Group Human Capital

STRATEGIC OBJECTIVE

Group Human Capital (GHC) aspires to "Develop World Class Talent to Deliver World Class Results" by leveraging on six human capital transformation goals:

- Build superior leadership and talent pipelines
- Attain world class productivity levels
- Create global ethical mindsets
- Build a tech savvy workforce that is creative, nimble and agile
- Develop thought leaders in financial services
- Create a caring, meaningful and exciting work environment

We create sustainable value through our Talent Management Strategy that focuses on attracting, developing and retaining the right talent. Our talent are equipped with the right skills and receive upskilling programmes that enable them to perform effectively in their roles and deliver on the Group's strategic priorities as well as our mission of Humanising Financial Services.

In 2018, Maybank's Talent Management Strategy focused on preparing our talent to be FutureReady for superior performance. It comprises three key thrusts: Workforce Futurisation, Workplace Futurisation and FutureReady Infrastructure.

01 Workforce Futurisation › **02** Workplace Futurisation › **03** FutureReady Infrastructure

TOP ACHIEVEMENTS IN 2018

Income per employee and profit before tax per employee increased to **RM547,756** and **RM252,703** respectively

First bank in Malaysia to embark on a massive digital upskilling programme for all employees

Recognised as the **Best Malaysian Organisation** and awarded the CEO Champion for Malaysian Organisation at the LIFE AT WORK Awards 2018

Voted the **most popular employer** and ranked first in the Banking and Financial Services sector for **eight consecutive years** in the Malaysia's 100 Leading Graduate Employers Survey, making us the first and only financial services organisation to be acknowledged as **No. 1** in both categories since the awards' inception

Voted the **Top Employer** in the Graduates' Choice Award and honoured as the Grand Winner at the HR Excellence Awards 2018 (Malaysia), sweeping eight Gold Awards

MATERIAL RISKS AND OPPORTUNITIES

Material Risks & Opportunities	How It Affects Us	Affected Stakeholders	Our Response
Risk: Rapid evolution of technology in the finance and banking sector, resulting in job-specific skills obsolescence.	Our talent must be equipped with the right capabilities to deliver and meet our customers' evolving needs.		• Rolled out FutureReady Digital Upskilling Programme and Agility@Work initiative. • Strengthened current learning and development programmes by including digital skillsets and provided employees with relevant skillsets that will enable them to operate in an environment that is highly influenced by digital enablers.
Risk: Lack of suitable talent to grow and lead in the industry, and achieve world class productivity levels.	Potentially high talent acquisition costs due to stiff competition for skilled talent.		• Adapted to industry-level workplace competence by providing employees with impactful training and development programmes that included: – Setting up the Wealth Management Academy – Launching the Risk Academy – Strengthening leadership and mentoring programmes • Formalised a Mandatory Job Rotation Policy to empower employees to enhance their career developments and explore their varied interests.
Opportunity: Build stronger employee engagement where employees feel proud to be associated with an organisation that positively impacts communities.	Aligned with our humanising mission and the Group's efforts to support and address issues faced by the underserved communities.		• Our approach involves giving back to communities through long-term partnerships and voluntary efforts anchored on Maybank's Six Corporate Responsibility Focus Areas: education, community empowerment, arts & culture, healthy living, environmental diversity and disaster relief.
Risk: Fail to retain a workforce/ talent by not embracing flexible work arrangements or supporting their needs.	Loss in productivity and cost efficiencies.		• Continued creating a caring, inclusive, progressive, meaningful and exciting work environment that promotes health, wellness and the safety of employees. • Provided holistic work-life balance programmes via the GO Ahead. Take Charge! (TC) platform that gives employees the flexibility to take charge of their career through four pillars: Reskill & Redeploy, Flex In, Flex Out and Entrepreneur. • Sustained year-long wellness activities to cultivate and nurture wellness.

KEY FOCUS AREAS FOR 2018

We are at the centre of a digital revolution, perhaps a significant breakthrough, that will fundamentally change the way we live, work and relate to one another. Disruptive innovations will continue to reshape the way financial services are defined, delivered and accessed. Therefore, it is imperative that our employees are agile and nimble in order to stay competent and relevant.

In 2018, we continued to create an enabling, meaningful and exciting work environment as we embarked on various changes and transformations to realise our aspirations of becoming The Digital Bank of Choice. We also created the right climate for our employees to work and engage in this Industry 4.0 world.

Key Thrust 1 – Workforce Futurisation

We continuously invest in our employees and grow them via a multitude of flexible and customisable learning and development programmes. This is part of our strong learning culture where emphasis is given on increasing the capabilities of our workforce to build agility, significantly enhance productivity and accelerate impact delivery. This ensures that Maybank remains relevant and is able to keep growing sustainably.

Learning and development spend
RM131 million
2017: RM124 million

Employee participation in training
41,544 employees
2017: 36,268

Average training hours per employee
55.60 hours
2017: 49.84

Upskilling Employees to be FutureReady

INITIATIVE	OUTCOME
FutureReady Digital Upskilling Programme We introduced the first phase of our FutureReady Digital Upskilling Programme in January 2018 to increase employees' digital literacy and support the Group's aspiration to be The Digital Bank of Choice	• **18,340 employees** in Malaysia **completed** the "Am I FutureReady" quiz, all eight FutureReady e-learnings and 10 FutureReady Labs, learning the fundamentals in digital literacy in the six FutureReady skill areas • **1,433 Line Managers have been trained** to facilitate FutureReady Labs for their teams and **19,080 employees participated** in the FutureReady Labs • Scored **4.5/5.0 for learning satisfaction rating**, indicating a very high employee satisfaction on the programme • Results of a survey conducted among **334 managers** across Malaysia to assess effectiveness of the FutureReady programme, found managers to be supportive of the FutureReady programme (4.4/5.0). Managers also say that more employees are demonstrating the FutureReady mindset and behaviours at the workplace (4.0/5.0)
The Programme's comprehensive curricular is anchored on six key skill areas: Digital Awareness; Data Driven Decision-Making; Human Centred Design; Agile; Future Communication; Risk & Governance in the Digital World Ethics/Governance to be embedded across the FutureReady skill areas	**We are the first bank in Malaysia to embark on a massive Digital Upskilling Programme**
Objectives & Approaches of Upskilling **FutureReady Knowledge & Skills** **Upskilling on six digital skill areas via:** • e-Learning • Classroom programmes • Action Learning Projects **FutureReady Mindset** **Digital Immersion Programme** **FutureReady Labs:** • Leadership Role Modelling • Enabling Culture • Practice & Habit	
Strategy, Artificial Intelligence and Machine Learning The Board, Group EXCO and senior management invested over 500 man-days in intensive classroom learning sessions. They picked up new skills such as coding and algorithms programming, and most importantly, understood how these skills can be developed in-house	• Increased confidence and mindset among employees to drive digital projects internally. This resulted in a **cost avoidance of RM6 million**
Group Data Science Centre of Excellence Programme This programme enabled employees to develop their data analytics skills and data science expert areas. The objective is to produce qualified and certified Data Analysts, who have the following attributes that will add value to their respective departments and inculcate a data-driven decision-making culture: a. Systemic and conceptual thinking b. Innovative and practical problem-solving skills c. Strong business acumen and the ability to use analytical tools and techniques that can create value for the business	• **Employees were given the opportunity to learn** about our operations in different geographical markets and the types of business within the Group. They also benefited from weekly coaching sessions with our Group Chief Data Scientist • As a result, **new prediction models were developed**, utilising data analytics to identify target customers and determine customer purchase intentions for key products

Upskilling Employees to be FutureReady (cont'd.)

