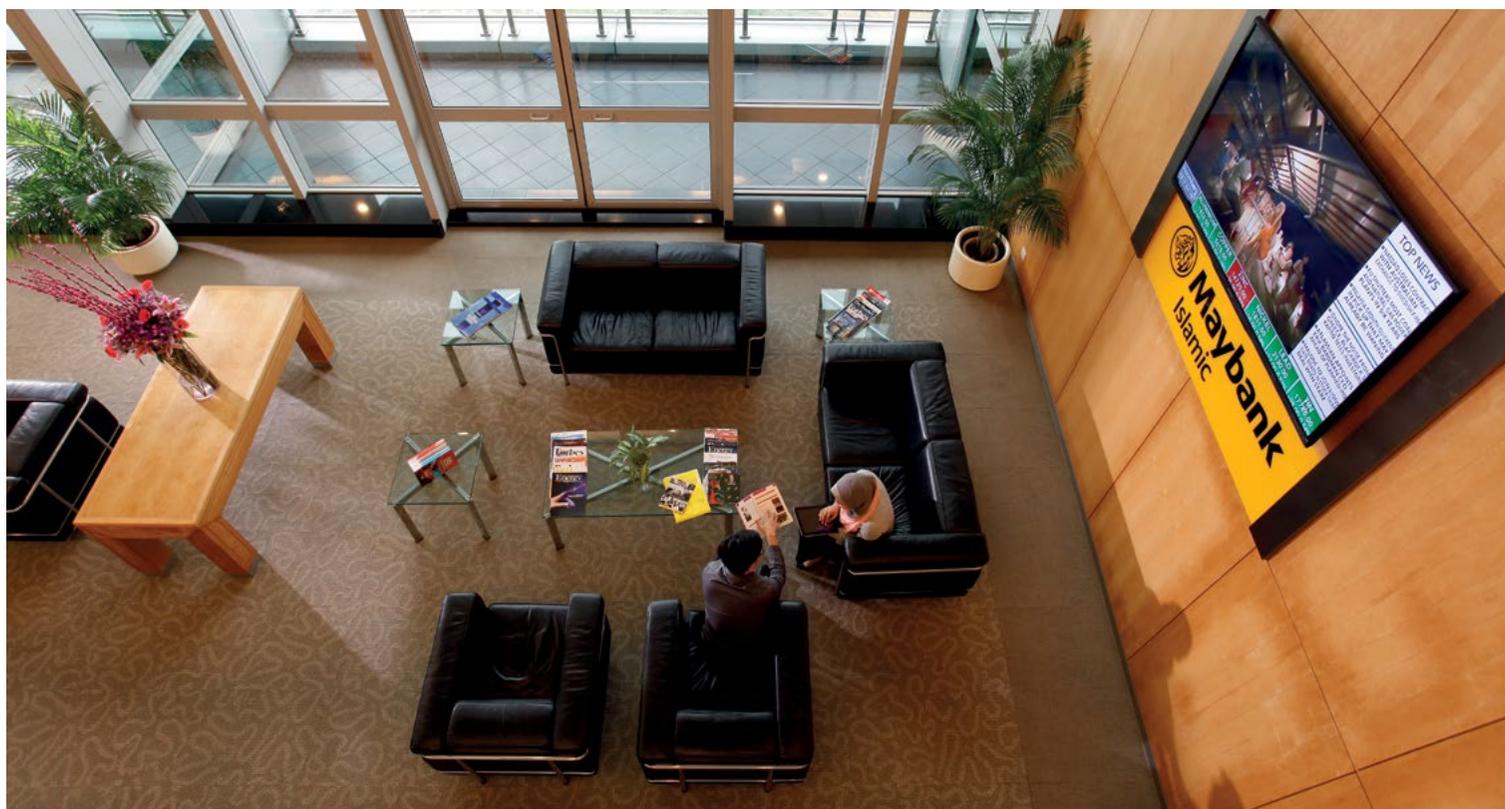
The inception of Strategic Procurement took place in 2010. We have now transformed to a centralised framework that ensures competitive prices, transparency, and benefits of group purchases. The transformation took into consideration areas such as strategic analysis of spend data, fair, equitable, and auditable sourcing process, structured negotiation, comprehensive risk-minded contract execution, and effective supplier relationship management. As our business expanded, there was a need to enhance compliance across different procurement teams and increase transparency and accountability.

