CORPORATE GOVERNANCE REPORT

STOCK CODE	**:**	1155
COMPANY NAME	**:**	MALAYAN BANKING BERHAD
FINANCIAL YEAR	**:**	December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE
Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA
Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.1

The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

Application	:	Applied
Explanation on application of the practice	:	The Board ensures that the collective strategies of each sector within the Group meet their respective short-term and long-term targets, and are in line with the Group's overarching goals and objectives. The Group's long-term goals and objectives are entrenched in our M25+ Strategy (M25+) which was rolled out in FY2022. As announced during our Investor Day on 27 October 2022, M25+ is purpose driven, in line with our mission of Humanising Financial Services. Its details are as follows: • Purpose We are a values-driven platform, powered by a bionic workforce that humanises financial services. • Mission Humanising Financial Services. This means, being at the heart of the community, we will: (a) Make financial services simple, intuitive and accessible (b) Build trusted partnerships for a sustainable future together (c) Treat everyone with respect, dignity, fairness and integrity • M25+ Strategic Thrusts: (a) Intensify Customer-centricity (b) Accelerate Digitalisation and Technology Modernisation (c) Strengthen Maybank's Position Beyond Malaysia (d) Drive Leadership in Sustainability Agenda (e) Achieve True Global Leadership in Islamic Banking

	Sufficient emphasis is also placed on the following to ensure that the Group's overall goals and objectives are met: • <u>Core Values</u> The Board has established a set of core values for all of us to live by in order to achieve our Purpose and Mission. This is encapsulated in our TIGER Values of: T - Teamwork I - Integrity G - Growth E - Excellence and Efficiency R - Relationship Building <u>Annual Budget and Business Plan (ABBP)</u> In line with the Board Charter, approval of the Group's Annual Budget and Business Plan (ABBP) rests exclusively with the Board. The Board reviews and approves the ABBP for the forthcoming year towards the end of each financial year, in tandem with the progress of the Group's long-term plan. During this period, the Board holds special sessions with the Management to assess year-end performance, challenge key assumptions and forecasts, and finalise the Group's Balanced Scorecard and KPIs to ensure alignment with ABBP targets. Following approval, the Management's execution of the ABBP is monitored against actual performance and reported to the Board monthly. The Board oversees ABBP implementation by: (a) Testing key assumptions used in the Management's forecasts; (b) Assessing challenges faced by the Management and the proposed mitigation strategies; (c) Reviewing the Group's risk posture to ensure strategies remain prudent and within approved parameters; and (d) Evaluating capital and operational expenditure plans to ensure adequate resources for execution. Apart from monitoring and reviewing the Group's performance against the ABBP, offsite meetings and strategy sessions are held annually, typically in locations where the Group has a presence, to gain deeper understanding of the Group's operations there. These offsite meetings offer a good opportunity for the Board to meet with the Group's senior management and employees of subsidiaries and/or branches, understand the challenges they face, and offer support as appropriate. During FY2025, the Board's Offsite Meeting and Strategy Session were held in Langkawi.

ROAR30

With 2025 marking the final year of the Group's current long-term business plan (M25+), the main emphasis of the Board during FY2025 was the development of the Group's next long-term plan for 2026 – 2030 (ROAR30). At the strategy session held in Langkawi, the Board and Management undertook a comprehensive review of the Group's future trajectory, deliberating on key strategic themes including long-term business growth, operational and digital transformation, and the strengthening of our regional presence and business reach. Customer experience was at the forefront of discussions on ROAR30, focusing on service excellence, seamless digital journeys and more integrated customer engagement across the Group.

Delegation

The Board delegates and entrusts its review function to the various Board Committees established by the Board (details as per Section B of this report). The Chairman of each Board Committee provides monthly reports to the Board on issues and matters raised at their respective meetings that may impact the ABBP, including salient recommendations for the Board's further consideration. In turn, the Board may issue instructions or request the committees to conduct reviews concerning matters highlighted or any other matter which concerns the committees, in accordance with their respective terms of reference (TOR).

Appointments to Subsidiary Boards

In addition to the above, some members of the Board are also appointed as Chairman or members of the boards of Maybank's major subsidiaries (Subsidiary Boards). This practice provides a link between the Board and Subsidiary Boards, facilitating the communication of the overall goals and objectives of the ABBP to them, for better alignment and execution, bearing in mind the general principle that the Subsidiary Boards should also be able to discharge their own legal and governance responsibilities as separate entities.

Induction and Training

All newly appointed Directors are required to attend Maybank's Board Induction Programme to familiarise themselves with the Group's operations and to build a strong foundation of knowledge about the Group. During this session, new Directors will engage in one-on-one briefings with members of the senior management team to gain better understanding of the management and operations of key sectors within the Group.

Induction program was conducted for Puan Rohaya Mohammad Yusof who joined the Board on 1 February 2026.

The training needs of Directors are addressed annually. All Directors are expected to attend training and workshops regularly, to continuously build upon their industry and market knowledge, including training on

	the latest laws, rules and regulations impacting the Group and its operations. Directors are also expected to be well-versed with the Group's diversified and regional operations to encourage robust debate in meetings relating to the development, progress and implementation of the ABBP.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.2
A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>Tan Sri Dato' Sri Ir. Zamzamzairani Mohd Isa (Tan Sri Zamzamzairani) was appointed as the Chairman of Maybank on 2 November 2020. Although Tan Sri Zamzamzairani is a Non-Independent Non-Executive Director (NINED), his influence on the Board is balanced by the majority of Independent Non-Executive Directors (INEDs) on the Board. His profile can be found in Section B of this report.

As the Chairman, Tan Sri Zamzamzairani is expected to:

1) Advocate integrity and honesty, ensuring the Board's decisions are reached by consensus and reflect the will of the majority; and allowing any concern or dissenting view expressed by any Director on any matter deliberated at Board meetings to be addressed and duly recorded in the relevant minutes of the meetings.
2) Build confidence by demonstrating and adopting the highest standards of corporate governance and ensuring strict compliance with all relevant laws and regulations.
3) Promote a healthy working relationship with the President and Group Chief Executive Officer (CEO) by providing the necessary support and advice; and also encourage a close working relationship between the Board and senior management.
4) Communicate clearly and work well with the rest of the members of the Board to ensure the Group's aspirations and objectives are aligned with the business activities carried out by senior management.
5) Act as the spokesperson for the Board and, if necessary, engage with the public or stakeholders.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td></td></tr>
<tr><td></td></tr>
<tr><td colspan="2">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td></td></tr>
</table>

Timeframe :		

Intended Outcome
Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.3
The positions of Chairman and CEO are held by different individuals.

Application	:	Applied
Explanation on application of the practice	:	The roles and responsibilities of the Chairman (as outlined in the explanation to Practice 1.2 in this report) and the President and Group CEO are separated with a clear division of responsibilities and are defined, documented and approved by the Board, in line with best practices, to ensure appropriate supervision of senior management. This distinction allows for better understanding and distribution of jurisdictional responsibilities and accountabilities. The clear hierarchical structure with its focused approach facilitates efficiency and expedites decision-making. Appointed as President and Group CEO on 1 May 2022, Dato' Sri Khairussaleh Ramli functions as the intermediary between the Board and senior management. He has been delegated certain responsibilities by the Board in his capacity as the President and Group CEO and is primarily accountable for overseeing the day-to-day operations of the Group to ensure the smooth and effective running of the businesses. As the Chairman of the Group Executive Committee (EXCO), the President and Group CEO carries out the following roles and responsibilities: 1) Maps the Group's medium to long-term plans for the Board's approval and is accountable for implementing the Board's policies and decisions. 2) Coordinates the development and implementation of business and corporate strategies by making sure they are carried through to achieve the desired outcomes, especially remedial measures to address identified shortcomings. 3) Develops and translates the Group's strategies into a set of manageable goals and priorities, setting the overall strategic policy and direction of the business operations, investment and other activities based on effective risk management. 4) Ensures that the financial management practice is performed at the highest level of integrity and transparency for the benefit of shareholders and that the business and affairs of the Group are carried out in an ethical manner, in full compliance with the relevant laws and regulations. 5) Develops and maintains strong communication programmes and dialogues with shareholders, investors, analysts as well as employees, while providing effective leadership to the organisation.

	6) Ensures high management competency as well as the emplacement of an effective management succession plan to sustain continuity of operations. Dato' Sri Khairussaleh Ramli's profile can be found in Section B of this report.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

Intended Outcome
Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.4
The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.		
Application :	Applied	
Explanation on application of the practice :	As the Chairman of the Board, Tan Sri Zamzamzairani is not a member of either the Audit Committee of the Board (ACB) or the Nomination and Remuneration Committee of the Board (NRC). He does not attend or participate in any meetings of the ACB or NRC, by way of invitation or in any other capacity. The composition of the ACB and NRC can be found in Section B of this report.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.5
The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

<table>
<tr><td>Application</td><td>:</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td>Encik Wan Marzimin Wan Muhammad has been Maybank Group's Company Secretary since 1 September 2015 and also serves as the Group General Counsel. He holds a Bachelor of Laws (Honours) from the University of Kent at Canterbury, United Kingdom, and was called to the Bar of England & Wales (Barrister of Gray's Inn) and the Malaysian Bar.

He is assisted by Encik Fariz Abdul Aziz who has been the Joint Company Secretary of Maybank since 29 September 2017. He holds a Bachelor of Laws from Manchester Metropolitan University, United Kingdom, a Certificate in Legal Practice issued by the Legal Profession Qualifying Board, Malaysia and was called to the Malaysian Bar.

Both are licensed by the Companies Commission of Malaysia (CCM) to act as Company Secretaries of Maybank.

The Company Secretaries' roles and responsibilities include the following:

1. Provide support to the Board in discharging their fiduciary obligations as Directors and advise them on issues relating to the relevant laws, rules, policies and regulations, as well as corporate governance best practices.
2. Keep abreast of all requirements and changes with respect to corporate governance practices affecting Maybank and advise the Board on corporate governance obligations.
3. Advise the Board on corporate disclosures to ensure compliance with Bursa Malaysia's Main Market Listing Requirements (MMLR) and other relevant laws and regulations.
4. Manage the logistics of all Board and Board Committee meetings, including annual general meetings (AGMs) and Board offsite and strategy sessions.
5. Attend Board, Board Committee and Management Committee meetings and ensure all discussions/deliberations during meetings are accurately recorded and properly maintained.
6. Facilitate proper communication and ensure the effective flow of information between the Board, the Board Committees and the senior management by ensuring that action items identified and highlighted during meetings are acted upon by the senior management in a timely manner.</td></tr>
</table>

	7. Ensure that outstanding action items are properly tracked and monitored until such items are addressed by the senior management and reported to the Board accordingly. 8. Serve as a focal point for communication and engagement on corporate governance issues with the regulators, the Board, senior management and other stakeholders. 9. Ensure that regulators' requests and instructions are conveyed to the Board and senior management in a timely manner, with appropriate advice. 10. Organise structured Maybank Board Induction Programme for new Directors. The Company Secretaries participate in the said programme and provided briefings on Maybank's corporate governance framework to the new Directors. 11. Address training needs of Directors during the year by procuring relevant training programmes relating to areas identified by the Board pursuant to the annual Board Effectiveness Evaluation (BEE), or any other relevant training programmes that the Directors may be interested to attend. How the Company Secretaries discharged their role during FY2025: • **Governance & Advisory** 1) Reviewed and proposed refinements to Maybank Board Manual. 2) Briefed the Board on FIDE Forum's Report on Board Culture and Leadership in Licensed Financial Institutions in Malaysia. 3) Drafted and introduced new Guidelines for Approval of Memorandums of Understanding. 4) Updated Guidelines on Preparation & Presentation of Group EXCO and Board Papers. 5) Conducted a review of the Board Committees and Management Committees' TORs and proposed refinements to the TORs for Group EXCO and Board's approval. 6) Conducted reviews of the Maybank Board Succession Plan, including assessments of Board skill sets, the composition of Maybank Board Committees, and Board members' directorships in key subsidiaries. 7) Arranged 26 engagement sessions with potential Board candidates. 8) Briefed and advised the Board on the refinements made to Voting Guidelines of Permodalan Nasional Berhad and their impact to the Bank. 9) Briefed the Board on the revised ASEAN CG Scorecard (ACGS 2025) and revised Sustainability Scorecard 2025 (SC 2025). 10) Briefed and advised the Board on the amendments made to the MMLR on various areas during FY2025. 11) Prepared the CG Overview Statement and CG Report for FY2024 for the Board's approval. 12) Assisted the NRC in the conduct of Maybank Group BEE for FY2025. 13) Assisted the NRC in the formulation and execution of the Actionable Improvement Programme for the BEE FY2024.