INITIATIVE	OUTCOME
Computational Thinking Challenge The Challenge was launched to inculcate a digital mindset and embed digital thinking for everything that we do. It required employees to complete online modules on "How to Code" and subsequently complete an assessment on computational thinking. The thinking process and approach sharpened participants' analytical and predictive skills as computational thinking involves interpreting a problem in a way that a computer does and solving problems in the fastest way possible using the least amount of resources	• **233 employees** across Malaysia **participated** in both Round 1 and Round 2 of this Challenge, with a passing rate of 80% • Average age of **participants is 35 years old** with approximately **9+ years of service**; indicating that our more experienced/senior employees are keen to upskill themselves
Agility@Work This initiative is made up of five different approaches: The Why Method, Ideas, Idea Canvas, Daily Scrum and Ask Your Customer that can be applied in BAU and projects; introducing alternative ways of working to encourage employees to be agile and respond to changes quickly	• **182 employees received training** on Agility approaches and they **have applied** these approaches in 20 different initiatives across departments to drive change through technology, creativity and innovation • **30 advocates** from various departments **have been trained** to drive the approaches within their departments

Global Thought Leadership

INITIATIVE	OUTCOME
Leadership and Development Programmes We continued our leadership interventions and skill-building programmes through our key signature leadership and development programmes such as Transitioning Leaders to CEOs (TLC), Global Institute for Leadership Development (GILD) Asia, Advancing Women Leaders Programme (AWLP), The Guru Series and Maybank GO Ahead. Challenge (MGAC) **TLC** High-potential middle managers were exposed to world-renowned thought leaders via a customised executive education programme. They were also mentored by our Group EXCO to address strategic business challenges **GILD** Besides undergoing Linkage's High Impact Leadership Model that revolves around leadership competencies, our top leaders were also given an opportunity to engage with external leaders like Alan Webber from the Harvard Business Review, Neo Boon Siong from Nanyang Technological University (NTU) and many more **AWLP** Participants benefited with hands-on experience that equipped, enabled and empowered them to grow personally and address their leadership challenges **MGAC** MGAC was developed to empower the region's human capital growth, by creating world-class future business leaders and competent financial experts in the region. Themed #YourFutureYourCall, MGAC 2018 provided a series of thought-provoking and intense case challenge scenarios We also continued to offer specialised/structured development programmes for fresh graduates in order to retain high potential talent and nurture them into eventually assuming key positions within the Group	**TLC** **80** participants in 2018 **35%** promoted to higher grades **GILD** **145 participants** in 2018 These engagements with global external leaders have enabled our top leaders to experience different leadership styles and learn about different learning perspectives that can be applied to real-life challenges **AWLP** **35** participants of Batch 1 graduated in 2018 **22%** promoted to higher grades **MGAC** Close to **10,000** applicants **80** nationalities Participants were exposed to real work-life situations in a high performing organisation

Global Thought Leadership (cont'd.)

INITIATIVE	OUTCOME
Women in Leadership We encourage and empower women leaders to accelerate their development, enhance performance and balance the demands of their careers and personal lives Women in leadership have also contributed in identifying issues and initiating efforts to create a more inclusive work environment, and by integrating diversity with Maybank's Core Values. This fosters an equitable work environment as well as a peak performing culture for women to learn, earn, thrive and empower themselves and others	We monitored the transformation of our people via the Human Capital Dashboard which was introduced in 2009. The key indicators are as follows: **Women Representation** Board of Directors: 36% Top Management: 32% Senior Management: 38% Management: 46%
Maybank Risk Academy Maybank Risk Academy was set up in collaboration with our in-house Group Risk department to build internal risk expertise to equip the organisation with FutureReady, agile and risk-aware professionals who are capable of addressing global uncertainties in a forward-looking and proactive manner It is also aimed at realising the full potential of our Risk talent and ensure they have the requisite skills and recognised accreditation to address emerging risks in a fast-moving marketplace Learning effectiveness measures were put in place to check the quality of programme contents and effectiveness of facilitators	• Risk professionals can **upskill themselves** through structured technical training programmes, undergo recognised professional accreditations for continued professional development and be part of the pool for Group Risk's succession planning • In three programmes rolled out in 2018 and conducted by internal Risk Specialists, average programme and facilitator **effectiveness ratings were at 4.3/5.0**
Maybank Wealth Management Academy (WMA) We established the WMA at a regional level to focus on the competency and continuous education of our wealth managers and enable them towards developing mastery in wealth & asset management Its establishment supports the Group Wealth Management's aspiration to achieve an ambitious double-digit growth in overall profits, and be amongst the Top 20 Wealth Management Players in Asia-Pacific It is also aimed at reinforcing our commitment to provide high-level service and exceed our clients' expectations of our wealth management expertise	• Participants **benefited from the Wealth Planner's toolbox**, learnt advanced skills for building relationship with clients and how to develop wealth planning strategies for High Net Worth (HNW) clients • They also picked up **practical skills and knowledge** on investment terms, wealth management products, trust and other concepts that can be applied at the workplace to stay competitive and relevant **Maybank is the first Malaysian bank to partner with Wealth Management Institute (WMI) of Nanyang Technological University Singapore (NTU Singapore) to roll out a regional curriculum of such scale**

Nora Abd Manaf, Maybank Group Chief Human Capital Officer and Foo Mee Har, Chief Executive Officer of Wealth Management Institute exchanging their signed partnership agreement to establish the Maybank Wealth Management Academy

Our continued efforts to recruit the right talent and develop our employees with world-class best practices continue to show encouraging results. At the end of 2018, the Bank recorded:

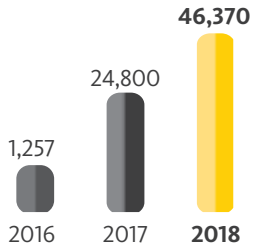
Succession Realisation for Mission Critical Positions **86%** 2017: 93%	**Ready Now Successors** **23%** 2017: 23%	**Internal Vacancy Realisation Rate for Senior Management Positions** **85%** 2017: 85%
Key Retention Rate **91%** 2017: 90%	**Regrettable Loss** **9%** 2017: 10%	

In 2018, we were also recognised externally for our excellence in attracting, recruiting and developing the best talent regionally. Please refer to page 118 for key awards and recognition received in 2018.

Recognitions and awards we have received are testament of Maybank's commitment in setting the benchmark and employing best-in-class global HR practices

Key Thrust 2 – Workplace Futurisation

While continuously upskilling our employees to be FutureReady, we are also committed to create a future-ready ecosystem, and a platform to enable our employees to perform efficiently and deliver world-class results. Offering a flexible day-to-day working experience while maintaining the highest level of governance ensures that we can cater to the diverse needs of our employees and the business. Futurisation of our workplace puts physical and mental wellness of our employees at the forefront of all our initiatives. This approach mirrors Maybank's humanising mission.