For example, each Sector in every country now has a standard approach to procure products and services. Tender templates, and technical and financial bids are standard tools that enable easier comparison of multiple bids and to ensure compliance. In addition, a new extensive catalogue with standardised pricing is available. Ninety-five percent of new tenders use the catalogue in the system, making the bidding process more competitive. This has generated a savings of 20-25% in contract renewals as well as 10% over the top savings from process efficiencies.

Centralising the procurement function into a seven-step sourcing process has also brought efficiency. The efficiency is through clear roles and responsibilities for all stakeholders within the procurement cycle. Maybankers at all levels can plan their work and be ensured that timelines are met without compromising commercial and technical interest as well as compliance. Such sourcing approach improved from no visibility or traction of project plan to sourcing projects driven by mutually agreed and committed milestones by all stakeholders.

Apart from system efficiency, we have over the years, empowered various small businesses. Our procurement system has provided an avenue for small and medium companies to do business with Maybank, thus ensuring a fair chance of economic redistribution, be it with large, medium or small companies.

In 2015, Group Procurement will be reviewing standard terms of contract 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.



Performance Data - Workplace

● Malaysia only ● Non-group; exclude Maybank Kim Eng & BII ● excluding BII ● Group

DESCRIPTION	2014	2013	2012	2011	2010	2009	2008
Employees							
Total number*	47,041	47,771	47,233	42,693	26,548	24,910	24,773
Inside Malaysia	26,272	26,728	26,473	25,841	23,925	22,535	22,370
Outside Malaysia*	20,769	21,043	20,760	16,852	2,623	2,375	2,403
Executive	31,096	31,702	26,746	28,578	16,675	14,564	14,021
Non-Executive	15,945	16,069	16,456	14,115	9,873	10,346	10,752
Full-time	47,041	47,771	47,233	42,693	26,548	24,910	24,773
Part-time	-	0	-	-	-	-	-
Permanent Staff	42,986	43,904	40,660	39,487	25,344	24,126	24,244
Non-permanent Staff	4,055	3,867	2,542	3,206	1,204	784	529
Female	25,285	25,498	23,415	22,845	15,691	14,554	14,488
Male	21,756	22,273	19,787	19,848	10,857	10,356	10,285
Union members (For Maybank only)	9,054	12,563	10,328	10,015	9,907	11,676	11,822
Non-Union members (For Maybank only)	13,237	14,165	16,145	13,052	11,457	13,234	12,951
Age group							
< 30	13,355	14,262	13,108	13,481	7,116	6,400	7,083
30 - 40	17,686	18,121	16,962	17,177	11,178	11,208	10,924
40 - 50	12,054	11,913	10,311	9,491	6,221	5,655	5,336
> 50	3,946	3,475	2,821	2,544	2,033	1,647	1,430
Diversity (Malaysia Ops. only)							
Malay	18,342	18,578	19,560	18,201	17,735	16,499	16,654
Chinese	5,351	5,536	5,394	5,189	6,021	5,466	5,257
Indian	1,416	1,400	1,381	1,355	1,298	1,221	1,203
Others	1,163	1,214	1,138	1,096	1,494	1,724	1,659
Employee Turnover Rates							
Global	6,606	6,045	4,978	5,274	2,354	2,099	2,039
In Malaysia	2,101	1,921	1,950	1,742	1,866	1,800	1,559
Outside Malaysia	4,505	4,124	3,028	3,532	488	299	480
Global	14%	13%	11.52%	12.35%	8.87%	8.43%	8.23%
In Malaysia	8%	7%	7.37%	6.74%	7.80%	7.99%	6.97%
Outside Malaysia	22%	20%	18.10%	20.96%	18.60%	12.59%	19.98%
Female	3,103	2,786	2,291	2,267	1,275	1,122	1,148
Male	3,503	3,259	2,687	3,007	1,079	977	891
Age Group							
< 30	3,035	3,272	2,803	3,095	1,340	1,191	1,178
30 - 40	2,243	1,735	1,428	1,529	540	487	523
40 - 50	973	608	382	368	194	153	150
> 50	355	430	365	282	280	268	188