	14) Assisted the NRC in the conduct of Board Remuneration Review for FY2025. • **Information Flow and Meetings** 1) Administered, convened and attended 207 (FY2024: 169) meetings of the Board (including Maybank, Maybank Trustees Berhad, Maybank Foundation and Maybank Foundation Labuan), Board Committees, Group EXCO and Management Committees during the year. 2) Organised and convened the 65th Hybrid AGM on 24 April 2025. 3) Conducted a post-mortem of the 65th Hybrid AGM to identify key lessons learnt and areas for improvement. 4) Organised and convened the Board Offsite Meeting and Strategy Session in Langkawi. 5) Administered remote and paperless meetings for the Board and Board Committee meetings. 6) Organised engagement sessions between Maybank Board and Boards of Maybank Singapore and Maybank Indonesia. • **Stakeholder Communication** 1) Prepared and obtained Bank Negara Malaysia (BNM)'s approval on the appointment of one new INED and re-appointment of one Executive Director and one INED. 2) Reviewed and supervised the submission of BNM application for the re-appointment of President & Group CEO and appointment of Group EXCO members. 3) From time to time, liaised with regulators such as BNM, Securities Commission of Malaysia (SC), Bursa Malaysia and CCM to seek clarification on the interpretation of new rules and regulations issued during the year. 4) Arranged engagement sessions with Permodalan Nasional Berhad (PNB). • **Training for Directors** 1) Identified training needs, arranged and registered trainings for Directors and company secretaries of Maybank Group. 2) Organised curated Board Study Trip and arranged the following engagement and/or training sessions: (i) Evolution of Banking Model: Traditional – Digital – Virtual. FinTech: Serene; NatWest Data Transformation & Core Banking by Accenture. (ii) The Art of the Possible in AI by QuantumBlack. (iii) The Leadership Mystique by Prof. Manfred Kets de Vries. (iv) Learnings from Europe's Fastest Growing Startup by Allica Bank. 3) Curated specific in-house training programmes for Directors, as follows:

	(i) Corporate Governance Excellence: Navigating Governance in Groups was a group-wide corporate governance training programme conducted by Prof Mak Yuen Teen from the Asia School of Business for the Group Board and subsidiary board members. The programme aimed to refresh Directors' knowledge of corporate governance matters and to provide an opportunity for subsidiary board members to interact with Maybank Board members, thereby enhancing collaboration and alignment across the Group. (ii) Annual Cybersecurity Awareness by Accenture. The appointment and change in Company Secretaries are matters which are subject to the Board's approval. This is to ensure that only qualified and suitable individuals are appointed as Company Secretaries. The Board assesses the performance of the Company Secretaries via the BEE. Based on the evaluation conducted for FY2025, the Board and Group EXCO were satisfied with the performance and support given by the Company Secretaries. All Directors have access to the advice of the Company Secretaries on governance matters, Board policies and procedures as well as pertinent regulatory requirements. If deemed necessary, the Board may also appoint independent professional experts to provide advice and assistance in these areas.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.6
Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

Application :	Applied
Explanation on application of the practice :	The Chairman of the Board is responsible for ensuring that its members receive relevant, accurate and clear information on a timely basis in respect of the Group's financial and operational performance to enable the Board to make sound decisions and provide necessary advice. In this respect, the Company Secretaries will assist the Chairman of the Board in ensuring that the process of disseminating such information is effective and reliable. Furthermore, in order to provide adequate and thorough discussion of the respective matters within a reasonable and sufficient time, the Chairman decides on the agenda, structures and prioritises the respective matters based on their relevance and importance. A Board Annual Outline Agenda (BAOA) for the forthcoming year is prepared and tabled to the Board for endorsement towards the end of each year. The BAOA helps the Board to schedule significant agenda items and matters reserved for the Board's decision to be discussed throughout the year. The BAOA is then reviewed at every Board meeting and updated during the year, where appropriate. In conjunction with the roll-out of ROAR30, the BAOA together with the Annual Outline Agendas of the Group EXCO and the ROAR30 Steering Committee, was developed to establish a structured and disciplined governance cadence. Prior to each Board meeting, each Director will be provided with the draft minutes of the previous meeting and the agenda together with the respective reports/papers and other reference materials for each item to be discussed in order for them to be apprised of the topics and to be prepared accordingly. Meeting materials are circulated to the Board members within a week from the meeting date via BoardPAC, a paperless meeting solution which stores meeting documents digitally in a secured manner. Before each Board meeting, a preliminary discussion is scheduled involving the Chairman, President and Group CEO and the Company Secretaries, to ensure efficient time management and effective deliberation of matters to be presented during the meetings.

	A standard format of meeting papers has been prescribed which includes the following: 1) Objective of the paper and action required from the Board – whether to approve, to provide input or merely to note 2) The background, summary or rationale – the reason or need for the paper to be submitted to the Board 3) The proposal and way forward – includes key milestones and targeted completion date, where applicable 4) Conclusion and recommendation for the Board’s consideration 5) Name of the parties who prepared and reviewed the report/paper The Group Corporate Secretarial (GCS) department provides necessary support and advice to the management with respect to the standard format to apply for the preparation of meeting papers. The Chairman, with the assistance of the Company Secretaries, ensures that clear and accurate minutes of Board meetings are maintained. This includes making sure that key deliberations, rationale for each decision made, and any significant concerns or dissenting views are duly recorded. The draft minutes and matters arising from the previous meeting are first circulated to the Chairman of the Board for feedback by the Company Secretaries. The Company Secretaries ensure that the minutes of meetings are circulated to the Board members in a timely manner. Soon after meetings are concluded, key discussion points are circulated to the senior management team for their consideration and further action. Actions taken by the senior management pursuant to previous Board’s requests and/or instructions are then collated by the Company Secretaries and reported to the Board at subsequent meetings. Items which the management require more time to complete will remain outstanding and are tracked by the Company Secretaries via a list of ‘live matters’ to ensure the completion of the same to be reported to the Board as previously instructed. Board and Board Committee meetings are also scheduled in advance before the end of each financial year (Annual Meeting Calendar) to avoid scheduling conflicts for the management and the Board. All Board Committee meetings are conducted separately from Board meetings, with a reasonable period of interval between these meetings to ensure that each Board Committee is given time to deliberate and provide its recommendations/input or feedback in respect of matters presented and subsequently escalated to the Board. The tools for Board administration are also included as an area for assessment in the annual BEE. Via the BEE for FY2025, the following oversight areas were assessed and, where necessary, suggestions for improvement were made: (i) Governance documentation - Board Charter, TOR, Board Manual and Board’s Authority

	(ii) Meeting management – annual calendar, agenda, BAOA, meeting frequency and length (iii) Board papers - quality and timeliness (iv) Meeting minutes - succinctly captures deliberations (v) Company Secretary - effective support (vi) Board learning and development programme is structured and effective	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

Practice 2.1

The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–

- the respective roles and responsibilities of the board, board committees, individual directors and management; and
- issues and decisions reserved for the board.

Application	:	Applied
Explanation on application of the practice	:	The Maybank Board Charter was established in FY2016 and is periodically reviewed to reflect changes in regulatory requirements placed on Maybank and the Directors (both individually and collectively), the business landscape and increased demand for greater accountability and transparency in the way the business is managed. Maybank has established a Board Charter which, among others, outlines the following: 1) The respective roles, responsibilities and authorities of the Board (both individually and collectively) such as: (i) Reviewing and approving the overall strategies, business, organisation and significant policies of the Group. (ii) Setting the Group's core values and adopting proper standards to ensure the Group operates with integrity and complies with the relevant rules and regulations. 2) Issues and matters reserved for the Board's decision which include the following: (i) The strategies, business plans and annual budget for the Group. (ii) The conduct and performance of the Group's businesses. (iii) Principal risks affecting the Group's businesses. (iv) The Group's internal control systems. (v) The succession plan and talent management plans for the Group. 3) The respective roles and responsibilities of the Board Committees established by the Board to assist them in the execution of their duties and responsibilities.

	A copy of the Board Charter is available on Maybank Group's corporate website at www.maybank.com.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.1

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>The Group's Core Values, TIGER (Teamwork, Integrity, Growth, Excellence and Efficiency, Relationship Building) are the essential guiding principles to drive behavioural ethics while fulfilling our collective responsibility in serving our mission of Humanising Financial Services. It is further complemented by the Group's Code of Ethics and Conduct (Code of Ethics) and Business Ethics Charter that set out sound principles and standards of good practices to be observed by all employees.

The management and employees of Maybank Group adhere to the Group's Code of Ethics which is reviewed periodically. It covers a wide area, including among others, the following:

<table><tr><td>Code of Ethics</td><td>Business Ethics Charter</td></tr><tr><td>(i) Relationship with Customers
(ii) Fair and Equitable Treatment
(iii) Confidentiality
(iv) Making Public Statements</td><td>(i) Commitment to ethical business conduct
(ii) Commitment to courtesy and respect
(iii) Commitment to prevent conflict of interest
(iv) Commitment to transparency, clarity and suitability of products and services</td></tr></table>
The Bank has also established a standalone code of ethics for its Directors namely, Maybank Group Code of Ethics and Conduct for Directors (Directors COE), which provides a clear framework of ethical standards and conducts to guide the Group's Board of Directors in fulfilling their responsibilities with the highest levels of integrity, transparency and professionalism. The areas addressed in the Directors COE include among others, the following:

(i) Corporate Governance</td></tr>
</table>

	(ii) Relationship with Stakeholders (iii) Anti-Corruption or Bribery (iv) Anti-Money Laundering and Counter Financing of Terrorism Maybank Group's Code of Ethics, Business Ethics Charter and Directors COE are published on Maybank Group's corporate website at www.maybank.com. Further to the above, the Bank has established a Policy on Directors Conflict of Interest (COI Policy) to regulate and manage issues of conflict that a Director may encounter during his/her tenure as a Director, as well as the processes to be applied in addressing such issues. The COI Policy ensures that each member of the Board upholds the highest integrity in discharging his or her duties. The Board is assisted by the Compliance Committee of the Board (CCB) in the oversight of compliance risk. The overall objective of the CCB is to ensure that compliance risk management is given the needed attention at the highest level for the effective management of regulatory compliance to support business growth in line with the Group's aspirations and risk appetite. The role of the CCB, among others, is to review and assess the adequacy of infrastructure, resources and systems to manage compliance risk across the Group and recommend improvements to ensure effectiveness of the compliance framework. The Group adopts a zero-tolerance approach towards any form of bribery or corrupt practices. In 2011, Maybank became the first financial institution in Malaysia to sign the Corporate Integrity Pledge (CIP). The CIP reaffirms Maybank's commitment to be free from any corrupt practice. All Directors, management and employees are required to make an individual commitment to adhere and comply with the Maybank Group Anti-Bribery & Corruption Policy (AB&C Policy) which sets out the key guiding principles and procedures to address Bribery and Corruption risks within and outside of the Group. In 2025, Maybank further reinforced this commitment with the recitation of the Corruption Free Pledge (*Ikrar Bebas Rasuah*) by members of the Board and senior management witnessed by the Malaysian Anti-Corruption Commission (MACC), underscoring Maybank's dedication to maintaining integrity at all levels. The completion of the ISO 37001 Anti-Bribery Management System (ABMS) Certification across all Maybank entities in Malaysia and overseas during the same year reaffirms Maybank's robust systems and processes to prevent bribery and corruption, ensuring transparency and integrity are upheld in every aspect of its operations. The Group established the Maybank Group Human Rights Policy (GHRP) in 2023. The GHRP serves as the foundation for upholding human rights across the Group's operations and value chain, ensuring alignment with international frameworks such as the United Nations Guiding Principles

	on Business and Human Rights (UNGPs) 2011, the International Bill of Rights, and the International Labour Organisation (ILO) 1998 Declaration on Fundamental Rights and Principles at Work. Governed by the EXCO Sustainability Committee (ESC), the Board Sustainability Committee (BSC), and the Group Board, the GHRP aims to identify, prevent, and address human rights risks linked to Maybank's activities, products, or services. Meanwhile, the Maybank Group Dignity Policy (MGDP), introduced in 2023, safeguards employee rights by promoting respect, prohibiting discrimination and harassment, ensuring a safe work environment, and mandating the reporting of sexual harassment. Additionally, the Maybank Group Whistleblowing Policy provides a secure and confidential platform for employees and stakeholders to report misconduct, including human rights violations, with dedicated reporting channels published on Maybank Group's corporate website.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.2
The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

Application	:	Applied
Explanation on application of the practice	:	The Maybank Group Whistleblowing Policy (Whistleblowing Policy) encapsulates standards of governance required to promote an ethical, responsible and secure whistleblowing practice in Maybank, in line with BNM's Corporate Governance Policy (BNM CG Policy). The Whistleblowing Policy provides a proper and secured avenue for employees and members of the public to report any improper conduct without fear of adverse consequences. Pursuant to the BNM CG Policy, the Board has appointed the Chairman of the Audit Committee of the Board (ACB) to chair the Whistleblowing Governance Committee, which provides oversight on the effective implementation of the Whistleblowing Policy. Access to whistleblowing information is governed with the strictest confidentiality under this committee. Details of Maybank Group's whistleblowing channels are as follows: 1) 24-hour secured voice recording: Toll free number 1-800-38-8833 or 603-20268112 for overseas calls 2) Email: whistleblowing@maybank.com 3) Secured P.O. Box: P.O. Box 11635, 50752 Kuala Lumpur, Malaysia 4) Maybank Group Whistleblowing e-Form From January to December 2025, a total of 277 whistleblowing complaints were received through various whistleblowing channels. Of these, 169 complaints were related to Maybank and its subsidiaries in Malaysia, while the remaining 108 complaints were related to Maybank's overseas branches and subsidiaries.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

<table>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

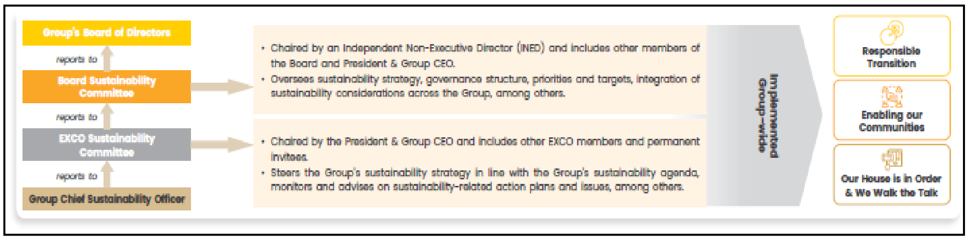
Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.1
The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

The board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

Strategic management of material sustainability matters should be driven by senior management.