INITIATIVE	OUTCOME
Time Out Employees and line managers are encouraged to have real-time feedback when needed to deliver impactful outcomes individually and collectively as a winning team It also enables employees to create a meaningful work environment as immediate actions for improvement can be agreed upon, implemented and tracked for the next performance conversations This initiative supports Workplace Futurisation as in IR4.0, performance management is done immediately for learning and prompt improvement	Significant increase in Conversation Log usage from **1,257** logs in 2016 when it first started to **24,800** in 2017 and **46,370** in 2018 
Strategic Engagements We have regular, active engagements with various external stakeholders, e.g. employer associations, think tanks and formal networking groups to create an ecosystem that is enabling for all to thrive in. This is reflective of the 4.0 economy We also partner with various student bodies to promote better industrial collaboration and the exchange of best practices between universities and employers	• Able to contribute thought leadership in shaping micro and macro policies responsibly and collectively by identifying and sharing new ideas to support sustainable economic growth **Maybank was recognised as the most popular employer and ranked first in the Banking and Financial Services sector for eight consecutive years in the Malaysia's 100 Leading Graduate Employers survey**
Cultivating Wellness We have put in place a holistic wellness strategy that encourages a self-leadership approach. This asks employees to take charge of their own well-being with support from peers, line managers and top management Employees were encouraged to spend at least one day every month to invest in their own well-being according to the monthly theme, for example Eat Healthy April, Be Positive June and Outdoor July We also rolled out initiatives that encouraged employees to live healthy. Some of our key initiatives included Keep Fit Challenge, FIT Tigers Day and Healthy Eating	• Employees were empowered to take charge of their health through our wide range of fitness classes and sporting activities that promote healthy living at work • Recorded over **74,000 participation** rate in various fitness and wellness interventions conducted across the Group **Maybank won the Gold Award in the Excellence in Corporate Wellness category at the HR Excellence Awards 2018. This is a testament to our commitment to promote a healthier lifestyle for our employees**
Responsible Corporate Citizen Since 2006, our Cahaya Kasih (CK) employee volunteerism programme empowers our employees to make a difference in the lives of the communities where Maybank has a presence, and build long-term relationships with them. Every year on Global CR Day, our employees showcase their year-long CK initiatives in line with our Humanising mission to be at the heart of the community Employee volunteerism also brings different teams of employees together, exposing them to new experiences and perspectives. This supports their personal and career development as well as boosts their sense of well-being The CK initiative is also part of our strategy to create the Employer of Choice experience for our employees who can take pride in the organisation that they work for – a humanising corporate that cares for society	• In the ninth Global CR Day held on 22 September 2018, our employees invested time and effort to be agents of change by volunteering in various initiatives in our adopted causes across communities **a total of 23,193 employees** · **across 14 countries** · **volunteering in 110 initiatives** • Through these initiatives, from supporting autistic youths in earning an income in Malaysia, raising funds for marginalised communities in Singapore to inculcating financial literacy among children in Cambodia and many more, we had the opportunity to gain first-hand insights into the challenges they face, so that we are able to help them build resilience and thrive in a sustainable manner

Key Thrust 3 – FutureReady Infrastructure

The policies, processes and systems within the organisation are constantly evolving to accommodate the needs of our employees and ensure they are supported with the right infrastructure. Continuous introduction of breakthrough policies as well as reenergisation of existing policies will help the organisation stay current in an ever-changing environment, while continuous investments in our systems with the latest technology, will enable leaner and more straight-through processes. All these infrastructures will help our employees to perform, drive and deliver exponential business results responsibly, and achieve the Bank's vision.

INITIATIVE	OUTCOME
GO Ahead. Take Charge! This is a platform that helps employees adapt and be agile in a changing digital workplace where the physical location and boundaries are no longer hindrances to effective communication, collaboration and productivity With this platform, the Bank continues to provide opportunities while considering the experience and needs of our employees. This is reflective of our promise to humanise people management and development for increased productivity	We continued to increase employee productivity as evidenced by: • Income per employee increased from RM537,637 in 2017 to RM547,756 in 2018 • Profit before tax per employee increased from RM233,330 in 2017 to RM252,703 in 2018

2,447	476	303	227
took Childcare Leave	on Flexible Work Arrangement	took Extended Maternity Leave	took Sabbatical Leave

DIGITAL INITIATIVES IN 2018

- Launched FutureReady Digital Upskilling Programme to increase employees' digital literacy and equip ourselves with capabilities to remain relevant in the industry
- From a Human Capital perspective, all our initiatives, programmes and interventions are premised on three key thrusts namely Workforce Futurisation, Workplace Futurisation and FutureReady Infrastructure. These performance-enablers are designed to help employees adapt and be agile in the changing digital workplace environment, and are critical to sustaining business growth
- Launched Maybank Jobs portal, a talent recruitment portal that allows us to attract talent and maintain our recruitment database at group level. At the end of December 2018, we had over 11,000 registered users

OUTLOOK & PRIORITIES FOR 2019

GHC will remain as the catalyst that drives transformation, higher performance and productivity, as well as institutionalises new and right ways of working. We will continue to further upskill employees so they can keep up with the digital shift, and advance talent for significantly higher business performance.

We will also continue to enable exponential outcomes delivered by our thoughtful talent via our Six Strategic Imperatives, to achieve GHC's transformation goals and support the Bank's mission of Humanising Financial Services.

Six Strategic Imperatives

Remuneration

At Maybank, our total rewards philosophy goes beyond tangible rewards. We embrace an integrated rewards strategy that focuses on the right remuneration, benefits and career development as well as progression opportunities at the right time for our employees' personal and professional aspirations. It involves a holistic integration of total rewards' key elements that are aligned to the Maybank Group strategy, Maybank Group Human Capital strategy, culture and T.I.G.E.R. values, all critical to sustain employee engagement levels, productivity and business growth.

Our remuneration policy is approved by the Board and is monitored and reviewed periodically. It reinforces a high performance culture to attract, motivate and retain talent through market competitiveness and differentiated pay.

Maybank Group rewards' principles are delivered holistically via the Group's Total Rewards Framework which includes base pay, other fixed cash, performance-based variable cash, long-term incentive awards, benefits and development.

Key Elements	Purpose
Fixed Pay	• Attract and retain talent by providing competitive pay that is externally benchmarked against relevant peers and location, and internally aligned with consideration of differences in individual performance and achievements, skillsets, job scope as well as competency level.
Variable Pay	**Variable Bonus** • Reinforce a pay-for-performance culture and adherence to Maybank Group's T.I.G.E.R. Core Values • Variable cash award design that is aligned with the long-term performance goals of the Group through our deferral and claw-back policies • Based on overall Group Performance, Business/Corporate Function and individual performance • Performance is measured via the Balanced Scorecard approach • Deferral Policy: Any Variable Bonus Awards in excess of certain thresholds will be deferred over a period of time **Long-term Incentive Award** • The Long-term Incentive Award is offered within the suite of Total Rewards for eligible Talents and senior management who have a direct line of sight in driving, leading and executing the Maybank Group's business strategies and objectives. **Clawback Provision** • The Maybank Board, based on risk management issues, financial misstatement, fraud and gross negligence or wilful misconduct, has the discretion to make potential adjustment or clawback on Variable Bonus and Long-term Incentive Awards.
Benefits	• Provides employees with financial protection, access to health care, paid time-off, staff loans at preferential rates, programmes to support work/life balance, etc. for our diverse workforce. The benefits programmes which blend all elements including cost optimisation and employee/job needs, are reviewed regularly with proactive actions taken to remain competitive in the increasingly dynamic business landscape and continuously enrich our employees, as part of our total rewards strategy.
Development and Career Opportunities	• Continue to invest in the personal and professional growth of our employees. Opportunities provided to employees to chart their careers across different businesses and geographies.

Total Compensation ensures that employees are paid equitably to the market, delivered via cash and shares/share-linked instruments, where applicable. The mix of cash and shares/share-linked instruments is aligned to our long-term value creation and time horizon of risks with targeted mix ratio.

The target positioning of Base Pay is mid-market while target positioning for Total Compensation for a performer is to be within the Upper Range of market. Target positioning for benefits is mid-market. In certain markets/geographies, there may be exceptions for selected benefits with above mid-market positioning for strategic purposes. As Maybank Group operates globally, it is essential that local legislation and practices are observed. Should any clause of any policy conflict with local legislation, local legislations shall take precedence.

Key Features of our Remuneration Framework that Promotes Alignment between Risk and Rewards

Our Total Compensation, a mixture of Fixed and Variable (i.e. Variable Bonus and Long-term Incentive Plan) is designed to align with the long-term performance goals and objectives of the organisation. The compensation framework provides a balanced approach between fixed and variable components that change according to individual performance, business/corporate function performance, group performance outcome as well as individual's level and accountability.

The Bank has strong internal governance on performance and remuneration of control functions which are measured and assessed independently from the business units they support to avoid any conflict of interests. The remuneration of staff in control functions are predominantly fixed to reflect the nature of their responsibilities. Annual reviews of their compensation are benchmarked against the market rate and internally to ensure that it is set at an appropriate level.

Performance Management principles ensure KPIs continue to focus on outcomes delivered that are aligned to our business plans. Each of the Senior Officers and Other Material Risk Takers (OMRT) carry Risk, Governance & Compliance goals in their individual scorecard and are cascaded accordingly. Being a responsible organisation, the right KPI setting continues to shape the organisational culture, actively drive risk and compliance agendas effectively where inputs from control functions and Board Committees are incorporated into the Sector and individual performance results.