Performance Data - Workplace

DESCRIPTION	2014	2013	2012	2011	2010	2009	2008
Women in Management							
% Women in management (Band G & above)	46%	42%	43%	40.87%	43.26%	38.23%	37.11%
% Women in top management (Band D & above)	31%	31%	31%	22.70%	18.99%	15.68%	16.66%
Training							
Employee participation in training	26,591	26,723	26,041	24,909	21,985	20,660	22,078
Average attendance per training programme	24.4	22.17	25.6	20.9	25.8	24	18.2
Average and total hours of training per employee	33.68	45.31	41.44	47.97	38.34 /	34.5 /	50.9 /
(average / Total hours)	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
% met statutory requirement (by Bank Negara Malaysia)	2.76%	2.78%	3.17%	3.34%	2.79%	2.51%	3.25%
Total spent (RM' million)	120	118.87	100	74.4	54.68	n/a	n/a
Performance Review towards Career Enhancement							
% Employee who are formally appraised (at least annually)	100%*	100%	100%	100%	100%	100%	100%
Occupational Safety and Health (OSH)							
Total recordable injury frequency rate	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	0.012	0.038	0.888	0.704	3	0	0
Fatal accident rate	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Employee Engagement Survey Results Human Rights							
	82%	n/a [#]	85%	86%	87%	83%	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 staff and Line Managers in myHR2u system

[#]EES was not administered in 2013 due to Maybank Group Restructuring.

GRI G4 Content Index For 'In Accordance' – Core



GENERAL STANDARD DISCLOSURES		
GENERAL STANDARD DISCLOSURES	PAGE	EXTERNAL ASSURANCE
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G4-2	P8, P10, P130	YES. P145
ORGANISATIONAL PROFILE		
G4-3	P2	YES. P145
G4-4	P2	YES. P145
G4-5	P2	YES. P145
G4-6	P2	YES. P145
G4-7	P2, P6	YES. P145
G4-8	P2	YES. P145
G4-9	P6	YES. P145
G4-10	P138	YES. P145
G4-11	P34	YES. P145
G4-12	P137	YES. P145
G4-13	P6	YES. P145
G4-14	P36	YES. P145
G4-15	P130, P135, P136	YES. P145
G4-16	P135, P136	YES. P145
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G4-18	P13, P19	YES. P145
G4-19	P19	YES. P145
G4-20	P20	YES. P145
G4-21	P20	YES. P145
G4-22	Significant restatements of data compared to prior years are noted in the section where they appear	YES. P145
G4-23	P13	YES. P145
STAKEHOLDER ENGAGEMENT		
G4-24	P20	YES. P145
G4-25	P20	YES. P145
G4-26	P19, P20	YES. P145
G4-27	P19, P20, P37	YES. P145

GENERAL STANDARD DISCLOSURES		
GENERAL STANDARD DISCLOSURES	PAGE	EXTERNAL ASSURANCE
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G4-30	P13	YES. P145
G4-31	P13	YES. P145
G4-32	P13	YES. P145
G4-33	P13	YES. P145
GOVERNANCE		
G4-34	P30	YES. P145
G4-35	P30	YES. P145
G4-36	P30	YES. P145
G4-41	P137	YES. P145
G4-45	P36, P130	YES. P145
G4-46	P36, P130	YES. P145
ETHICS AND INTEGRITY		
G4-56	P35	YES. P145
G4-57	P31, P36	YES. P145
G4-58	P31, P36	YES. P145