<table>
<tr><td>Application</td><td>:</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td>Our commitment to driving Maybank's sustainability agenda right from the top is reaffirmed with the establishment of a sustainability governance structure in 2021 as depicted in the diagram below.



The Board, as the Group's highest governing body, is responsible for ensuring that the Group's strategic initiatives support long-term value creation, taking into consideration environmental, social and governance (ESG) concerns and corresponding risks and rewards. Supporting the Board in driving its sustainability agenda are the Board Sustainability Committee (BSC), the EXCO Sustainability Committee (ESC) and the Group Chief Sustainability Officer, as per the diagram above.

This structure enables the Board to set the tone from the top in driving the management team to continually infuse sustainable practices in all our business segments with the correct approach, namely: 1) Responsible Transition; 2) Enabling Our Communities; and 3) Our House is in Order & We Walk The Talk.

In April 2021, the Bank laid down four (4) long-term sustainability commitments for the Group, as per the following:

(i) Mobilise RM50 billion in Sustainable Finance by 2025;
(ii) Improve the lives of 1 Million households across ASEAN by 2025;
(iii) Achieve a Carbon Neutral position for Scope 1 and 2 emissions by 2030 and Net Zero Carbon Equivalent position by 2050; and</td></tr>
</table>

(iv) Achieve 1 Million hours per annum on Sustainability & Delivering 1 Thousand Significant Sustainable Development Goals (SDG)- Related Outcomes by 2025.

The Bank has exceeded its targets for Commitment (1) and Commitment (2) above during FY2022. In view thereof, the Board decided to revise these commitments. The revisions which were duly communicated to our investors on 27 February 2023 were as follows:

Commitment	**Original**	**Revised**
Commitment (1)	Mobilising RM50 billion in Sustainable Finance by 2025	Mobilising RM80 billion in Sustainable Finance by 2025
Commitment (2)	Improving the lives of one million households across ASEAN by 2025	Improving the lives of two million households across ASEAN by 2025

To embed sustainability within performance and reward structures, the Board incorporated sustainability-related KPIs into the Group and EXCO scorecards in FY2022, aligned with the Group's four sustainability commitments. Recognising their long-term nature, these KPIs were subsequently included in the Long-Term Incentive Plan (LTIP) for senior executives from FY2023. In 2024, they were further extended to the Group Scorecard for all employees to reinforce organisation-wide accountability. In 2025, sector-specific Portfolio Emissions Intensity (PEI) targets for the power, agriculture (palm oil), steel, and aluminium sectors were incorporated into the Long-Term Incentive Plan (LTIP), replacing the previous recognition of sustainable finance performance. This adjustment reflects a strategic shift to more effectively manage the Bank's portfolio decarbonisation efforts, while aligning executive incentives with Maybank's broader decarbonisation strategy and sustainable finance objectives.

The Board first made sustainability one of the Group's strategic priorities in the Bank's 5-year strategy (M25 Plan), subsequently reinforcing sustainability as one of the five strategic thrusts under M25+. Under the strategic thrusts, the Group intends to build on our leadership position in the sustainability space by expanding its scope to embrace ethical banking principles that focus on fairness, inclusivity, preservation of the environment, and the exclusion of harmful activities from mankind, and by concentrating on developing transition solutions that support the roll-out of decarbonisation strategies. Building on the successful execution of M25+, the Bank's ROAR30 strategy continues this momentum by deepening the Group commitment to sustainability. Under ROAR30, the Group seeks to reinforce our leadership in sustainability with a particular focus to impact society positively, whilst maintaining our leadership in Environment and Governance.

In 2025, the Board continued to demonstrate its commitment to responsible business practices by integrating sustainability considerations into its governance and oversight responsibilities. As part of its duties, the Board reviewed and approved the Maybank Sustainability Report and Environmental Report 2024, along with several key sustainability and risk-related policies, to further

	strengthen governance across environmental, social, and human rights matters. These included: (i) Maybank Group ESG Risk Appetite Statement (RAS) and Key Risk Indicators (KRI) for FY2025 (ii) Maybank Group Blacklist of Prohibited Activities (iii) Review and reaffirmation of the Group's No Deforestation, No Peat and No Exploitation (NDPE) stance (iv) Review of the Maybank Group Sustainable Product Framework
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.2
The board ensures that the company's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

Application	:	Applied
Explanation on application of the practice	:	The Sustainability Commitments were first communicated externally during Maybank's 61st AGM, which was held on 6 May 2021, and reiterated during the Bank's Investor Day on 19 July 2021. Since then, sustainability progress has remained a central topic at subsequent AGMs, quarterly performance updates, and Investor Days in 2022 and 2023. With the launch of the ROAR30 strategy, progress against the new strategic priorities will continue to be regularly communicated to stakeholders. Internally, sustainability messages have been actively communicated through Group-wide and sector-specific town halls, as well as via EMPCOMM and MSocial, our dedicated employee communications channel. To deepen engagement and accessibility, Maybank introduced MaybankCares, an internal platform offering a comprehensive range of sustainability resources. Additionally, the Sustainability Message House sets out Maybank's sustainability narratives and key messages applicable to all countries and businesses in Maybank Group to ensure consistent messaging for sustainability-related communications, intended primarily for the Chairman, Group EXCO members and leaders in Maybank. Apart from the above, a Sustainability Circle chaired by the Group Chief Sustainability Officer has also been set up, comprising sustainability representatives from different sectors and countries within the Group. To date, a total of 16 sessions were held since FY2022. These sessions were organised for Sustainability Circle members to receive updates on the latest developments in sustainability, facilitating the exchange of information and discussions regarding the Group's progress in this field. Project Steering Committees (PSCs) have also been set up to lead the teams working on the Sustainability Commitments to implement identified initiatives which support the delivery of such commitments, with outputs to be presented to the ESC and subsequently to the BSC. In the year of 2024, Maybank continued to intensify efforts to embed sustainability values and knowledge across the organisation through the Maybank Sustainability Series (MSS). This program is tailored to meet the specific sustainability needs of our international operations and includes key components such as sustainability progress updates,

	technical and business workshops, and capacity building sessions. In 2025, MSS was further enhanced with Sustainable Procurement workshops and the myimpact Clinic to reinforce supply-chain and social impact, including the Maybank Sustainable Procurement Workshop (MSPW) for suppliers in Singapore, Cambodia, Indonesia, and the Philippines. Maybank also organised a series of advocacy events focused on key sustainability themes. In 2023 and 2024, we successfully held the Maybank Group Sustainability Week (MGSW), reinforcing our commitment to embedding sustainability across the organisation. Building on this momentum, we introduced Maybank Sustainability Days (MSD) in 2025, covering Maybank Malaysia and Etiqa, which featured a dedicated Maybank Environmental Day, while other business units across the Group held their respective Living Sustainably Day. The Bank further expanded our efforts by hosting additional sustainability-themed events, including Maybank Integrity Day and International Day of Persons with Disabilities, strengthening awareness and engagement in ethical, environmental, and social responsibilities throughout the organisation. In 2025, the Group successfully mobilised RM62 billion in sustainable finance, bringing the cumulative total to RM177 billion. This achievement surpasses the original 2025 target of RM80 billion. Progress was driven by a comprehensive suite of sustainable finance solutions for the non-retail segment, including Green Bonds, Sustainability Bonds/Sukuk, Green Loans and Sustainability-Linked Loans. Notably, this included the issuance of the first SRI-linked sukuk in the plantation sector and the Group's inaugural transition finance deal for an energy-related project. For the retail segment, sustainable finance was advanced through initiatives such as affordable housing financing, Green Indexed Property Units, Green Mortgages and Green Renovation Loans, as well as financing for electric and hybrid vehicles and home solar installations. The Bank has also surpassed the target of improving the lives of two million households across ASEAN by over 38 percent by end of 2025, improving 730,622 households in 2025 through various community programs during the year. These programs are primarily focused on promoting greater financial inclusion and accessibility for vulnerable communities, such as the B40 demographic and micro SMEs. As of December 2025, the Group has achieved a 57.8% reduction in Scope 1 and Scope 2 total emissions compared to the 2019 baseline. The Primary initiatives that contributed positively toward emission reduction include: (i) Implementation of energy efficiency projects; (ii) Purchased of the Malaysia Renewable Energy Certificates (mREC); and (iii) Acquisition of carbon credits through the Bursa Carbon Exchange (BCX) auction.

	In 2022, Maybank established a baseline for Scope 3 financed emissions. Building on this foundation, the Bank set science-based interim emission targets across six high-ESG-risk sectors. A white paper released in May 2024 initially outlined targets for the Palm Oil and Power sectors, which were later expanded to include Steel and Aluminium in November 2024 and further extended to Commercial Real Estate and Automotive in February 2025. We are committed to a collaborative approach, working closely with our clients to support their transition toward more environmentally sustainable business practices. As at end of December 2025, the Group has logged 1.7million hours under the 4th Commitment. This achievement underscores the Bank's focus on fostering a sustainability culture, enhancing business ethics, promoting diversity and inclusivity, and boosting employee volunteerism. The Bank undertook a double materiality assessment for FY2024, moving beyond the single materiality assessment conducted in FY2022. This enhanced approach recognises both the financial implications of sustainability issues on the Bank and the Bank's broader environmental and social impacts. It strengthens transparency and aligns with evolving stakeholder expectations. In 2025, we undertook a materiality refresher to ensure the identified topics remain relevant amid evolving regulations, stakeholder expectations and our ROAR30 transition. The outcomes of the assessment and refresh were presented to the Executive Sustainability Committee (ESC) and the Board Sustainability Committee (BSC), and were subsequently endorsed by the Board for inclusion in the Sustainability Report.
Explanation for departure :	

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

Measure :		
Timeframe :		

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.3
The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

Application	:	Applied
Explanation on application of the practice	:	During FY2025, the Directors collectively dedicated a total of 119 (FY2024:174.5) hours to training related to ESG and Sustainability. The ESG trainings attended by the Board during FY2025 are set out in Part B of this report. Following the amendments to the Main Market Listing Requirements (MMLR) on 6 June 2023 with regard to mandatory sustainability training for Directors, all board members have registered for the MAP II: Leading for Impact (LIP) program organised by the Institute of Directors Malaysia (ICDM) and all of them had completed this training, with two newly appointed Directors completed in May and August 2025 respectively. Sustainability updates, including industry related sustainability events and news, are regularly presented to the Group EXCO and ESC. At the BSC meetings, the Group Chief Sustainability Officer updates the committee on ESG developments, and these updates will also form part of the BSC report to the Group Board at its monthly meeting. Detailed progress in the Sustainability Commitments, sustainability strategy and the latest trends and issues in ESG will be updated to the Board on a half yearly basis, as per the Board Annual Outline Agenda. On 16 August 2023, Maybank signed a Memorandum of Understanding (MoU) with the UN Global Compact Network Malaysia & Brunei to co-develop a certification programme for Sustainability Practitioners. The programme provides a structured pathway to equip staff, including top management and Board members, with essential knowledge and professional credibility in sustainability. Since its launch, the programme has seen strong engagement, with over 1,000 participants from various sectors and countries across the Maybank Group, and more than 500 individuals successfully certified at different levels — reflecting its rapid growth and impact.
Explanation for departure	:	

<table>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.4
Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company's material sustainability risks and opportunities.

Application	:	Applied
Explanation on application of the practice	:	Since FY2023, Maybank embedded its Sustainability Commitments into the LTIP for our senior executives. Progress against these commitments is regularly reported to the ESC, the Group EXCO, and the BSC. As of December 2025, the Bank has exceeded its annual targets for all Sustainability Commitments. The Sustainability Key Performance Indicators (KPIs), aligned with our four sustainability commitments, remain an integral part of the 2025 Group Scorecard. Sustainability has also been included in the areas for assessment under the BEE for 2025. Areas assessed were as follows: 1) Effectiveness of the Board in addressing the Group's material sustainability risks and opportunities 2) Whether the Board paid enough attention in addressing ESG issues in FY2025 3) Whether the Board devoted sufficient time to the following ESG issues in FY2025: (i) Climate change, carbon emissions and use of natural resources (ii) Sustainability focused products and services (iii) Sustainable procurement/supply chain (iv) Employees' wellbeing/People empowerment (v) Diversity, Equity and Inclusion (DEI) (vi) Ethics and values (vii) Anti-bribery & corruption/Whistleblowing 4) Effectiveness of BSC in assisting the Board to discharge its roles and responsibilities The results of the BEE conducted for 2025 were positive, with all areas rated either 'Satisfactory' or 'Strong'.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure :		
Timeframe :		

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.5- Step Up
The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.		
Application	:	Adopted
Explanation on adoption of the practice	:	In March 2021, Maybank appointed a Group Chief Sustainability Officer (GCSO) to lead the development, alignment, and integration of sustainability initiatives across the Group. The GCSO ensures that sustainability remains a core guiding principle within the Bank's strategic plans, overseeing the implementation of the Group's sustainability strategy and providing regular updates on performance, roadmaps, and goals to the Board Sustainability Committee (BSC) and Executive Sustainability Committee (ESC). The GCSO's responsibilities extend to climate risk management, ESG reporting, and compliance, while also driving stakeholder engagement and advocacy to strengthen the Bank's sustainability influence. In addition, the GCSO supports risk management, regulatory engagement, and Board-level oversight, reinforcing transparency, accountability, and the integration of sustainability across all business operations. The GCSO is a senior position within the Group that reports directly to the President and Group CEO. In 2024, a matrix reporting structure was implemented for dedicated sustainability leaders from international units and business sectors to have direct reporting to the GCSO. Additionally, the Group Sustainability Engagement and Governance Meeting was established to enhance alignment and foster team cohesion among the operating units, business sectors, and the Group Sustainability Office. This initiative aims to instil a sense of ownership and ensure the effective execution of sustainability initiatives across the entire Group.