Long-term Incentive Award

- **Employees' Share Grant Plan**

  The Bank in December 2018, rolled out a new scheme under our Long-Term Incentive Award i.e. Employees' Share Grant Plan (ESGP) replacing the previous scheme that expired in June 2018. The ESGP has a validity period of seven years and it serves as a long-term incentive award for eligible senior management with the following objectives:

  - To align to the Group's long-term strategic objectives to maximise shareholders' value through a high performance culture
  - To continue to attract, motivate and retain key talents in senior management level
  - To align our total rewards to the long-term value creation and time horizon of risk
  - To drive performance that is tied to long-term outcomes and business growth
  - To participate in the Group's business strategies for future growth of the Group

  Eligibility of ESGP is subject to fulfillment of the ESGP vesting conditions as well as upon meeting the performance criteria at an individual level and at the Maybank Group level over the three year period. The first ESGP award which was granted in December 2018 will be vested by 2021 subject to meeting the vesting conditions.

Corporate Governance – Remuneration Practices

As part of the overall corporate governance framework, the Bank ensures its remuneration policies and structure are in line with the requirements of governance regulations. From a risk management perspective, the remuneration policy is supported by strong governance and is sensitive to risk outcomes.

Staff rewards are reviewed on an annual basis and consistent with business performance and prudent risk management. Appropriately, involvement by the relevant control functions are sufficiently embedded to provide an independent and objective assessment of the remuneration principles and practices which are prerequisites for executing a sound remuneration policy.

Senior Officers and Other Material Risk Takers

The remuneration package for Senior Officers and OMRTs are reviewed on an annual basis and submitted to the Nomination and Remuneration Committee for recommendation to the Board for approval.

Summary of FY2018 compensation outcome for those identified as Senior Officers and OMRTs of Maybank Group:

	RM'000			
Total value of remuneration awards for the financial year	**Senior Officers**		**OMRT**	
	Unrestricted	**Deferred**	**Unrestricted**	**Deferred**
Fixed remuneration				
– Cash-based	28,182 (18 headcount)	–	62,715 (107 headcount)	–
– Shares and share-linked instruments	–	–	–	–
– Other	–	–	–	–
Variable remuneration				
– Cash-based	24,940 (17 headcount)	1,183 (3 headcount)	41,618 (102 headcount)	4,197 (6 headcount)
– Shares and share-linked instruments^	13,573 (14 headcount)	–	11,445 (69 headcount)	–
– Other	–	–	–	–
Definition	Senior Officers of the Group are defined as Group President & CEO, Members of the Group Executive Committee (EXCO); Group Chief Financial Officer; Group Chief Risk Officer; Group Chief Compliance Officer; Group Chief Audit Executive and Group General Counsel and Company Secretary.		OMRTs are defined as employees who can materially commit or control significant amounts of the financial institution's resources or whose actions are likely to have a significant impact on its risk profile or those among the most highly remunerated officers.	

Notes:
^ Share value is based on statutory guidelines for taxable gains calculation.

Notes:
The figures above exclude the Long-Term Incentive Award (combination of cash and shares) awarded in 2018 as the amount, conditional upon fulfillment of payment/vesting criteria, have not taken effect.

Board of Directors

1 DATUK MOHAIYANI SHAMSUDIN
Non-Independent Non-Executive Director (Chairman)

70, Female
Appointed: 22 August 2011
Meeting Attendance: 12/12 (100%)

2 DATUK ABDUL FARID ALIAS
Non-Independent Executive Director (Group President & Chief Executive Officer)

50, Male
Appointed: 2 August 2013
Meeting Attendance: 11/12 (92%)

3 DATUK R. KARUNAKARAN
Senior Independent Non-Executive Director

68, Male
Appointed: 16 July 2014
Meeting Attendance: 12/12 (100%)

7 DR. HASNITA DATO' HASHIM
Independent Non-Executive Director

57, Female
Appointed: 1 July 2016
Meeting Attendance: 11/12 (92%)

8 ANTHONY BRENT ELAM
Independent Non-Executive Director

60, Male
Appointed: 15 November 2016
Meeting Attendance: 12/12 (100%)

9 CHE ZAKIAH CHE DIN
Independent Non-Executive Director

59, Female
Appointed: 1 March 2018
Meeting Attendance: 10/10 (100%)

4 CHENG KEE CHECK
Non-Independent Non-Executive Director

54, Male
Appointed: 19 November 2014
Meeting Attendance: 12/12 (100%)

5 EDWIN GERUNGAN
Independent Non-Executive Director

70, Male
Appointed: 24 August 2015
Meeting Attendance: 12/12 (100%)

6 NOR HIZAM HASHIM
Independent Non-Executive Director

70, Male
Appointed: 13 June 2016
Meeting Attendance: 12/12 (100%)

10 FAUZIAH HISHAM
Independent Non-Executive Director

62, Female
Appointed: 15 May 2018
Meeting Attendance: 7/8 (88%)

11 SHARIFFUDDIN KHALID
Independent Non-Executive Director

53, Male
Appointed: 14 June 2018
Meeting Attendance: 7/7 (100%)

Flags indicate nationality:

Malaysian Indonesian American

Full profiles of the Directors can be found in Section B of the Corporate Governance Report published on Maybank Group's corporate website at www.maybank.com

Note: Age as at 31 January 2019

Board of Directors

DATUK MOHAIYANI SHAMSUDIN
Non-Independent Non-Executive Director (Chairman)*

Qualification(s):
- Master of Business Administration (Finance), Cornell University, Ithaca, New York, USA
- Bachelor of Arts in Economics, Knox College, Galesburg, Illinois, USA

Relevant Working Experience:
Over 40 years of experience in investment banking and stockbroking and was the Deputy Chairman of Kuala Lumpur Stock Exchange from 1999 to 2004. She was an appointed member of several ministerial and national working groups

Present Directorship(s) within Maybank Group, Other Listed Companies and Public Companies:
- Chairman of Maybank
- Chairman of Maybank Investment Bank Berhad
- Chairman of Maybank Kim Eng Holdings Ltd
- Chairman of Maybank Foundation

DATUK ABDUL FARID ALIAS *FCB*
Non-Independent Executive Director
(Group President & Chief Executive Officer)

CRC

Qualification(s):
- Master of Business Administration (Finance), University of Denver, USA
- Bachelor of Science in Accounting, Pennsylvania State University, University Park, USA
- Advanced Management Program, Harvard Business School
- Chartered Banker, Asian Institute of Chartered Bankers

Relevant Working Experience:
Over 20 years of experience in investment banking, corporate finance and capital markets with local large caps and multinationals including Aseambankers, Schroders, Malaysian International Merchant Bankers, JP Morgan and Khazanah Nasional Berhad

Present Directorship(s) within Maybank Group, Other Listed Companies and Public Companies:
- Executive Director/Group President & Chief Executive Officer of Maybank
- President Commissioner of PT Bank Maybank Indonesia Tbk
- Director of Maybank Singapore Limited
- Director of Cagamas Holdings Berhad

DATUK R. KARUNAKARAN
Senior Independent Non-Executive Director

NRC RMC ESGPC

Qualification(s):
- Postgraduate Course on Industrial Project Planning, University of Bradford, UK
- Bachelor of Economics (Accounting) (Hons), University of Malaya, Malaysia

Relevant Working Experience:
Served Malaysian Investment Development Authority (formerly known as Malaysia Industrial Development Authority) (MIDA) for 36 years in various positions including Director and Director-General. MIDA is responsible for the promotion and coordination of the development of the manufacturing and services sector in Malaysia including promoting domestic and foreign investment