Specific Standard Disclosures – Core

SPECIFIC STANDARD DISCLOSURES				
CATEGORY: ECONOMIC				
MATERIAL ASPECTS	DMA AND INDICATORS	OMISSIONS	EXTERNAL ASSURANCE	REFERENCE
Economic Performance	G4-DMA: P114 G4-EC2: P133, P134	- -	YES. P145 YES. P145	Our Approach Green Technology Financing
Indirect Economic Impacts	G4-DMA: P42 G4-EC7: P44, P55, P68, P74, P126	- -	YES. P145 YES. P145	Our Approach Driving Education at All Levels, Community Empowerment, Arts and Culture, Healthy Living, Digitisation
	G4-EC8: P44, P55, P68, P74, P129	-	YES. P145	Driving Education at All Levels, Community Empowerment, Arts and Culture, Healthy Living, Product Stewardship
CATEGORY: ENVIRONMENTAL				
MATERIAL ASPECTS	DMA AND INDICATORS	OMISSIONS	EXTERNAL ASSURANCE	REFERENCE
Materials	G4-DMA: P114 G4-EN1: P118	- Currently unavailable for renewable materials used, pending environmental footprint mapping, to be available in 2017	YES. P145 YES. P145	Our Approach Waste Management and Recycling
Energy	G4-DMA: P114 G4-EN3: P117	- Not applicable for energy consumption from renewable sources.	YES. P145 YES. P145	Our Approach Electricity Consumption
Water	G4-DMA: P114 G4-EN8: P117	- Currently unavailable for source of water as we do not have access to renewable source for now, pending data collection in 2016.	YES. P145 YES. P145	Our Approach Water
Biodiversity	G4-DMA: P114 G4-EN13: P67, P120	- Currently unavailable for status of conservation area as we will embark on project in 2015.	YES. P145 YES. P145	Our Approach Environmental Diversity; Creating Environmental Awareness
Emissions	G4-DMA: P114 G4-EN16: P116	- Currently unavailable for base year and consolidation approach because of the change in the boundaries of measurement. We are in the process of collecting the information, to be available in 2017.	YES. P145 YES. P145	Our Approach Carbon Emissions
	G4-EN20: P116	Currently unavailable for substance in calculation, standards and methodology and source of emission factor used as we are in the process of collecting the information, to be available in 2017.	YES. P145	Carbon Emissions
Compliance	G4-DMA: P114 G4-EN29: P120	- -	YES. P145 YES. P145	Our Approach Creating Environmental Awareness