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.1
The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

Application :	Applied
Explanation on application of the practice :	The Board acknowledges the importance of reviewing its composition periodically to ensure it comprises the right talent in terms of skills and experience in order to discharge its roles and responsibilities effectively. The Policy on Tenure of Directorships (Directors Tenure Policy) adopted by the Board facilitates succession planning by providing the Board with the opportunity to consider and reassess its membership and to refresh the Board composition if and when the need arises. Pursuant to the Directors Tenure Policy, the tenure of an INED is limited to a cumulative period of nine years only. The NRC reviews the tenure of Directors from time to time, especially prior to re-appointment upon expiry of their respective tenures pursuant to BNM approval as well as prior to their re-election at the AGM. In reviewing the tenure of Directors, the NRC takes into consideration their performance based on peer assessment conducted under the annual BEE. Their contribution to the Board as well as their participation during the Board and Board Committee deliberations will also be considered. As part of efforts to refresh the Board composition as well as its succession planning, the NRC has established a Talent Pool, comprising potential candidates with various skillsets to be considered for appointment to the Board from time to time. This is to ensure that the Board will have a pool of talent for selection whenever there is a need to refresh its composition. The Board is aware that some of its current members will be approaching their nine-year tenures in the next two years. Hence the Board, together with the NRC, has already begun searching for suitable talents to strengthen the Board's talent pool in line with its 'Must Have' skills matrix. This will ensure a seamless transition as members step down in the near future. During FY2025, the Board had also engaged external search firms to assist the NRC in the search of potential candidates with the following skillset:

	(i) Banking including investment banking and Islamic finance; (ii) Risk management; and (iii) Asset management. During 2025, the NRC has shortlisted candidates to be considered for appointment on the Board. Barring unforeseen circumstances, these candidates are expected to join the Board in 2026/2027. Their respective experience and expertise in the areas of banking, risk management and asset management would strengthen the Board's collective skills and competencies and address the gaps identified by the Board. **Re-election of Directors** The NRC conducted Fit and Proper (FAP) assessments and considered the performance and contribution of each of the following Directors who retired in accordance with the Bank's Constitution and were re-elected to the Board during the 65th AGM held on 24 April 2025: (i) Puan Fauziah Hisham, Senior INED (ii) Encik Shariffuddin Khalid, INED (iii) Ms Shirley Goh, INED (iv) Ms Chiam Sou Hong, INED (v) Mr Vittorio Furlan, INED Based on the assessment conducted in FY2024, the NRC and the Board were satisfied that all the retiring Directors above met and fulfilled the FAP criteria prescribed in the Maybank Group Policy on Fit and Proper Criteria for Appointment/Re-Appointment of Key Responsible Persons of Licensed Institutions in Maybank Group (Maybank Group FAP Policy). Based on the results of the BEE conducted for FY2024, the performance of each of the retiring Directors was found to be satisfactory and they are able to act in the best interest of the Company.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.2
At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>
As of 31 December 2025, the Board comprised 10 members, 70% of whom were INEDs. Since FY2020, the Board has reinforced its commitment towards independence by prescribing in the Board Charter that at least two-thirds of its members shall comprise INEDs. This exceeds the level of independence prescribed under the MMLR and BNM CG Policy.
The composition of the Board as at 31 December 2025 is as follows:
<table>
<tr><th>Designation</th><th>Number of Directors</th><th>Percentage (%)</th></tr>
<tr><td>Executive Director (ED)</td><td>1</td><td>10</td></tr>
<tr><td>Non-Independent Non-Executive Director (NINED)</td><td>2</td><td>20</td></tr>
<tr><td>Independent Non-Executive Director (INED)</td><td>7</td><td>70</td></tr>
</table>
To ensure the INEDs are able to exercise independent judgement in the best interest of the Company and are free from any conflict of interest, each INED is required to do the following:
1) Satisfy an annual independence assessment based on the independence criteria prescribed under Bursa Malaysia’s MMLR;
2) Provide an independence self-declaration as part of the annual FAP assessment; and
3) Undertake the assessment on independence as part of the self and peer evaluation under the annual BEE.
Based on the results of the assessments/evaluation undertaken in FY2025, the Board is satisfied that all INEDs have met the independence criteria and are able to act in an independent and objective manner.
There are no limitations set out in the Constitution of Maybank on the number of Directors sitting on the Board. Subject to relevant rules and regulations, the Board shall have the power to determine its size and may increase or reduce its number as it deems fit. Besides having 70% of INEDs as members (per Board composition as at 31 December 2025), the Board adopts a holistic approach in determining its size, composition and level of independence by applying the following principles:
</td></tr>
</table>

	1) To have only one ED as a member of the Board. 2) To ensure the role of the Chairman of the Board is separate from that of the President and Group CEO. 3) To ensure the Chairman does not chair any of the regulated Board Committees, including the ACB, NRC and the Risk Management Committee of the Board (RMC). 4) To ensure that all Board Committees comprise a majority of INEDs and are chaired by an INED. 5) To appoint a Senior Independent Director from among the INEDs. 6) To rotate the membership of Board Committees from time to time. Based on the principles mentioned above, the Board has determined that its ideal size should be between 10 and 12 members. Besides complying with existing rules and regulations on the Board's composition, including independence, the Board also believes that such a size would promote effective deliberation, encourage the active participation of all its Directors and allow the work of its various Board Committees to be discharged without giving rise to an over-extension of time and commitment of each Director who may be required to serve on multiple Board Committees. However, as agreed by the Board, it can depart from the ideal size to meet succession planning objectives. As at the date of publication of this Report, the Board comprises 11 Directors, and the Board has approved the proposed appointment of an additional INED to restore the Board to its ideal size.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.3
The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Not applicable - Step Up 5.4 adopted</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2"></td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.4 - Step Up
The board has a policy which limits the tenure of its independent directors to nine years without further extension.

<table>
<tr><td colspan="3">Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.</td></tr>
<tr><td>Application</td><td>:</td><td>Adopted</td></tr>
<tr><td>Explanation on adoption of the practice</td><td>:</td><td>The Group's Policy on Tenure of Directorships adopts the step-up practice as set out in the Malaysian Code on Corporate Governance 2021 (MCCG). MCCG stipulates that any INED of Maybank who has reached the maximum tenure of nine years may, subject to approval of the Board (taking into account the NRC's recommendation) and BNM, continues to remain as a Board member provided that the INED is re-designated as a NINED.

The Board has taken this into consideration in its succession planning and will continue to monitor the Board composition to ensure that no INED exceeds the nine-year tenure.

As at 31 December 2025, the Board comprised seven INEDs, two NINEDs and one ED. Their tenure as Board members is as follows:

<table><tr><th>Years of Service</th><th>Number of INEDs</th><th>Number of NINEDs</th></tr><tr><td>Less than 3 years</td><td>2</td><td>1</td></tr><tr><td>3 years to 6 years</td><td>1</td><td>1</td></tr><tr><td>6 years to 9 years</td><td>4</td><td>-</td></tr></table>
As at 31 December 2025, none of the INEDs has exceeded their respective nine-year tenure.</td></tr>
</table>

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.5
Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

Directors appointed should be able to devote the required time to serve the board effectively. The board should consider the existing board positions held by a director, including on boards of non-listed companies. Any appointment that may cast doubt on the integrity and governance of the company should be avoided.

Application	:	Applied

Explanation on application of the practice :

The Board acknowledges diversity as a critical factor in its composition and deliberations, and embraces the proposition that having a diverse Board would have a positive and value-relevant impact on the Group. Diversity in terms of skills, experience, age, ethnicity, cultural background and gender helps promote healthy debate among members with differing views, which can lead to better decision-making. The BEE is the primary tool used to assess the Board's diversity with respect to skills and experience. The Board skill matrix is as set out below.

	1	2	3	4	5	6	7	8	9	10	11	12
Tan Sri Dato' Sri Ir. Zamzamzairani Mohd Isa	●	●	●	●		●		●		●	●	●
Dato' Sri Khairussaleh Ramli	●	●	●	●		●	●	●	●	●		●
Fauziah Hisham	●	●	●	●	●	●		●	●	●		●
Che Zakiah Che Din	●	●	●	●	●	●	●	●	●	●		●
Shariffuddin Khalid	●	●	●			●	●	●	●			●
Dato' Zulkiflee Abbas Abdul Hamid	●	●	●	●		●		●	●	●		●
Shirley Goh	●	●	●	●	●	●	●	●				●
Datuk Yee Yang Chien	●	●	●			●	●	●	●			●
Chiam Sou Hong	●	●	●	●	●	●	●	●	●	●	●	●
Vittorio Furlan	●	●	●			●	●	●			●	
Rohaya Mohammad Yusof	●	●	●	●		●	●	●	●	●		●

Skills
1. Corporate Governance*
2. Strategic Planning and Business Strategy*
3. Banking (including Commercial/Investment/Islamic banking)*
4. Asset Management
5. Insurance and Takaful
6. Accounting and Finance*
7. Audit*
8. Risk Management*
9. Credit Risk*
10. Legal and Compliance*
11. Artificial Intelligence/Innovation and Technology/Digital*
12. Sustainability

* "Must Have" skillsets identified by the Board during the Board Effectiveness Evaluation exercise

None of the Directors of Maybank hold more than five (5) directorships in listed issuers, while their membership on the boards of non-listed issuers (including the boards of entities within the Group) is limited to 15. This is to ensure that their time commitment would not impair their ability to discharge their duties effectively. As part of the nomination and selection process of potential candidates for appointment to the Board of Maybank, the shortlisted candidates will be engaged to assess their experience, skills and suitability as well as their willingness and ability to commit sufficient time to discharge their statutory and fiduciary duties as Directors if appointed.

In the assessment of potential candidates, the NRC is guided by the Maybank Group FAP Policy which states, among others, that a candidate must not currently or within two years prior to being appointed to the Board, be an active politician.

The demographics of the Board as at 31 December 2025 in terms of nationality, age and gender were as follows:

A. Nationality

Nationality	Number of Directors
Malaysian	9
Australian & Italian	1

B. Age

Age	Number of Directors
Below 55 years	1
56 years to 60 years	3
61 years to 65 years	1
Above 65 years	5

C. Gender

Gender	Number of Directors
Male	6
Female	4

Since the Group embarked on our transformation journey in 2009, tangible developments have been achieved with regard to diversity and inclusion. The Group has a Diversity, Equity & Inclusion (DEI) Policy which stresses the need to continuously build a ready workforce and workplace by integrating the principles of DEI where all our employees are treated fairly and equitably with dignity and without discrimination in all aspects of employment and people practices.

In line with this, the practice of monitoring diversity and gender representation on a monthly basis through our Human Capital Dashboard has been established to keep a fact-based pulse check and enable crafting of data-based actions to address imbalances. Through the Group Inclusiveness and Diversity (GIDA) Framework introduced in 2014, our efforts have been accelerated and outcomes monitored through measures reflected in the Group EXCO scorecard.

Due regard for diversity in age, gender and nationality is also taken into account in the appointment of senior management[1]. The demographics of Maybank's senior management as at 31 December 2025 were as follows:

A. Nationality

Nationality	Number of Senior Management
Malaysian	13
Indonesian	1
Singaporean	2

Italian	1

B. Age

Age	**Number of Senior Management**
Up to 50 years	5
51 years to 55 years	4
56 years to 60 years	7
Above 60 years	1

C. Gender

Gender	**Number of Senior Management**
Male	15
Female	2

[1] Senior management refers to members of the Group EXCO, Group Chief Compliance Officer, Group Chief Audit Executive, Group General Counsel and Company Secretary and Group Chief Sustainability Officer

Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.6
In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.