Present Directorship(s) within Maybank Group, Other Listed Companies and Public Companies:
- Director of Maybank
- Chairman of Maybank Singapore Limited
- Chairman of Maybank Ageas Holdings Berhad
- Chairman of Etiqa International Holdings Sdn Bhd
- Chairman of Integrated Logistics Berhad
- Director of IOI Corporation Berhad
- Director of Bursa Malaysia Berhad

CHENG KEE CHECK
Non-Independent Non-Executive Director*

AC NRC CRC CC ESGPC

Qualification(s):
- LL.B. (Hons), National University of Singapore, Singapore

Relevant Working Experience:
A practising lawyer since 1990 and is a partner at Messrs Skrine since 1997. He was previously a director of PNB Development Sdn. Berhad and Seriemas Development Sdn. Berhad

Present Directorship(s) within Maybank Group, Other Listed Companies and Public Companies:
- Director of Maybank
- Chairman of Maybank Trustees Berhad

EDWIN GERUNGAN
Independent Non-Executive Director

RMC NRC ESGPC

Qualification(s):
- Bachelor of Arts in Philosophy, Principia College, Elsah, Illinois, USA

Relevant Working Experience:
Over 40 years of experience serving in key positions of banking institutions and private companies including Citibank, Bank Central Asia, Bank Danamon, Bank Mandiri and PT Indonesia Infrastructure Finance

Present Directorship(s) within Maybank Group, Other Listed Companies and Public Companies:
- Director of Maybank
- Commissioner of PT Bank Maybank Indonesia Tbk

NOR HIZAM HASHIM
Independent Non-Executive Director

AC CRC

Qualification(s):
- Bachelor Degree in Commerce (Finance, Accounting and Economics), University of Western Australia, Australia
- Bachelor Degree in Jurisprudence (Hons), University of Malaya, Malaysia
- Member of the Malaysian Institute of Accountants (MIA)

Relevant Working Experience:
30 years in senior management of various multinational companies including Telekom Malaysia Berhad's group of companies. He was with the Prime Minister's Department for four years as an Expert Officer

Present Directorship(s) within Maybank Group, Other Listed Companies and Public Companies:
- Director of Maybank
- Director of Maybank Islamic Berhad
- Director of Minority Shareholders Watch Group
- Director of MCB Bank Limited

Declaration:
* Datuk Mohaiyani Shamsudin and Cheng Kee Check are nominees of Permodalan Nasional Berhad, a major shareholder of Maybank.

All the Directors have no:
- Family relationship with any director and/or major shareholder of Maybank.
- Conflict of interest with Maybank and has never been charged for any offence.

Full profiles of the Directors can be found in Section B of the Corporate Governance Report published on Maybank Group's corporate website at www.maybank.com

DR. HASNITA DATO' HASHIM
Independent Non-Executive Director

RMC CRC CC

Qualification(s):
- PhD in Nuclear Physics, Oxford University, UK
- Bachelor of Science in Physics, Surrey University, UK
- Associate of the Institute of Actuaries, Staple Inn, London, UK
- Investment Advisors License from the Securities Commission Malaysia

Relevant Working Experience:
30 years of global financial management experience in asset management, structured finance and asset securitisation with over 17 years in senior management roles at local and multinational companies

Present Directorship(s) within Maybank Group, Other Listed Companies and Public Companies:
- Director of Maybank
- Chairman of Maybank Asset Management Group Berhad
- Chairman of Maybank Asset Management Sdn Bhd
- Chairman of Maybank Islamic Asset Management Sdn Bhd
- Director of Guidance Investments (Labuan) Ltd
- Director of Guidance Atel Investments Ltd
- Director of Guidance ATEL GCC Investments Ltd

ANTHONY BRENT ELAM
Independent Non-Executive Director

CRC RMC CC

Qualification(s):
- Master in Business Administration (Finance and International Business), New York University, USA
- Bachelor of Science, Foreign Service, Georgetown University, USA

Relevant Working Experience:
Over 30 years of holding senior management positions in various large caps such as Chief Risk Officer of PT Bank Central Asia Tbk, PT Bahana Pembinaan Usaha Indonesia and Citibank

Present Directorship(s) within Maybank Group, Other Listed Companies and Public Companies:
- Director of Maybank
- Director of Maybank (Cambodia) Plc
- Director of Maybank Singapore Limited
- Director of PT Sarana Menara Nusantara Tbk

CHE ZAKIAH CHE DIN
Independent Non-Executive Director

CC AC CRC

Qualification(s):
- Bachelor of Economics (Hons), University of Malaya, Malaysia

Relevant Working Experience:
More than 30 years of experience working with Bank Negara Malaysia (BNM) in banking supervision and regulation. The last position she held in BNM was Director, Financial Conglomerates Supervision Department prior to her retirement in 2017

Present Directorship(s) within Maybank Group, Other Listed Companies and Public Companies:
- Director of Maybank
- Director of Maybank Investment Bank Berhad

FAUZIAH HISHAM
Independent Non-Executive Director

RMC NRC CRC ESGPC

Qualification(s):
- Associate Member of The Institute of Chartered Secretaries & Administrators, UK

Relevant Working Experience:
Over 30 years of banking experience having served in senior management positions in J.P. Morgan Chase Bank, Standard Chartered Bank and Australia & New Zealand Banking Group in Malaysia. She was Chairman of the board of J.P. Morgan Chase Bank Berhad prior to joining Maybank Board

Present Directorship(s) within Maybank Group, Other Listed Companies and Public Companies:
- Director of Maybank
- Director of Maybank Philippines Inc
- Director of Hengyuan Refining Company Berhad
- Director of Agensi Kaunseling & Pengurusan Kredit

SHARIFFUDDIN KHALID
Independent Non-Executive Director

AC CRC CC

Qualification(s):
- Fellow Member of The Chartered Institute of Management Accountants, UK

Relevant Working Experience:
Over 30 years of experience in the banking/corporate sector and BNM. His last position was as Director, Strategic Communications for BNM where he served almost 10 years

Present Directorship(s) within Maybank Group, Other Listed Companies and Public Companies:
- Director of Maybank
- Director of Marine & General Berhad

Membership of Board Committees in Maybank:

CRC Credit Review Committee | NRC Nomination and Remuneration Committee | RMC Risk Management Committee | ESGPC Employees' Share Grant Plan Committee
AC Audit Committee | CC Compliance Committee | Chairman | Member

Group Executive Committee

From left to right

MOHD SUHAIL AMAR SURESH
55, Male, Malaysian

DATUK ABDUL FARID ALIAS
50, Male, Malaysian
Refer to page 80 for his profile

DR. JOHN LEE HIN HOCK
53, Male, Malaysian

From left to right

MICHAEL FOONG SEONG YEW
50, Male, Malaysian

DATO' AMIRUL FEISAL WAN ZAHIR
49, Male, Malaysian

DATO' MOHAMED RAFIQUE MERICAN MOHD WAHIDUDDIN MERICAN
53, Male, Malaysian

Note: Age as at 31 January 2019

From left to right

NORA ABD MANAF
54, Female, Malaysian

KAMALUDIN AHMAD
51, Male, Malaysian

DATO' JOHN CHONG ENG CHUAN
51, Male, Malaysian

DATO' MUZAFFAR HISHAM
46, Male, Malaysian

From left to right

JEROME HON KAH CHO
52, Male, Malaysian

TASWIN ZAKARIA
50, Male, Indonesian

GILBERT KOHNKE
60, Male, Canadian

Group Executive Committee

DATO' JOHN CHONG ENG CHUAN
Group Chief Executive Officer,
Community Financial Services
Appointed: 1 October 2018

Qualification(s):

- Bachelor of Economics (Hons), University of Queensland, Brisbane, Australia
- Chartered Banker, Asian Institute of Chartered Bankers
- Advanced Management Program, Harvard Business School

Relevant Working Experience:

Over 25 years of regional investment banking expertise covering equity and debt capital markets, advisory and brokerage services. Previously, the CEO of Maybank Investment Bank Berhad and Maybank Kim Eng Group

Key Achievement for the Year:

Led Malaysia's Best Investment Bank, an award by Euromoney consecutively attained from 2015 to 2018

Present Directorship(s):

- Maybank Kim Eng Holdings Limited (incorporated in the Republic of Singapore)
- Kim Eng Securities (Hong Kong) Limited

DATO' MUZAFFAR HISHAM
Group Chief Executive Officer, Global Banking
Appointed: 1 July 2016

Qualification(s):

- Bachelor of Science (Hons) in Economics and Accounting, University of Bristol, UK
- Leadership Excellence through Awareness and Practice (LEAP) Programme, INSEAD
- Chartered Banker, Asian Institute of Chartered Bankers

Relevant Working Experience:

Over 20 years of Islamic and conventional banking experience in retail and wholesale banking at large local and foreign banks. Previously, Maybank Islamic Berhad CEO and Group Islamic Banking Head

Key Achievement for the Year:

Led Group Global Banking's healthy profit growth of 4.3% YoY by capturing revenue growth from ASEAN opportunities and driving synergies across its diverse businesses

Present Directorship(s):

- Maybank Asset Management Group Berhad
- Maybank Investment Bank Berhad
- Maybank Kim Eng Holdings Limited
- Anfaal Capital (Saudi Arabia)

DATO' AMIRUL FEISAL WAN ZAHIR
Group Chief Financial Officer
Appointed: 1 July 2016

Qualification(s):

- BSc Economics (Accounting & Finance), London School of Economics & Political Science
- Fellow of the Institute of Chartered Accountants England and Wales
- Member of the Malaysian Institute of Accountants
- Chartered Banker, Asian Institute of Chartered Bankers
- Advanced Management Program, Harvard Business School

Relevant Working Experience:

Over 15 years of global investment banking experience, practising in key Asian financial centres. Ten years of senior management roles include leading a listed chemical company and was Maybank Group's Global Banking Head

Key Achievement for the Year:

MIRA 2018 – Best CFO for Investor Relations (Large-Cap)

Present Directorship(s):

- Maybank Ageas Holdings Berhad
- Etiqa International Holdings Sdn Bhd

DATO' MOHAMED RAFIQUE MERICAN MOHD WAHIDUDDIN MERICAN
Group Chief Executive Officer, Islamic Banking
Appointed: 1 July 2016

Qualification(s):

- Fellow of the Association of Chartered Certified Accountants (ACCA), UK
- Chartered Accountant, Malaysian Institute of Accountants (MIA)
- Advanced Management Program, Harvard Business School

Relevant Working Experience:

Over 20 years of corporate sector experience, with nine years spent as the CFO of several Malaysian listed corporates, including an independent power producer, an electricity company and Maybank Group

Key Achievement for the Year:

Appointed as Chairman of Islamic Banking & Finance Institute of Malaysia

Present Directorship(s):

- PT Bank Maybank Syariah Indonesia
- Etiqa Family Takaful Berhad
- Etiqa General Takaful Berhad
- Maybank Islamic Asset Management Sdn Bhd

KAMALUDIN AHMAD
Group Chief Executive Officer, Insurance & Takaful
Appointed: 1 December 2013

Qualification(s):

- Bachelor of Science (Hons) in Actuarial Science from University of Kent, Canterbury, England

Relevant Working Experience:

Over 25 years of financial services industry experience with large local corporates and multinational companies. Has six years of regulatory and risk experience with Securities Commission and Bank Negara Malaysia

Key Achievement for the Year:

Led Group Insurance & Takaful to be the fastest growing large insurance/takaful player in Malaysia and to achieve its highest topline performance

Present Directorship(s):

- Etiqa Insurance Pte Ltd
- AsianLife & General Assurance Corporation
- PT Asuransi Asoka Mas

MICHAEL FOONG SEONG YEW
Group Chief Strategy Officer &
Chief Executive Officer, International
Appointed: 1 January 2014 & 1 June 2018 respectively

Qualification(s):

- Master of Arts in Economics and Management Studies, Cambridge University, UK
- Advanced Business Management Program, Kellogg Graduate School of Management, Northwestern University, Chicago, USA
- Chartered Banker, Asian Institute of Chartered Bankers

Relevant Working Experience:

Over 17 years of experience in serving financial services clients across Asia Pacific, specialising in the areas of strategy and enterprise transformation

Key Achievement for the Year:

Formalised partnerships with major digital players and led Maybank International towards higher profitability in 2018 with renewed strategic focus and greater cross-function synergies

Present Directorship(s):
Nil

Declaration:
The Group Executive Committee members have no family relationship with any director and/or major shareholder of Maybank, conflict of interest with Maybank and has never been charged for any offence, convictions for offences within the past 5 years and public sanction or penalty imposed by the relevant regulatory body during the financial year.

NORA ABD MANAF

Group Chief Human Capital Officer
Appointed: 22 September 2008

Qualification(s):

- Chartered Accountant, Malaysian Institute of Accountants (MIA)
- Postgraduate certification in Human Resource Development, Cornell University
- Advanced Management Program, Harvard Business School
- Gallup Strengths Level II Coach

Relevant Working Experience:

Over 20 years of diverse functional and experience in leadership roles for multinationals and large local organisations across several sectors including telecommunications, technology and financial services

Key Achievement for the Year:

Led internal and external programmes leading to Maybank being awarded Life@Work's Best Malaysian Organisation for the 4th year and M100's Graduate Employer of the Year (Financial Services) for the 8th year

Present Directorship(s):

- Etiqa General Insurance Berhad
- Etiqa Life Insurance Berhad
- MBB Labs Pvt. Ltd (India)

GILBERT KOHNKE

Group Chief Risk Officer
Appointed: 1 November 2017

Qualification(s):

- Master of Business Administration, University of Hawaii, Manoa
- Bachelor of Commerce (Accounting), University of Windsor, Canada
- Bachelor of Arts (Economics), University of Western Ontario, Canada

Relevant Working Experience:

Over 30 years of experience in global financial institutions, with a proven track record of risk expertise. He was the Group Chief Risk Officer for Danske Bank AS and OCBC Bank

Key Achievement for the Year:

Spearheaded Group Risk's people transformation focused on building future-ready skills by institutionalising a Risk Academy and strengthening the leadership and succession pipeline

Present Directorship(s):

Nil

DR. JOHN LEE HIN HOCK

Country Chief Executive Officer &
Chief Executive Officer, Maybank Singapore
Appointed: 1 December 2017

Qualification(s):

- Doctorate of Philosophy in Economics, Monash University, Australia
- Bachelor of Economics, Monash University, Australia
- Fellow Certified Practising Accountant of the Australian Society of CPAs
- Chartered Banker, Asian Institute of Chartered Bankers

Relevant Working Experience:

Over 13 years of financial services experience spanning across the Asia Pacific markets as a partner of KPMG Business Advisory. Previously, Maybank Group's Chief Risk Officer for seven years

Key Achievement for the Year:

Led the local incorporation of Maybank Singapore Limited

Present Directorship(s):

- Maybank Kim Eng Holdings Limited
- Etiqa Insurance Private Limited

MOHD SUHAIL AMAR SURESH

Group Chief Technology Officer
Appointed: 1 April 2015

Qualification(s):

- Master of Business Administration, Charles Sturt University, Australia
- Fellow, Malaysian Institute of Management
- Chartered Banker, Asian Institute of Chartered Bankers

Relevant Working Experience:

More than 30 years of global experience in business strategy and development, information technology and in application architecture for payments and banking services

Key Achievement for the Year:

Recognised as a Top 10 CIO in the Financial Services Industry across ASEAN by IDG's CIO-Asia.com

Present Directorship(s):

- Maybank Shared Services Sdn Bhd
- MCB Bank Limited
- MBB Labs Pvt. Ltd (India)

JEROME HON KAH CHO

Group Chief Operations Officer
Appointed: 1 December 2013

Qualification(s):

- Malaysian Institute of Certified Public Accountants (MICPA)
- Member of MICPA
- Member of Malaysia Institute of Accountants (MIA)