Specific Standard Disclosures – Core

SPECIFIC STANDARD DISCLOSURES				
CATEGORY: SOCIAL				
LABOUR PRACTICES AND DECENT WORK				
MATERIAL ASPECTS	DMA AND INDICATORS	OMISSIONS	EXTERNAL ASSURANCE	REFERENCE
Employment	G4-DMA: P84 G4-LA1: P138	- Currently unavailable for number of new employees hired as we are collecting the information, to be available in 2016.	YES. P145 YES. P145	Our Approach Performance Data - Workplace
Occupational Health and Safety	G4-DMA: P84 G4-LA6: P108, P109, P138	- Currently unavailable for Independent contract worker data as we are collecting the information, to be available in 2016.	YES. P145 YES. P145	Our Approach Safety, Health and Well-being; Performance Data - Workplace
Training and Education	G4-DMA: P84 G4-LA9: P100, P138 G4-LA10: P91- P96, P100, P101 G4-LA11: P91	- - - -	YES. P145 YES. P145 YES. P145 YES. P145	Our Approach Learning and Development; Performance Data – Workplace Talent and Leadership; Top Team Effectiveness Programme, Learning and Development, Maybank Academy and My Campus. Talent and Leadership
Diversity and Equal Opportunity	G4-DMA: P84 G4-LA12: P102 – P104, P138	- -	YES. P145 YES. P145	Our Approach Diverse and Inclusive Workplace; Performance Data – Workplace
Labour Practices Grievance Mechanisms	G4-DMA: P84 G4-LA16: P88	- -	YES. P145 YES. P145	Our Approach Work Climate Imperative – Grievance Mechanism
CATEGORY: SOCIAL				
SOCIETY				
MATERIAL ASPECTS	DMA AND INDICATORS	OMISSIONS	EXTERNAL ASSURANCE	REFERENCE
Local Communities	G4-DMA: P42 G4-SO1: P44, P55, P68, P70, P74	- -	YES. P145 YES. P145	Our Approach Driving Education at All Levels, Community Empowerment, Arts and Culture, Employee Volunteerism, Healthy Living
Anti-corruption	G4-DMA: P29 G4-SO4: P36	- Currently unavailable for training percentage for employees because relevant modules are under development by subject-matter experts, to be available in 2016.	YES. P145 YES. P145	Corporate Governance Corporate Governance
CATEGORY: SOCIAL				
PRODUCT RESPONSIBILITY				
MATERIAL ASPECTS	DMA AND INDICATORS	OMISSIONS	EXTERNAL ASSURANCE	REFERENCE
Customer Health and Safety	G4-DMA: P114 G4-PR1: P129, P131, P132	- -	YES. P145 YES. P145	Our Approach Product Stewardship
Product and Service Labelling	G4-DMA: P114 G4-PR3: P129 G4-PR5: P121, P122	- Currently unavailable for disposal of products because we do not monitor, to start monitoring in 2017. Currently unavailable for locations of operation and organisation as a whole because we do not monitor systematically, to start systematic monitoring in 2017.	YES. P145 YES. P145 YES. P145	Our Approach Product Stewardship 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 2014. The main objective of the verification process was to provide Maybank and its stakeholders with an independent opinion of the accuracy of the information presented in the 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 2014.

The management of Maybank is responsible for the preparation of the 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 2014.

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

Methodology

The verification process was carried out by SIRIM QAS International in April 2015. It involved the following activities:

- Reviewing and verifying the accuracy of data collected from various sources and that are presented in the report;



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



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- 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 Sustainability Report of Maybank 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 as a result of the findings of the verification team. It can be confirmed that changes have been incorporated into the final version of the report to satisfactorily address the issues raised.

The verification process was subject to the following limitations:

- The scope of work did not involve verification of information reported in the Malayan Banking Berhad Annual Report 2014;
- The verification was designed to provide limited assurance of whether the 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;
- 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.

Conclusion

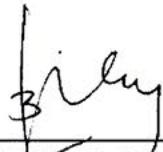
Based on the scope of the verification process, the following represents SIRIM QAS International's opinion:

- The level of accuracy of data included in the Malayan Banking Berhad Sustainability Report 2014 is fair and acceptable;
- The Sustainability Report was prepared following the GRI G4.0 'In accordance with the Core' Requirements of the Sustainability Reporting Framework;
- 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;
- The report provides a reasonable and balanced presentation of the sustainability performance of Maybank.

Prepared by:

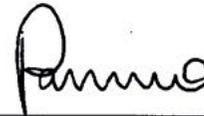
Approved by:



AMINAH ANG

Verification Team Leader
Sustainability Certification Section
Management System Certification Department
SIRIM QAS International Sdn. Bhd.

Date : 29 April 2015



PARAMA ISWARA SUBRAMANIAM

Senior General Manager
Management System Certification
Department
SIRIM QAS International Sdn. Bhd.

Date : 29 April 2015

We value your input and appreciate your feedback.
Visit www.maybank.com/sustainability for more information.



www.maybank.com

www.maybankfoundation.com

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