Application	:	Applied
Explanation on application of the practice	:	The Board delegates to the NRC the responsibility of establishing a formal and transparent procedure for the nomination and appointment of new Directors to the Board. Such responsibilities include screening, conducting the initial selection of internal and external candidates, and performing the requisite evaluation and assessment of the candidates' ability to discharge their duties effectively and efficiently. The NRC also ensures candidates possess the appropriate skills, core competencies, experience and integrity to effectively discharge their roles as Directors and are able to meet the demands of the ever-changing financial industry. The following internal policies have been established to assist the NRC in carrying out its functions: (i) Maybank Group FAP Policy (ii) Policy on Directors Independence (iii) Policy on Appointment of Maybank Senior Executives as Directors of Maybank Group of Companies (iv) Policy on Board Gender Diversity (v) Policy on Tenure of Directorship (vi) Policy on Nomination Process for Appointment of Chairman, Director and Chief Executive Officer of Licensed Institutions in Maybank Group (vii) Policy on Directors Conflict of Interest Additionally, the Board continues to build a database of potential candidates (the Talent Pool) collated from various independent sources including the Financial Institutions Directors' Education (FIDE) Forum, ICDM, talent resourcing and other recruitment consultants. Upon a review of the Talent Pool, the Board will go through a selection process to identify suitably qualified candidates. The development of the Talent Pool is tied to the Board's succession plan which is reviewed by the NRC and the Board periodically. This is to ensure that the Board's membership is refreshed from time to time with new appointees,

	bearing in mind the need for continuity in meeting the Group's long-term goals and objectives. During FY2025, with the assistance of the Company Secretaries, the NRC reached out to ICDM and FIDE Forum and other talent search consultants to obtain a list of potential candidates to be considered for appointment as additional members of the Board. During the year, the NRC considered a total of 44 curricula vitae sourced from ICDM, FIDE Forum and other external consultants. All candidates were assessed against the Board's required competencies, experience profile, diversity considerations and strategic needs and were included in the Talent Pool for the NRC's future reference. This exercise reflects the NRC's active engagement with external talent pools and its commitment to a rigorous, merit-based and objective selection process for Board appointments.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.7

The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application :	Applied
Explanation on application of the practice :	The profile of each Director is set out in the Annual Report and Section B of this report. Details provided in the profiles include Directors' shareholdings held in Maybank, their past working experience, current and past directorships within and outside Maybank Group as well as their position as nominees of the substantial shareholder of Maybank. In compliance with Bursa Malaysia's MMLR, the following explanatory notes have been included in the Notice of AGM to accompany resolutions for the reappointment of Directors who are due to retire (Retiring Directors) and have offered themselves for re-election pursuant to the Company's Constitution: (i) Satisfactory findings in respect of each Retiring Director's performance and contribution via the BEE conducted prior to general meetings to approve their re-election. (ii) Fulfilment by the Retiring Directors of fitness and propriety criteria in assessment conducted pursuant to the FAP Policy issued by BNM. (iii) In respect of Retiring Directors who are INEDs, fulfilment of the independence criteria prescribed in Bursa Malaysia's MMLR, the BNM CG Policy and the Maybank Policy on Directors Independence. (iv) Compliance by Retiring Directors with the Maybank Group's Policy on Directors Conflict of Interest. The explanatory notes also include: (i) The Board's endorsement of the NRC's recommendation for the reappointment of Retiring Directors.

	(ii) Abstention by each Retiring Directors from deliberations by the NRC and the Board on their suitability to seek re-election. (iii) For Retiring Directors who are also shareholders of the Company, confirmation that they will abstain from voting on the resolution for their own reappointment.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.8
The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied
Explanation on application of the practice	:	Puan Fauziah Hisham, a Senior Independent Director (SID), is the Chairman of the NRC. She was appointed as SID and the Chairman of the NRC by the Board on 1 July 2025. As the Chairman of the NRC, she leads the succession planning and appointment of Board members for the Group. Her responsibilities include the following: 1) Leads the succession planning for the Board and its key subsidiaries, taking into account the tenure of existing members, the mix of skills and experience required, and the pool of talent available. 2) Consults the Chairman of the Board on the prospects of new candidates being appointed to the Board. 3) Leads interviews with candidates who may be appointed to the Board and its key subsidiaries (together with other members of the NRC and the Chairman of the Board) in accordance with Maybank's Policy on the Nomination Process for Appointment of Chairman, Director and Chief Executive Officer of Licensed Institutions in Maybank. Puan Fauziah's role as the SID of the Board includes the following: 1) Addresses concerns of shareholders and other relevant stakeholders. 2) Presides at all meetings of the Board at which the Chairman is not present. 3) Serves as a liaison between the Chairman and the Independent Directors. 4) Calls for meetings of the Independent Directors when needed. Puan Fauziah's profile can be found in Section B of this report.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure :		
Timeframe :		

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.9
The board comprises at least 30% women directors.

Application :	Applied	
Explanation on application of the practice :	The Board has established a Policy on Gender Diversity and has embraced the recommendations of the MCCG of having at least 30% women representation on the Board. As at 31 December 2025, the Board consisted of 40% women Directors. Notwithstanding the above, the Board maintains its belief that appointments to the Board must always be based on merit, with due regard to the candidate's background, skillset and experience, and whether such appointment would further complement or enhance the existing mix of skills and experience of the Board.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.10
The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

Application	:	Applied
Explanation on application of the practice	:	The Board has established a Gender Diversity Policy, embracing the proposition that a gender-diverse Board would have a positive value-relevant impact on its performance. The Gender Diversity Policy sets out the Board's commitment to maintaining at least 30% women representation on the Board, in line with the recommendations of the MCCG. While sufficient emphasis has been placed to recruit and maintain at least 30% women directors, appointments to the Board will first and foremost be based on the merits and credentials of each candidate under evaluation. With regard to gender diversity of senior management, Maybank's women talent pool is a critical resource which provides a robust platform to accelerate gender diversity. As at December 2025, women made up 49% of management positions (42.8% in senior management positions). In support of the Group's commitment to the United Nations' Sustainable Development Goals (SDGs) and broader people principles, Maybank continues to pursue balanced gender representation in management and senior management through sustained pipeline development, succession planning and targeted leadership interventions. The positive representation of women in the Group is further reflected in the succession pipeline for Mission Critical Positions. From 2018 to December 2025, women representation in the succession talent pool has increased from 42% to 47%. The talent development framework for women continues to focus on supporting on-the-job development and experience-based learning for women, in addition to signature leadership programmes, mentoring and coaching. This includes the Transitioning Leaders to CEOs/ C-Suites (TLC) Programme, the Strategic Talent Accelerated Readiness (STAR) Programme, Women Mentor Women (WMW) Programme, and personalised women's mentoring programmes.
Explanation for departure	:	

<table>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome
Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

Practice 6.1
The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.		
Application	:	Applied
Explanation on application of the practice	:	In 2017, the Board agreed to appoint independent consultants to conduct the BEE once every three years. Since the last independent evaluation exercise was undertaken for FY2023 by an independent firm of consultants namely, Ernst & Young Consulting Sdn. Bhd. (EY), the BEE for FY2024 and FY2025 were conducted internally with the assistance of the Group Corporate Secretarial (GCS) department, using BEE questionnaire to be completed by Directors and senior management. The BEE for FY2025 aimed at assisting the Board to further enhance its overall performance moving forward, by focusing on the following: (i) Discharging the Board's principal roles and responsibilities effectively (ii) Improving Board infrastructure and supporting processes (iii) Examining Board dynamics and relationships (iv) Identifying key areas for improvement (v) Continuing to build upon strengths The BEE questionnaire comprises three sections, as follows: Part A – (i) Assessment of Board Effectiveness in leading the M25+ Plan (ii) Assessment of Board and Board Committee Effectiveness Part B – Directors' Self and Peer Evaluation Part C - 360° Management Evaluation on Board Effectiveness As part of the BEE FY2025, a 360° Management Evaluation (Part C) was carried out where feedback from the selected members of the senior management was sought on the effectiveness of Board and Board

	Committees based on their interactions and engagements with the members of the Board. Aiming to evaluate the effectiveness of the Board in overseeing the implementation of the Group's long-term strategies, the Directors were invited to highlight key areas of priority and/or areas which they believe the Board should focus on as well as the necessary expertise and knowledge required from the Board in supporting and providing leadership and guidance to the management in executing the Strategic Programmes under the ROAR30 going forward. Similar to BEE for FY2024, the effectiveness of the Board and Board Committees for FY2025 was assessed in the following key areas: (i) Board Responsibilities (ii) Board Composition (iii) Board Remuneration (iv) Board Committees (v) Board Conduct (vi) Board Interaction and Communication with Management (vii) Board Chair (viii) Board Administration and Processes (ix) Directors Learning and Development Programme For evaluation of individual Directors, a questionnaire was specifically designed to evaluate the effectiveness of performance, personality and quality aspects of individual Directors (including the President & Group CEO who is also an ED) in the following areas: (i) Board dynamics, participation and contribution; (ii) Leadership, integrity and objectivity; and (iii) Knowledge and expertise. The independence of INEDs was also assessed under Directors' Self and Peer Evaluation. Based on the results of the BEE conducted for FY2025, all assessment areas were generally positive, with all areas evaluated rated either as 'Satisfactory' or 'Strong'. The results were consistent with the previous year's evaluation across all areas assessed, demonstrating the Board's continued effectiveness and commitment to the high standards of governance and sustained high level of performance. Pursuant to the feedback obtained from the individual Directors, the key strengths of the Board include the following: (i) High commitment and engagement (ii) Effective strategic oversight (iii) Strong leadership and governance (iv) Strong diversity (v) Constructive Board culture

	(vi) Independence and challenge Apart from the above, the following key areas for enhancement were also highlighted for the Board's further consideration: (i) Board Composition and Succession (ii) Strategic Focus (iii) Board Meetings and Papers (iv) Directors' knowledge, Learning & Development As the rating of all areas under evaluation for Maybank Board and its Board Committees were generally satisfactory, no apparent shortcomings were identified. Nevertheless, in order to further elevate the Board and Board Committees' effectiveness and performance, the Board agreed to focus on the following matters during FY2025: (i) Refreshing Board skill matrix to align with ROAR30 priorities and enhancing board skillet diversity by integrating more board members with banking, technology and regional experience; and (ii) Enhancing Directors' knowledge in the areas of new and emerging technology and innovation trends, regulatory development through selected training programs in these areas, taking into consideration emerging topics and thematic issues and development in the industry impacting the organisation. Taking into consideration the positive ratings assigned by Board members across all areas assessed under the BEE for FY2025, and given that key matters raised by Board members during the exercise will continue to be discussed and addressed at future Board/Board Committee meetings, the Board agreed that no Actionable Improvement Program is required to be implemented this year. All action items under the AIP arising from the BEE for FY2024 were regularly tracked by the NRC and the Board. In November 2025, both the NRC and Board agreed to regard these action items as being closed and/or completed. The individual results of the Directors' Self and Peer Assessment were shared with the Chairman of the Board who subsequently engaged with each Director individually to discuss his/her performance.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	

Measure :		
Timeframe :		

Intended Outcome
The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.1
The board has remuneration policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

<table>
<tr><td>Application</td><td>:</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td>The Board, via the NRC, is in charge of developing and implementing formal and transparent procedures for the development of Maybank's remuneration policy for Directors and senior management. The NRC has demonstrated its commitment to set fair and comprehensive remuneration packages that are:

1) Commensurate with the expertise, skills and responsibilities associated with being a Director and/or senior management of a financial institution.

2) Benchmarked against the Group's peers both locally and regionally, taking into account the revenue/size of the Group against its regional peers.

The NRC has established a remuneration framework for the Non-Executive Directors (NEDs) which is subject to periodic review. The NED Remuneration Framework for FY2025 was approved by the shareholders at the 65th AGM held in 2025, as set out below:

<table>
<tr><td></td><td colspan="3">NED Remuneration Per Annum
(RM)</td></tr>
<tr><td>Fee Component</td><td>Chairman</td><td>Vice Chairman</td><td>Member</td></tr>
<tr><td>Board Fee</td><td>700,000</td><td>500,000</td><td>335,000</td></tr>
<tr><td>Board Committee Fee</td><td>85,000</td><td>-</td><td>50,000</td></tr>
</table>

Based on the above NED Remuneration Framework, details of the Directors' total remuneration in aggregate with categorisation into</td></tr>
</table>

	appropriate components for FY2025 can be found in the explanation on the application of Practice 8.1 in this report. Maybank's remuneration framework for its senior management has also been reviewed by the NRC and the Board. Particulars of senior management's remuneration are elaborated in Section B of this report.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.2
The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

Application	:	Applied
Explanation on application of the practice	:	The Board has established a combined nomination and remuneration committee i.e. the NRC, with delegated authority to develop and recommend Maybank's remuneration policy for Directors, the President and Group CEO and senior management; and to ensure that compensation is competitive and consistent with the Group's culture, objectives and strategy. The roles and responsibilities of the NRC are set out in its TOR which is available on Maybank Group's corporate website at www.maybank.com. Among the key activities of the NRC during FY2025 in relation to remuneration review were as follows: ▪ Reviewed and recommended the remuneration of NEDs in Maybank and its subsidiaries ▪ Reviewed NEDs benefits for Maybank and its subsidiaries ▪ Reviewed and recommended the total rewards (variable bonus, salary increment and vesting of shares under the Employees' Share Grant Plan (ESGP) Award) for the Group ▪ Reviewed and recommended performance measures for ESGP In 2017, the Board agreed to appoint independent consultants to conduct the Board Remuneration Review (BRR) once every three years. Since the last independent BRR exercise was undertaken by an independent firm of consultants namely, PricewaterhouseCoopers (PwC) Malaysia in FY2023, the review of the NED Remuneration Framework for Maybank and its subsidiaries were conducted internally in FY2024 and FY2025, with the objective to validate whether the current NED Remuneration Framework is still competitive against the market.

	Pursuant to the internal BRR conducted in December 2025, the NRC agreed that the existing NED Remuneration Framework was still aligned with the market and recommended that the Board maintain the Framework for FY2026. In January 2026, the Board decided to adopt the NRC's recommendation. In view of the above, the NED Remuneration Framework as set out below will be put forth to the shareholders for approval at the 66th AGM, in accordance with Section 230 of the Companies Act 2016 and Paragraph 7.24 of the MMLR.