Relevant Working Experience:

Over 20 years in Maybank, of which more than seven years as the Group Chief Audit Executive. Additionally, he has eight years of audit experience prior to joining Maybank

Key Achievement for the Year:

Introduced robotics to replace manual processing for selected back-office functions, aimed at optimising operational costs in the medium-term

Present Directorship(s):

Nil

TASWIN ZAKARIA

President Director, Maybank Indonesia
Appointed: 11 November 2013

Qualification(s):

- Bachelor of Science in Business Administration degree in Accounting, Cum Laude (Hons), The Ohio State University
- Advanced Management Program, Harvard Business School

Relevant Working Experience:

Over 25 years of corporate and banking experience in local and foreign companies. Held key management roles in service sectors including banking, infrastructure financing and airport management

Key Achievement for the Year:

Led the development and execution of Indonesia's first ever Shariah cross currency hedging facility to corporate customers and was the keynote speaker for prominent events including DISRUPTO – Indonesia's first digital event

Present Directorship(s):

- PT Bank Maybank Indonesia Tbk

Group Shariah Committees

Shariah Committee of Etiqa Family Takaful Berhad & Etiqa General Takaful Berhad (SC EFTB & EGTB)

1 **DR. AHCENE LAHSASNA**
Chairman

49, Male
Appointed: 11 June 2009
Meeting Attendance: 20/20 (100%)

2 **DR. SARIP ADUL**
Member

49, Male
Appointed: 1 June 2011
Meeting Attendance: 20/20 (100%)

3 **PROFESSOR DR. RUSNI HASSAN**
Member

51, Female
Appointed: 1 May 2017
Meeting Attendance: 19/20 (95%)

4 **PROFESSOR DR. ABDUL RAHIM ABDUL RAHMAN**
Member

51, Male
Appointed: 1 May 2017
Meeting Attendance: 20/20 (100%)

5 **PROFESSOR DATO DR. MOHD AZMI OMAR**
Member

60, Male
Appointed: 1 May 2018
Meeting Attendance: 11/12 (92%)

6 **SAHIBUS SAMAHAH DATO' DR. ANHAR OPIR**
Member

43, Male
Appointed: 1 May 2018
Meeting Attendance: 12/12 (100%)

Maybank Islamic Berhad Shariah Committee (MIBSC)

1 **ASSOCIATE PROFESSOR DR. AZNAN HASAN**
Chairman

47, Male
Appointed: 1 May 2014
Meeting Attendance: 24/26 (92%)

2 **DR. AHCENE LAHSASNA**
Member

49, Male
Appointed: 11 June 2009
Meeting Attendance: 25/26 (98%)

3 **DR. MARJAN MUHAMMAD**
Member

43, Female
Appointed: 1 May 2013
Meeting Attendance: 24/26 (92%)

4 **ASSOCIATE PROFESSOR DR. MOHAMED FAIROOZ ABDUL KHIR**
Member

42, Male
Appointed: 1 May 2013
Meeting Attendance: 24/26 (92%)

5 **USTAZ MOHD KAMAL MOKHTAR**
Member

51, Male
Appointed: 1 September 2015
Meeting Attendance: 26/26 (100%)

6 **DR. ONI SAHRONI**
Member

43, Male
Appointed: 9 July 2018
Meeting Attendance: 10/12 (83%)

7 **DR. SYAHNAZ SULAIMAN**
Member

41, Female
Appointed: 9 July 2018
Meeting Attendance: 10/12 (83%)

Flags indicate nationality:
Malaysian Singaporean Indonesian Algerian

Full profiles for SC EFTB & EGTB can be obtained at www.etiqa.com.my while MIBSC's profiles can be obtained at Maybank Islamic's corporate website

DR. AHCENE LAHSASNA
Chairman of SC EFTB & EGTB & Member of MIBSC

Qualification(s):

- Bachelor's degree in Islamic Law and Islamic Jurisprudence, University of Emir AbdelKader, Constantine, Algeria
- Master's degree in Islamic law and Islamic Jurisprudence, International Islamic University of Malaysia (IIUM)
- PhD in Islamic law and Islamic Jurisprudence, IIUM

Present Occupation(s):

- Chief Executive Officer (CEO), Salihin Shariah Advisory
- Academic Director, Singapore Islamic Finance Academy (SIFA)
- A registered Shariah advisor for the Islamic Unit Trust Schemes and Islamic Securities (Sukuk) with the Securities Commission of Malaysia
- Member, Committee, Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) (Malaysia)
- Member, Shariah Advisory Council of the Malaysian Financial Planning Council (MFPC)
- Member, Shariah Committee, RGA Takaful (Labuan)
- Panel member, FAA Accreditation

Relevant Working Experience:

He has over 18 years of collective experience as practitioner and academician working in different organisations and universities; and served as Associate Professor at INCEIF for more than 10 years.

DR. SARIP ADUL
Member of SC EFTB & EGTB

Qualification(s):

- Bachelor's degree (Shariah), Al-Azhar University
- Master in Fiqh and Usul Al-Fiqh, University of Jordan
- PhD in Shariah, Universiti Kebangsaan Malaysia

Present Occupation(s):

- Senior Lecturer, Universiti Malaysia Sabah
- Registered Shariah Advisor for the Islamic Unit Trust Schemes and Islamic Securities (Sukuk) with the Securities Commission of Malaysia
- Member, Shariah Committee, Perbadanan Baitulmal Sabah

Relevant Working Experience:

He was a former member of the Fatwa Council for Sabah and Shariah Committee for Maybank Islamic. He is also an active speaker on the subject of Shariah, Islamic law and da'wah.

PROFESSOR DR. RUSNI HASSAN
Member of SC EFTB & EGTB

Qualification(s):

- LLB (Hons), International Islamic University Malaysia (IIUM)
- LLB (Shariah) (Hons), IIUM
- Master of Comparative Laws, IIUM
- PhD in Law, IIUM

Present Occupation(s):

- Professor and Deputy Dean, IIUM Institute of Islamic Banking and Finance
- Member, Shariah Committee, Hong Leong Islamic Bank, Association of Islamic Banking Institutions Malaysia (AIBIM), Housing Development Finance Corporation, Maldives, Housing Development Corporation, Maldives and Koperasi JCorp
- Registered Shariah Advisor for the Islamic Unit Trust Schemes and Islamic Securities (Sukuk) with the Securities Commission of Malaysia
- Secretary General, Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)
- Assistant Secretary, International Council of Islamic Finance Educators (ICIFE)

Relevant Working Experience:

She was a member of the Shariah Advisory Council of Bank Negara Malaysia. Her contributions to Islamic Finance through publications, trainings and conferences have garnered international recognition.

PROFESSOR DR. ABDUL RAHIM ABDUL RAHMAN
Member of SC EFTB & EGTB

Qualification(s):

- Bachelor degree in Finance and Accounting, University of East London
- Master in Accounting and Management Sciences, University of Southampton, UK
- PhD in Accounting, University of Southampton, UK

Present Occupation(s):

- Member, Board of Directors, EFTB and EGTB
- Professor, Faculty of Economics and Muamalat, Universiti Sains Islam Malaysia (USIM)
- Member, Shariah Committee, Amanah Ikhtiar Malaysia (AIM)
- Panel member of Muamalat experts, Department of Islamic Development Malaysia (JAKIM)
- Chief Editor, Journal of Muamalat and Islamic Finance Research (JMIFR), USIM
- Committee member, Economics and Finance Cluster, National Council of Professors (MPN).

Relevant Working Experience:

He has 13 years of experience in teaching, research and consultancy on Islamic Finance, Islamic Accounting, Ethics and Governance, and Shariah Audit in various capacities.

PROFESSOR DATO' DR. MOHD AZMI OMAR
Member of SC EFTB & EGTB

Qualification(s):

- Bachelor's degree in Science (Finance), Northern Illinois University, USA
- Master of Business Administration, Northern Illinois University, USA
- PhD in Finance, Bangor University, Wales, UK

Present Occupation(s):

- President and Chief Executive Officer, International Centre for Education in Islamic Finance (INCEIF)
- Member, Shariah Committee, Bank Kerjasama Rakyat Malaysia.
- Islamic Finance Expert to the Autoriti Monetari Brunei Darussalam.

Relevant Working Experience:

He was the Director-General at Islamic Research and Training Institute, Islamic Development Bank Group, Jeddah and has served in International Islamic University Malaysia (IIUM) in various teaching and management capacities.

SAHIBUS SAMAHAH DATO' DR. ANHAR OPIR
Member of SC EFTB & EGTB

Qualification(s):

- Bachelor's degree in Syariah Islamiyah, Al-Azhar University, Egypt
- Master in Islamic Philosophy (with Distinction), Cairo University, Egypt
- PhD in Fiqh and Usul Fiqh (with Distinction), World Islamic Sciences and Education University (WISE), Jordan

Present Occupation(s):

- Deputy Mufti of State of Selangor
- Member, Shariah Committee, Bank Islam Malaysia Berhad and Permodalan Usahawan Nasional Berhad

Relevant Working Experience:

He was a Senior Lecturer at Department of Islamic Studies, Universiti Pendidikan Sultan Idris.

Group Shariah Committees

ASSOCIATE PROFESSOR DR. AZNAN HASAN
Chairman of MIBSC

Qualification(s):

- Bachelor's degree in Shariah (BA Hons), Al-Azhar University
- Master's degree in Shariah (Mumtaz), Cairo University
- PhD, University of Wales, Lampeter, UK.

Present Occupation(s):

- Shariah consultant to Maybank Investment Bank
- Associate Professor, IIUM Institute of Islamic Banking and Finance, International Islamic University Malaysia (IIUM)
- President of the Association of Shariah Advisors in Islamic Finance (ASAS)
- Chairman, Shariah Committee, Bank Pembangunan Malaysia Berhad
- Deputy Chairman, Shariah Advisory Council, Securities Commission
- Independent Non-Executive Director, Hong Leong MSIG Takaful
- Member, Committee, Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI)
- Member, Shariah Advisory Board, ABSA Islamic Bank (South Africa), FNB Bank (South Africa), Yasaar Limited (London), Khalij Islamic (London), HSBC Amanah (Dubai), Amanahraya Berhad, Employee Provident Fund (EPF), Waqaf Foundation (Yayasan Waqaf)

Relevant Working Experience:

He has approximately 15 years of experience in Islamic finance at both local and international level and was a member of the Shariah Advisory Council of Bank Negara Malaysia for five years.

DR. MARJAN MUHAMMAD
Member of MIBSC

Qualification(s):

- Bachelor of Islamic Revealed Knowledge and Heritage, Fiqh and Usul al-Fiqh, International Islamic University Malaysia (IIUM)
- Master of Islamic Revealed Knowledge and Heritage, Fiqh and Usul al-Fiqh, International Islamic University Malaysia (IIUM)
- PhD, Islamic Revealed Knowledge and Heritage, Fiqh and Usul al-Fiqh, International Islamic University Malaysia (IIUM)

Present Occupation(s):

- Head, Research Quality Assurance Office, International Shariah Research Academy for Islamic Finance (ISRA)
- Member, Shariah Committee, SME Bank

Relevant Working Experience:

She was a tutor at Universiti Sains Islam Malaysia (USIM), the Director of Research Affairs Department, International Shariah Research Academy for Islamic Finance (ISRA) and a Shariah Committee member of RHB Islamic Bank and Malaysia Building Society Berhad (MBSB).

ASSOCIATE PROFESSOR DR. MOHAMED FAIROOZ ABDUL KHIR
Member of MIBSC

Qualification(s):

- Bachelor of Islamic Revealed Knowledge and Heritage, Fiqh and Usul al-Fiqh, International Islamic University Malaysia (IIUM)
- Master's degree in Shariah, specialising in Fiqh, Usul al-Fiqh and Islamic Finance, University of Malaya
- PhD, Fiqh, Usul al-Fiqh and Islamic Finance, University of Malaya

Present Occupation(s):

- Associate Professor, School of Law and Shariah, Islamic University of Malaysia
- Member, Shariah Advisory Council, Securities Commission
- Registered Shariah Advisor for the Islamic Unit Trust Schemes and Islamic Securities (Sukuk) with the Securities Commission of Malaysia.
- Chairman, Shariah Committee, AGRO Bank
- Member, Shariah Committee, MNRB Holdings Berhad
- Member, Perak Fatwa Committee - Ahli Jawatankuasa Fatwa Negeri Perak
- Shariah Adviser, the Farmers' Organization Authority

Relevant Working Experience:

He headed ISRA's Islamic Banking Unit and was a lecturer with the Department of Islamic Revealed Knowledge and Human Sciences at International Islamic University Malaysia.

USTAZ MOHD KAMAL MOKHTAR
Member of MIBSC

Qualification(s):

- Diploma, Arabic Language, Islamic University of Medina
- B.Sc., Zoology and Botany, National University of Singapore (NUS)
- BA (Hons), Hadith and Islamic Studies, Islamic University of Medina
- Shari'a Advisory Training Program, Singapore Islamic Scholars & Religious Teachers Association (PERGAS) and International Institute of Islamic Finance (IIIF)
- Masters in Finance, International Islamic University of Malaysia (IIUM)

Present Occupation(s):

- Judge, Shariah Appeal Court of Singapore
- Associate member, Fatwa Council of Majlis Ugama Islam Singapore (MUIS)
- Member, Asatizah Recognition Board (ARB)
- Member, Shariah Committee, Basil Fund – a private Real Estate Investment fund based in Singapore since 2012
- Member, Singapore Islamic Scholars & Religious Teachers Association (PERGAS)
- Board member, Warees Halal Limited

Relevant Working Experience:

He was the Executive Director of Andalus Corporation, Executive Director of Albany Learning and Development Pte Ltd, Research Analyst for Office of Mufti Singapore and Senior Shariah Advisor for SHAPE Financials.

DR. ONI SAHRONI
Member of MIBSC

Qualification(s):

- Bachelor's degree in Shariah, Al-Azhar University
- Master's degree in Comparative Islamic Jurisprudence, Al-Azhar University
- Phd in Comparative Islamic Jurisprudence, Al-Azhar University

Present Occupation(s):

- Member, Shariah Supervisory Board, PT Bank Maybank Indonesia Tbk
- Lecturer, Fiqh Economics, University of Indonesia
- Founder, Rumahwasathia Foundation
- Director, Sebi Islamic Business Economic Research Center (SIBER-C)
- Member, Daily Management Board at National Shariah Council (DSN)-Majelis Ulama Indonesia
- Member, Shariah Supervisory Board, PT Adira Dinamika Multi Finance Tbk
- Member, Shariah Supervisory Board, PT Bank Muamalat Indonesia and BPH
- Member, Shariah Nasional Board
- Member, ISRA Council of Scholars
- Shariah Expert, Shariah Supervisory Board, of PT BNP Paribas Investment Partners

Relevant Working Experience:

He is the Founder of Rumahwasathia Foundation and a Director at Sebi Islamic Business Economic Research Center (SIBER-C). He serves as the member of Shariah committee of various institutions including financial and regulatory institutions.

DR. SYAHNAZ SULAIMAN
Member of MIBSC

Qualification(s):

- Bachelor's degree in Shariah and Law, University of Malaya
- Master's degree in Comparative Laws, International Islamic University Malaysia
- PhD in Islamic Economy, University of Malaya

Present Occupation(s):

- Senior Lecturer, Faculty of Economics and Muamalat, Universiti Sains Islam Malaysia

Relevant Working Experience:

She served as a Senior Assistant Director at Jabatan Kemajuan Islam Malaysia (JAKIM) for 10 years and has published numerous articles in journals and books pertaining to Islamic law of transactions (muamalat) and Islamic Finance.