	NED Remuneration Per Annum (RM)		
Fee Component	Chairman	Vice Chairman	Member
Board Fee	700,000	500,000	335,000
Board Committee Fee	85,000	-	50,000

Explanation for departure :	

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

Measure :		
Timeframe :		

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

Application	:	Applied
Explanation on application of the practice	:	Details of the remuneration received by the Directors of Maybank and the Group (including fees, salary, bonus, benefits in-kind and other emoluments) in FY2025 were set out as follows:

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Tan Sri Dato' Sri Ir. Zamzamzairani Mohd Isa	Non-Executive Non-Independent Director and Chairman	743	585	-	-	157#	-	1,485	743	585	-	-	157#	-	1,485
2	Dato' Sri Khairussaleh Ramli	Non-Independent Executive Director and President & Group CEO	-	18	3,440	6,750	107	4,872*	15,187	-	18	3,440	6,750	107	4,872*	15,187
3	Ms Che Zakiah Che Din	Independent Non-Executive Director	435	207	-	-	24#	-	666	1,223	391	-	-	24#	-	1,638
4	Puan Fauziah Hisham	Senior Independent Non-Executive Director	538	261	-	-	116#	-	915	1,273	339	-	-	137#	-	1,749
5	Encik Shariffuddin Khalid	Independent Non-Executive Director	570	333	-	-	21#	-	924	932	408	-	-	21#	-	1,361
6	Dato' Zulkiflee Abbas Abdul Hamid	Independent Non-Executive Director	520	243	-	-	24#	-	787	1,454	333	-	-	60#	-	1,847
7	Ms Shirley Goh	Independent Non-Executive	520	261	-	-	81#	-	862	984	388	-	-	81#	-	1,453

		Director														
8	Datuk Yee Yang Chien	Non-Independent Non-Executive Director	535	297	-	-	4#	-	836	887	382	-	-	4#	-	1,273
9	Ms Chiam Sou Hong	Independent Non-Executive Director	485	289	-	-	56#	-	830	644	289	-	-	56#	-	989
10	Mr Vittorio Furlan	Independent Non-Executive Director	528	293	-	-	34#	-	855	528	293	-	-	34#	-	855
11	Dr Hasnita Dato' Hashim [(a)]	Independent Non-Executive Director	260	153	-	-	4#	-	417	952	227	-	-	40#	-	1,219
12	Mr Anthony Brent Elam [(b)]	Independent Non-Executive Director	454	272	-	-	54#	-	780	1,052	413	-	-	54#	-	1,519
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

* Executive Directors' other emoluments include pension costs, allowances, ESGP and reimbursements

\# Benefits-in-kind for NEDs include club membership fees, per diem allowance and farewell gifts. In addition, benefits-in-kind for Chairman include company car, driver and fuel allowance

Notes:

(a) Stepped down as an Independent Non-Executive Director of Maybank on 30 June 2025

(b) Stepped down as an Independent Non-Executive Director of Maybank on 14 November 2025

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2">The Board is of the opinion that such disclosure would be disadvantageous to the Group's business interests, given the highly competitive nature of the banking industry.</td></tr>
<tr><td colspan="2">As an alternative to the recommended practice, the Board has opted to make a qualitative and quantitative disclosure of Maybank's remuneration framework for senior management and other employees of the Group per Table A in Appendix 4 of the BNM CG Policy as disclosed in Section B of this report. In addition, the aggregated total remuneration of all key management personnel including Key Senior Management is disclosed under Note 48(a)(iii) of the Financial Statements on pages 157 and 158 of the Financial Report 2025. The disclosure includes the fees, salaries, allowances and bonuses, pension cost, and other staff benefits as well as items that form part of their remuneration.</td></tr>
<tr><td colspan="4">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure</td><td>:</td><td colspan="2">Please explain the measure(s) the company has taken or intend to take to adopt the practice.</td></tr>
<tr><td>Timeframe</td><td>:</td><td>Choose an item.</td><td></td></tr>
</table>

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
2	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
3	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.3 - Step Up

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
2	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
3	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
4	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
5	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome
There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.1
The Chairman of the Audit Committee is not the Chairman of the board.

Application	:	Applied	
Explanation on application of the practice	:	Ms Shirley Goh was appointed as a member of the ACB on 19 January 2022 and subsequently re-designated as Chairman of the ACB with effect from 1 July 2022. She does not serve as the Chairman of the Board. The composition of the ACB, profile of each ACB member and the roles and responsibilities of the ACB can be found in Section B of this report.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.2
The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">In May 2021, the Board agreed that the Bank should adopt a policy requiring a cooling-off period of at least three years from the time that a former partner of the external auditor of the Group ceases to be a partner of the firm, before he/she can be appointed as a member of the ACB.

None of the current members of the Board or the ACB have been associated with nor held any senior leadership position with the Group's appointed external auditors in the past three years.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome
There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.3
The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied
Explanation on application of the practice	:	The Board has delegated the responsibility to assess the suitability, objectivity and independence of the Group's appointed external auditors to the ACB. This responsibility is enshrined in the ACB's TOR which is available on Maybank Group's corporate website at www.maybank.com, while the procedures and processes for the conduct of such assessment is guided by the Group's Framework on the Appointment of External Statutory Auditors for Provision of Statutory Audit and Non-Audit Services (the Framework). Guided by the Framework, the ACB from time to time reviews and assesses the performance, objectivity and independence of the external auditors covering the following areas: 1) The request for proposal (RFP) process, appointment or reappointment, termination and resignation of external statutory auditors and its audit fee, and thereafter make the appropriate recommendations to the Board, as the ACB deems fit. 2) The scope of external audit and the audit plan covering both local and overseas operations. 3) The performance of external statutory auditors and their qualification, expertise and effectiveness. 4) The evaluation of the adequacy and effectiveness of internal controls system. 5) The Memorandum of Recommendations, i.e. major audit findings raised by the external statutory auditors and the management's responses, including the status of previous audit recommendations. 6) The assistance given by the management to the external statutory auditors and any difficulties encountered in the course of the audit work, including any restrictions on the scope of activities or access to required information.

	7) The approval of non-audit fees/services provided by the external statutory auditors. 8) Level of engagement with the ACB on audit matters. As a financial institution, Maybank is also bound by banking regulations to ensure that external auditors appointed by the Group meet the quantitative and qualitative criteria set out in BNM's guidelines as well as the requirements of the By-Laws (On Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants and shall continue to meet the criteria throughout the audit engagement, which among others require the Board and the ACB to obtain, review and independently verify through reasonable means all relevant information necessary to support its assessment of the external statutory auditors' compliance with the said criteria. Annually, Maybank will conduct an evaluation of the external statutory auditors covering the following areas: i. The professional conduct of the auditors, by ensuring key members of audit engagement have the necessary qualifications and do not have any record of disciplinary actions or conviction for any offence. ii. Performance of the auditors, by ensuring key members of audit engagement have the necessary skills, knowledge and appropriate experience to perform the audit. iii. Independence and conflict of interest, by ensuring that the engagement partner and concurring partner are not involved in any advisory services and that key members of the audit engagement do not have any relationship with, or interest in Maybank and its subsidiaries (including shareholding interest). iv. Objectivity, by ensuring the engagement partner raises value-added findings to the management. v. The auditors' governance and leadership structure as well as measures undertaken by the auditors to uphold audit quality and manage risks, as set out in the Annual Transparency Report. During FY2025, the ACB held four meetings with the external auditors without the presence of the management team to discuss relevant issues and obtain feedback for improvements. The statutory auditors were invited to attend the AGM of the Bank to address shareholders' concerns, if any, in relation to the Group's audited financial statements. For the audit of the financial year ended 31 December 2025, the ACB reviewed and endorsed the written assurance provided by the external auditors confirming their independence throughout the financial year under review.
Explanation for departure :	

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.4 - Step Up
The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	The ACB comprises entirely INEDs and is chaired by Ms Shirley Goh. The composition of the ACB as at 31 December 2025 was as follows:

	Members	Designation
1.	Ms Shirley Goh	INED/ Chairman
2.	Encik Shariffuddin Khalid	INED/ Member
3.	Ms Che Zakiah Che Din	INED/ Member
4.	Mr Vittorio Furlan	INED/ Member

Intended Outcome
There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.5
Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>
The ACB is chaired by Ms Shirley Goh, a member of the Malaysian Institute of Certified Public Accountants (MICPA) and Malaysian Institute of Accountants (MIA). She has over 40 years of experience in audit and has provided business advisory services to a diverse range of clients, including local enterprises and conglomerates as well as multinational companies in financial services, healthcare, property development, poultry farming, retail, services, etc.
The ACB members have vast working experience with the requisite knowledge and skills from various industries. Not only are they able to understand matters under the purview of ACB, they are also able to provide sound advice in areas of financial reporting, internal and external audit reports and the state of the Group's risk and internal control environment.
All members of the ACB are aware of the need to continuously develop and increase their knowledge in the area of accounting and auditing standards, given changes and developments in this area from time to time.
During FY2025, members of the ACB attended the following audit-related trainings:
<table>
<tr><th>No</th><th>Training</th><th>Mode</th><th>Brief Contents</th><th>Intended Objectives</th></tr>
<tr><td>1.</td><td>Public Sector Technology Innovation Summit 2025</td><td>Seminar</td><td>Overview of how AI can enhance public sector decision-making, service delivery, and efficiency, with a focus on ethical deployment, data governance</td><td>Encourage the adoption of AI and digital tools to drive innovation in public sector services.
Explore the transformative potential of AI in government</td></tr>
</table>
</td></tr>
</table>

				and capability building to support Madani Government reforms and strengthen public trust.	operations, while addressing the key challenges that may arise during its implementation. • Highlight the importance of data governance in ensuring data quality, integrity, and accessibility as well as the latest trends and technologies in data security. • Get updated on emerging trends and future directions in resource planning and governance. • Emphasise the need for ethical guidelines and frameworks to govern AI use. • Identify and implement targeted training programmes that enhance the digital literacy, data analysis, and technological adaptability of public sector employees, enabling them to effectively leverage AI tools and processes for improved service delivery and operational efficiency.
	2.	Emerging Strategies Risks and Mitigation	Seminar	A focus on understanding emerging strategic risks,	• Explore major emerging strategic risks that are anticipated to

		Strategies for 2025: Exclusive Board and C-Suite Brief.		analysing their potential impact on organisations, and exploring practical mitigation strategies using a PESTLE framework to enhance resilience and support long-term success in a complex and uncertain business environment.	impact organisations. • Understand the implications of emerging risks such as potential impact on different industries, organisational strategies, operational models, and competitive landscapes. • Develop effective mitigation strategies by identifying and assessing potential risks within your organisation, and explore strategies to mitigate and manage these risks proactively. • Anticipate future trends and best practices by exploring emerging trends, technologies, and best practices in risk management.
	3.	Islamic Finance for Board of Directors (IF4BOD)	Seminar	An introduction to the fundamentals of Islamic finance, covering Shariah principles, Islamic financial instruments, governance structures, and regulatory considerations. The programme emphasises the	• Enhance understanding of Islamic finance fundamentals, including core Shariah principles, contracts, and key Islamic financial instruments. • Strengthen Board-level oversight of Shariah-compliant business activities, governance structures and

				roles and responsibilities of Boards of Directors in ensuring Shariah compliance, effective oversight, risk management, and sustainable value creation within Islamic financial institutions, drawing on INCEIF University's academic and industry expertise.	decision-making processes. • Understand the roles and responsibilities of the Board of Directors in ensuring Shariah compliance, ethical conduct, and sound corporate governance within Islamic financial institutions. • Appreciate key regulatory and Shariah governance requirements, including the interaction between Boards, Shariah Committees, and management. • Improve risk awareness and oversight, particularly in relation to Shariah non-compliance risk, fiduciary risk, and reputational risk. • Support sustainable value creation, aligning Islamic finance principles with long-term business strategy and stakeholder interests.
	4.	Bank Negara Malaysia - Annual Report 2024, Economic	Conference	The conference presented key insights from Bank Negara Malaysia's	• To provide an overview of Malaysia's economic performance and outlook, including

			and Monetary Review 2024 and Financial Stability Review for Second Half 2024		Annual Report 2024, Economic and Monetary Review 2024, and Financial Stability Review for the Second Half of 2024, outlining Malaysia's economic performance, monetary conditions, and financial system resilience. The session highlighted strong economic growth of 5.1% in 2024 with moderate inflation, supported by resilient domestic demand and a robust investment upcycle, alongside a cautiously optimistic outlook for 2025 amid external uncertainties.	key growth drivers, inflation trends, and monetary policy considerations. • To share insights on monetary and financial developments, highlighting risks and policy responses in a changing global and domestic environment. • To assess the resilience and stability of the Malaysian financial system, including the soundness of financial institutions, households, and businesses. • To highlight key financial stability risks and emerging vulnerabilities, and the measures undertaken to mitigate systemic risks. • To communicate regulatory, supervisory, and structural priorities, including reforms under the Financial Sector Blueprint, sustainability initiatives, and digitalisation efforts. • To enhance stakeholder understanding of BNM's policy direction and priorities to

						support sustainable economic growth and financial stability.
		5.	Areca Investors' Forum 2025	Forum	A focused discussion on current market trends, economic shifts, and practical investment strategies, offering diverse perspectives ranging from macroeconomic insights to personal wealth planning amid ongoing global market uncertainty.	• To provide insights into the investment and capital market outlook, including key trends, opportunities, and risks shaping the investment landscape. • To enhance investors' understanding of market developments, regulatory changes, and policy directions affecting investment decisions. • To facilitate knowledge-sharing and dialogue among investors, industry experts, regulators, and market practitioners. • To promote informed and responsible investing, including discussions on sustainability, governance, and long-term value creation. • To strengthen investor confidence and market engagement through timely

					insights, practical perspectives, and thought leadership.
	6.	Conflict of Interest and Disclosure Obligations	Seminar	An overview of conflict of interest principles and disclosure obligations, focusing on regulatory expectations, governance best practices, and practical guidance to identify, manage, and mitigate conflicts to uphold transparency, integrity, and accountability.	• To enhance understanding of conflict of interest principles and disclosure obligations under applicable laws, regulations, and governance standards. • To clarify regulatory expectations and best practices for identifying, managing, and mitigating actual, potential, and perceived conflicts of interest. • To strengthen awareness of disclosure requirements, including timing, scope, and accountability. • To promote ethical decision-making and sound governance, reinforcing transparency, integrity, and stakeholder trust. • To equip participants with practical guidance and examples to manage conflicts effectively in day-to-day professional and organisational contexts.

					•

A list of trainings attended by each Director (including members of the ACB) during FY2025 is as set out in Part B of this report.

Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.1
The board should establish an effective risk management and internal control framework.

Application	:	Applied
Explanation on application of the practice	:	The Board affirms its overall responsibility for establishing a sound risk management and internal control system, as well as for reviewing the system's adequacy and effectiveness in identifying, assessing responding to risks that may hinder the Group from achieving its objectives. Among others, the Board establishes the Group's risk appetite, articulating the types and levels of risk that the Group is willing to accept in the pursuit of its business and strategic objectives. Active involvement in the Group's strategic goals and plans enable the Board to ensure all corresponding risks are adequately mitigated within the approved risk appetite. In view of the inherent limitations in any risk management and internal control system, the Board recognises that such a system can only provide reasonable, rather than absolute, assurance against material financial misstatement, fraud or losses. The Board also plays a crucial role in establishing a robust risk management and internal control governance structure, which set the tone and culture of effective risk management. To execute its oversight responsibilities effectively, the Board has established the Risk Management Committee (RMC), Compliance Committee of the Board (CCB) and Audit Committee of the Board (ACB). These committees are responsible for overseeing matters related to risk, compliance and controls, respectively and to provide the Board with periodic updates on their work, key deliberations and decisions on delegated matters. To ensure the effectiveness of the Group's risk and internal control framework, the Board is supported by the following Board Committees: <table><tr><td>No.</td><td>Board Committee</td><td>Responsibility</td></tr><tr><td>1.</td><td>ACB</td><td>The ACB is responsible for the assessment of the adequacy and effectiveness of the Group's governance, risk management and internal control system through the Internal Audit (IA) function. The ACB</td></tr></table>

			has active oversight over IA's independence, scope of work and resources. The ACB meticulously reviews both internal and external audit plans, scrutinises control mechanisms, addresses weaknesses and verifies financial statements for accuracy and compliance.
	2.	RMC	The RMC is responsible to oversee the Group's enterprise-wide risk management, ensuring alignment with strategic initiatives, risk appetite, and internal controls. It reviews risk reports, policies, frameworks, credit limits, and stress testing, recommending key actions for Board approval. The RMC also monitors regulatory compliance, risk culture, and capital adequacy, while overseeing recovery and continuity plans to safeguard the Group's financial stability. The RMC also evaluates the Group's risk tolerance, ensuring that it remains appropriate for current and projected business conditions. Furthermore, it proactively addresses emerging risk issues, emphasising the importance of anticipating and responding to evolving threats within the risk landscape. These emerging risks include challenges such as the increasing prevalence of cyber threats, geopolitical uncertainties, and evolving regulatory requirements. Additionally, the RMC monitors risks associated with climate change, as well as the implications of global economic shifts that could affect market conditions and the Group's risk exposure.
	3.	CCB	The CCB is responsible for overseeing the management of regulatory compliance risks to support business growth, in line with the Group's aspiration and risk appetite. The CCB also reviews and assesses the adequacy of infrastructure, resources

<table>
<tr><td rowspan="1"></td><td>
<table>
<tr><td></td><td></td><td>and systems to manage compliance risk across the Group and recommends improvements to ensure effectiveness of the compliance framework.</td></tr>
</table>
Group Risk is integral to the Group’s corporate governance by providing comprehensive enterprise-wide oversight of risk management. This is achieved by establishing robust risk strategies, frameworks and policies, complemented by independent assessments and continuous monitoring of risk-related challenges. In FY2025, Group Risk remained committed to value creation, actively facilitating the Group’s pursuit of its strategic and business objectives while positioning itself as a strategic enabler by fostering synergies with the business.
The Group Risk functions are designed to manage various risk types, strategically addressing risks associated with the external environment that would impact the Group’s strategic and business objectives. They uphold consistent standards in risk policies and risk management to ensure alignment with risk appetite and regulatory requirements.
Further details can be found in the Statement on Risk Management and Internal Control in Maybank’s Integrated Annual Report 2025.
</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td></td></tr>
<tr><td></td></tr>
<tr><td colspan="2">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td></td></tr>
<tr><td>Timeframe :</td><td><table><tr><td></td><td></td></tr></table></td></tr>
</table>

Intended Outcome
Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.2
The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application :	Applied
Explanation on application of the practice :	**RISK MANAGEMENT** Risk management is crucial in guiding strategic decision-making, aligning with business strategies while effectively calibrating the levels of risk undertaken to achieve sustainable performance. In support of this objective, Group Risk has established the Maybank Group Enterprise Risk Management Framework to provide a structured, consistent and integrated approach to managing material risks that could impact the Group's mission. This framework is anchored on a structured set of foundational components designed to cultivate a resilient risk management culture, incorporating effective practices and processes. Through these practices, the Group seeks to uphold the effectiveness and adequacy of its risk management and internal control framework: 1) Risk and Compliance Culture 2) Governance & Risk Oversight 3) Risk Appetite 4) Risk Management Processes 5) System, Infrastructure and Resources The key features of the Framework include: 1) Risk and Compliance Culture The Group's risk and compliance culture is driven by a strong tone from the top through clear communication and leading by example. This embeds the appropriate values and principles of conduct that shape the behaviour and attitude of employees at all levels across the Group. 2) Risk Appetite The risk appetite enables the Board and senior management to communicate and assess the types and levels of risk that the Group is willing to accept in pursuit of its business and strategic goals while

	taking into consideration the constraints under a stressed environment. 3) Risk Governance and Oversight The Group's governance model provides a formalised transparent, and effective governance structure that encourages active engagement from both the Board and senior management in the risk management process. It reinforces accountability, ownership and clear segregation of duties across the three lines of defence, ensuring a robust and well-defined approach to risk governance and oversight. 6) Risk Management Processes The Group's risk management processes are integral to establishing a proactive and systematic approach to risk oversight. They consist of the identification, assessment and measurement, response and control as well as monitoring, escalating and reporting of risk exposures across the Group. This proactive approach enables the Group to detect and address potential risks before they materialise, ensuring that risk considerations are integrated into strategic planning and operational decision-making. Focus on continuous improvement, further enhances the Group's capacity to respond to an evolving risk landscape and uphold its commitment to governance and accountability. Key elements of the internal control system established by the Board to provide effective governance and oversight are as follows: 1) Group Organisation Structure - Defined lines of responsibility, authority limits and accountabilities aligned with business and operations requirements to support the maintenance of a strong control environment. 2) Annual Business Plan and Budget - Performance achievements are reviewed monthly against targeted results, allowing time for the appropriate responses and required remedial actions to be taken. 3) Oversight by the RMC - Oversees the Group's enterprise-wide risk management to ensure alignment with the strategic initiatives, risk appetite and internal controls. This includes reviewing risk reports, frameworks and policies, credit limits and stress testing as well

	as recommending necessary actions to the Board for approval. The RMC also monitors regulatory compliance, risk culture and capital adequacy while overseeing recovery and continuity plans to safeguard the Group's financial stability. 4) Oversight by the CCB - To oversee the management of regulatory compliance risk to support business growth in line with the Group's aspirations and risk appetite. 5) Executive Level Management Committees - To assist and support the various Board Committees in overseeing core areas of business operations and controls. The Board has disclosed the key features of its risk management and internal control system in the Statement on Risk Management and Internal Control in Maybank's Integrated Annual Report 2025.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.3 - Step Up

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

<table>
<tr><td>Application</td><td>:</td><td>Adopted</td></tr>
<tr><td>Explanation on adoption of the practice</td><td>:</td><td>The RMC comprises wholly of INEDs and was chaired by Mr Anthony Brent Elam from 1 January 2025 to 14 November 2025. The RMC assists the Board in ensuring that the risk exposures and their potential impact on the Group are effectively managed. Specifically, the RMC is responsible for formulating policies and frameworks to identify, monitor, manage and control material risks affecting the Group.

The composition of the RMC as at 31 December 2025 was as follows:

<table><tr><td></td><td>Members</td><td>Designation</td></tr><tr><td>1.</td><td>Encik Shariffuddin Khalid</td><td>INED/ Member*</td></tr><tr><td>2.</td><td>Puan Fauziah Hisham</td><td>Senior INED/ Member</td></tr><tr><td>3.</td><td>Mr Vittorio Furlan</td><td>INED/ Member</td></tr></table>* En Shariffuddin Khalid was re-designated as the Chairman of the RMC with effect from 1 January 2026

The roles and responsibilities, the profile of each member, and details of meeting attendance can be found in Section B of this report.</td></tr>
</table>

Intended Outcome
Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.1
The Audit Committee should ensure that the internal audit function is effective and able to function independently.

Application	:	Applied
Explanation on application of the practice	:	The Internal Audit (IA) function was established by the Board to strengthen Maybank Group's ability to create, protect and sustain value by providing the Board and management with independent, risk-based, and objective assurance, advice, insight and foresight. It operates under the direct authority and supervision of the ACB, thereby ensuring its independence. The function is independent of the activities it audits, with the Group Chief Audit Executive (GCAE) reporting functionally to the ACB and administratively to the President & Group CEO as outlined in the Board approved Internal Audit Charter. The IA function is structured on a Group basis and operates under the oversight of the GCAE. The GCAE also oversees the IA functions of the overseas subsidiaries, which remain directly accountable to their respective Audit Committees (or equivalent). All IA functions across the Group operate independently of the business units to preserve objectivity. The IA function is responsible for assessing the adequacy and effectiveness of the Group's risk management and internal control systems, and ensuring key risks are properly identified, evaluated and managed. The IA function provides risk-based, independent, and objective assurance, together with advisory support, to enhance organisational value and assist management in achieving the Group's objectives. To ensure the effective management and independence of the IA function, the ACB is empowered under its TOR to: 1) Review and recommend for the Board's approval, in consultation with the NRC, matters relating to the appointment, remuneration, performance evaluation, and termination of the GCAE. 2) Review and assess the performance of senior internal audit personnel, including matters relating to their remuneration and annual increments. 3) Take cognisance of the resignation of internal audit personnel and the reasons for their resignations. 4) Review and approve the internal audit scope and audit plan, covering both local and overseas operations.

	5) Review and assess the adequacy of the IA function's scope, responsibilities, and resources, including remuneration, to ensure that the IA function has the requisite necessary authority and resources to discharge its duties effectively. 6) Review and assess the internal audit reports and ensure that senior management undertakes the necessary corrective actions in a timely manner to address control weaknesses, instances of non-compliance with laws, regulatory requirements, internal policies, and other issues identified by the IA function and other control functions. 7) Note any significant disagreements between the GCAE and the senior management, irrespective of whether such disagreements have been resolved, in order to assess any potential impact on the audit process or findings. 8) Establish mechanisms to assess the performance and effectiveness of the IA function and to manage situations where the IA function's objectivity may be impaired. 9) Review and recommend for Board's approval the Internal Audit Charter. For further information, please refer to the Audit Committee Report in Maybank's Integrated Annual Report 2025.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :	

Intended Outcome
Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.2
The board should disclose–
- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

Application	:	Applied
Explanation on application of the practice	:	The Board has, through the ACB, disclosed with sufficient explanation and detail in the Audit Committee Report in Maybank's Integrated Annual Report 2025, the following information: 1) Independence of IA Personnel The IA function was established by the Board to strengthen Maybank Group's ability to create, protect and sustain value by providing the Board and management with independent, risk-based, and objective assurance, advice, insight and foresight. It operates under the direct authority and supervision of the ACB, thereby ensuring its independence. The function is independent of the activities it audits, with the Group Chief Audit Executive (GCAE) reporting functionally to the ACB and administratively to the President & Group CEO as outlined in the Board approved Internal Audit Charter. The IA function is structured on a Group basis and operates under the oversight of the GCAE. The GCAE also oversees the IA functions of the overseas subsidiaries, which remain directly accountable to their respective Audit Committees (or equivalent). All IA functions across the Group operate independently of the business units to preserve objectivity. IA personnel are required to confirm via annual declarations that they are free from any relationships or conflicts of interest which could impair their objectivity and independence in carrying out their duties as internal auditors. 2) Internal Audit Resources As of 31 December 2025, Maybank Group Audit (MGA) has a staff strength of 392 individuals (in Malaysia and overseas) from diverse backgrounds and qualifications. 98% of MGA staff hold minimum tertiary-level qualifications.

	In addition, 279 individuals are equipped with audit related certifications such as Specialist Certificate in Bank Audit, Certified Internal Auditor, Certified Information Systems Auditor and Certified Anti-Money Laundering Specialist, and other relevant certifications in specialised areas such as Certified Credit Professional, Certified Anti Money Laundering Specialist and Certified Fraud Examiner serves to further enhance the auditors' competencies. 3) GCAE Effective 1 October 2025, the IA function is led by Malique Sidique, who succeeds Mohamad Yasin Abdullah. Malique Sidique brings over 25 years of leadership experience in financial services spanning finance, governance and operations. He was entrusted with several key leadership roles experience including his recent appointment as Acting Group Chief Financial Officer, Officer-in-Charge of Group Islamic Banking and Chief Executive Officer of Maybank Islamic. He is a Fellow Chartered Accountant with the Institute of Chartered Accountants in England and Wales (ICAEW), a member of the Malaysian Institute of Accountants (MIA), and a Chartered Banker with the Asian Institute of Chartered Bankers. He also completed the Chief Financial Officer Programme at Columbia Business School, where he was awarded a Certificate in Business Excellence. He graduated from the London School of Economics and holds a Bachelor of Science in Accounting and Finance. 4) Internal Audit Framework In establishing the IA Annual Audit Plan, all the auditable units were risk ranked using the Maybank Risk-Based Audit approach while the COSO Internal Control - Integrated Framework Principles and COBIT (for IT) Framework were used to assess the adequacy and effectiveness of internal controls.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	

Timeframe :		

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.1

The board ensures there is effective, transparent and regular communication with its stakeholders.

Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges the importance of regular communication not only with its shareholders but also with other stakeholders (investors, employees, regulators, customers, suppliers, the Government and its agencies, etc.) who in one way or another are impacted by the decisions taken and who have helped shape what Maybank is today. Regular, timely, accurate and transparent communication with quality disclosures (beyond issues on maximising shareholder value) through appropriate platforms ensure stakeholders understand Maybank's state of affairs to facilitate informed decisions. The proper management of stakeholders' expectations and welfare is paramount to the development of a sustainable business for Maybank. Taking cognisance of the importance of regular communication and recommendations as per Bursa Malaysia's Corporate Disclosure Guide, the Board has adopted the Group Corporate Disclosure Policies and Procedures, which can be found on Maybank Group's corporate website at www.maybank.com. The Group's key communication platforms are as follows: Integrated Annual Report The Integrated Annual Report is a powerful engagement tool applicable to all stakeholders as it is a one-stop information centre on the Group with respect to financial and non-financial performance, the Board and senior management, the Group's strategies, operating landscape and key macrotrends impacting the Group, a review of operations and businesses, risk management practices, overall policies adopted, sustainability approach, commitments and progress as well as value created for stakeholder groups. Group Corporate Website The Group's corporate website, www.maybank.com, provides easy access to comprehensive historical and current information on the Group. Apart from providing access to the Integrated Annual Reports,

	Financial Statements, Sustainability, Environmental and Social Impact Reports, the corporate website offers the following information to provide stakeholders a better understanding of Maybank's business: • Maybank's current share price • Constitution • Board Charter • TORs of the Board Committees • Maybank Group Code of Ethics and Conduct and Maybank Group Code of Ethics and Conduct for Directors • Group-wide policies • Corporate Governance structure and framework • The Group's global operations and subsidiaries • Latest corporate news including media releases, investor presentation materials and engagements via conferences with fund managers • Bursa Malaysia announcements on corporate transactions and quarterly results • Presentations, notices and minutes of general meetings as well as Questions & Answers (Q&A) discussed at general meetings Investor Relations Maybank's Investor Relations (IR) forms an essential part of Maybank's Corporate Governance framework, ensuring the domestic and international investment community receive relevant, timely and comprehensive information about the Group via effective and transparent two-way communication. Stakeholders can channel any concerns or feedback with the following key Maybank IR spokesperson: Shafiq Abdul Jabbar Group Chief Financial Officer Contact: (6)03 2074 7575 Email : shafiq.aj@maybank.com Jeeva Arulampalam* Head, Group Investor Relations Contact : (6)03 2074 8017 Email : jeeva.a@maybank.com **Replaced with Ezrina Binti Mahadzir (Effective 1 January 2026)* General Meetings The AGM and Extraordinary General Meeting (EGM) are the primary open platforms for shareholders to raise questions on the agendas proposed for approval by the Board. As active participation from shareholders is greatly encouraged, the Board and senior management place much emphasis on answering as many questions as possible posed with concise answers. Questions from the Minority Shareholder Watch Group (MSWG), institutional and retail shareholders on

	Maybank's business or other pertinent governance issues raised prior to the meeting as well as Maybank's responses are shared with all shareholders during the meeting. Minutes of the AGM including significant matters discussed are disclosed on Maybank Group's corporate website at www.maybank.com. Electronic/Social Media Platforms Leveraging technology, Maybank also uses established and trusted social media platforms with strict monitoring in place to engage with its stakeholders.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.2

Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

Application :	Applied	
Explanation on application of the practice :	The FY2025 Integrated Annual Report will mark the Company's ninth year of referencing and adopting practices in line with the International Integrated Reporting <IR> Framework. The Company will continue to refine gaps in its integrated annual report against the current International <IR> Framework. The Board is committed to the <IR> journey in tandem with the expectations of stakeholders for quality disclosures.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.1
Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

Application	:	Applied
Explanation on application of the practice	:	In line with the recommendations of the MCCG and 21-day requirement under the Companies Act, 2016 (CA) and Bursa Malaysia's MMLR, the Notice of the 65th AGM of the Company was issued to shareholders on 26 March 2025, not less than 28 days before the AGM (which was held on 24 April 2025). Additional time was given to enable shareholders to consider the resolutions and make informed decisions in exercising their voting rights at the general meeting. The Company provides Administrative Notes when giving notice of the AGM, which provides information to the shareholders regarding the following: (i) Details and mode of the AGM (ii) Entitlement and how to participate and vote at the AGM (iii) Right to appoint a proxy or representative to participate and vote at the AGM (iv) Submission of Proxy Form or Certificate of appointment of corporate representative (v) Submission of questions prior to AGM The explanatory notes in the Notice of the 65th AGM provide detailed explanations for each resolution proposed (as set out below), to enable shareholders to make informed decisions in exercising their voting rights: (i) Re-election/re-appointment of Directors (ii) Directors' remuneration comprising fees and benefits (iii) Re-appointment of auditors (iv) Allotment and issuance of new ordinary shares in Maybank in relation to the Recurrent and Optional Dividend Reinvestment Plan
Explanation for departure	:	

<table>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.2

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The dates of general meetings are scheduled and approved in advance to ensure that, barring any unforeseen circumstances, all Directors are able to attend the meetings.

The 65th AGM was held at Ballroom, Level 3, Malaysia International Trade and Exhibition Centre (MITEC), Kompleks MITEC, No. 8, Jalan Dutamas 2, 50480 Kuala Lumpur, Malaysia (Meeting Venue) and broadcasted live from the Meeting Venue. All Directors were present at the Meeting Venue.

The Chairman and Chair of all Board Committees are involved in the AGM preparations and are regularly updated by the management on potential issues which may be raised during the AGM. Frequently Asked Questions (FAQ) and proposed answers will be prepared by the senior management for deliberation with the Board well ahead of the AGM in anticipation of shareholders' questions. The Chairs of the respective Board Committees are also aware of their scope of responsibility and come prepared to address any issues that the shareholders may raise within their scope.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.3
Listed companies should leverage technology to facilitate–

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

Application	:	Applied
Explanation on application of the practice	:	In order to facilitate better communications with shareholders and to allow easier and more efficient access for them to attend the AGM, the Board has decided to leverage on technology and conducted the 65th AGM in a hybrid mode, through live streaming and online remote voting via Remote Participation and Electronic Voting (RPEV) facilities provided by the Company's appointed share registrar, Boardroom Share Registrars Sdn Bhd (Boardroom) via https://investor.boardroomlimited.com. The 65th AGM was held and broadcasted live from Ballroom, Level 3, Malaysia International Trade and Exhibition Centre (MITEC), Kompleks MITEC, No. 8, Jalan Dutamas 2, 50480 Kuala Lumpur, Malaysia on 24 April 2025. The 65th AGM was attended by 6,702 shareholders, both physically and via the RPEV facilities provided. The meeting was conducted in accordance with Section 327 of the Companies Act, 2016 and Article 59 of the Company's Constitution, as well as with reference to the Guidance on the Conduct of General Meetings for Listed Issuers issued by the Securities Commission Malaysia. Questions from MSWG, PNB, EPF and shareholders which were raised prior to and during the meeting as well as the Group's responses were shared with all shareholders during the Q&A session of the AGM. Subsequent to the AGM, these Q&As were published on Maybank Group's corporate website at www.maybank.com. To ensure a seamless meeting experience, prior stress/ performance tests were conducted on the virtual meeting platform by the RPEV service provider. In addition, Maybank also conducted 'dry runs' and emplaced a contingency plan to ensure that the 65th AGM could be convened as planned. A Command Centre was set up to: (i) Monitor help desk reporting and user experience every 10 minutes (ii) Perform real-time monitoring of network traffic, platform, memory and CPU (iii) Conduct health checks every 30 minutes

	A post mortem report in relation to the conduct of 65th AGM was presented to the Board at the end of May 2025. Lessons learnt will be taken into consideration in planning any future general meetings.
Explanation for departure :	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.	
Measure :	
Timeframe :		

Intended Outcome
Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.4
The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.	
Application :	Applied
Explanation on application of the practice :	All Directors attended the 65th AGM in person at MITEC on 24 April 2025. They are as follows:- 1) Tan Sri Dato' Sri Ir. Zamzamzairani Mohd Isa, Non-independent Non-Executive Chairman of the Board and Chairman of the Board Technology Committee 2) Dato' Sri Khairussaleh Ramli, Executive Director and President and Group CEO 3) Dr. Hasnita Dato' Hashim, Senior Independent Non-Executive Director and Chairman of the Nomination and Remuneration Committee 4) Anthony Brent Elam, Independent Non-Executive Director and Chairman of the Risk Management Committee 5) Che Zakiah Che Din, Independent Non-Executive Director 6) Fauziah Hisham, Independent Non-Executive Director and Chairman of the Credit Review Committee 7) Shariffuddin Khalid, Independent Non-Executive Director and Chairman of the Board Sustainability Committee 8) Dato' Zulkiflee Abbas Abdul Hamid, Independent Non-Executive Director and Chairman of the Compliance Committee of the Board 9) Shirley Goh, Independent Non-Executive Director and Chairman of the Audit Committee of the Board 10) Datuk Yee Yang Chien, Non-independent Non-Executive Director 11) Chiam Sou Hong, Independent Non-Executive Director 12) Vittorio Furlan, Independent Non-Executive Director The Virtual Meeting Portal was opened for login two hours before the meeting commenced. Upon logging in, shareholders were allowed to use the messaging window facility via Virtual Meeting Portal to submit their questions. At the outset, the Chairman informed shareholders that the voting session was open and shareholders attending physically and virtually

	may start casting their votes electronically until the closure of the voting session. Shareholders and proxies may raise questions at any time during the meeting by submitting written questions via the messaging window facility in the Virtual Meeting Portal while shareholders who present at the Meeting Venue have the option of scanning the QR Code provided during registration or they may ask questions using microphones during the question and answer sessions. The Chairman further informed that all questions related to door gifts, customer service or any other administrative matter would be forwarded to the management team to address shareholders directly and questions on Maybank products and services which would be channelled to the booth set up outside the meeting hall. The Board would focus on questions related to the AGM and the Group's performance, business and outlook during the Q&A session held during the meeting. A total of 725 pre-AGM questions and live AGM queries/ comments were received from shareholders, 298 of which related to the Group's business and performance. The Board and senior management responded to all the business/performance questions during the meeting. All questions and responses were published live and made visible to all meeting participants via the screen at the Meeting Venue and Virtual Meeting Platform during the meeting. The key proceedings of the 65th AGM were as follows: 1) Opening remarks by the Chairman 2) Pre-recorded video presentation on poll voting procedures 3) President and Group CEO's presentation (available on Maybank's Group's corporate website) pertaining to Overview of FY2024 achievements, Financial Performance, M25+ Corporate Strategy Updates, Sustainability Updates, Digital and Customer Centricity Updates, Next-Gen Updates, 5-year Financial Trend and FY2025 Outlook 4) PNB Q&A 5) Employee Provident Fund (EPF) Q&A 6) MSWG Q&A 7) Retail shareholder Pre-AGM Q&A 8) Presentation of Audited Financial Statements for FY2024 9) Approval of Resolutions (1) to (9) 10) Q&A session 11) Voting and poll results 12) Verification of poll results by the scrutineer, Deloitte Subsequent to the AGM, shareholders were allowed to pose additional questions to the IR team at ir@maybank.com. The complete list of Q&As (pre-AGM, live, post-AGM) were categorised by the relevant topics to facilitate shareholders' review of the Q&As. The complete list of Q&As and minutes of the 65th AGM were published on Maybank Group's corporate website at www.maybank.com.

Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.5
The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

<table>
<tr><td colspan="3">Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</td></tr>
<tr><td>Application</td><td>:</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td>Similar to the past AGMs, Boardroom (Lumi) was engaged as the Poll Administrator and/or Remote Participation and Electronic Voting (RPEV) service provider for the 65th AGM which was conducted in a hybrid mode, after taking into consideration the following:

(i) Boardroom is one of the leading Corporate Secretarial/AGM service providers in Malaysia, Singapore, Hong Kong, Australia, and China.
(ii) Boardroom partners with Lumi, a third-party meeting platform provider, to deliver the technology components of a meeting. Lumi has a global presence and a good track record, and confirmed that it had not experienced any glitches with its system in the previous three years.
(iii) Provision by Boardroom of a dedicated Office Helpdesk to allow shareholders to make enquiries prior to the meeting or to seek technical assistance to participate at the 65th AGM.
(iv) Experience and feedback from shareholders who participated in the 64th AGM.
(v) New technology enhancements to Boardroom/ Lumi's system and platform during the year.
(vi) Good track record and past experience in conducting hybrid AGM for a number of public listed companies in Malaysia and Singapore.

To enable the eligible shareholders to participate and vote remotely, shareholders were invited to register online with Boardroom Smart Investor Portal at website https://investor.boardroomlimited.com. All registrations were verified and approved within one business day with email notifications sent to the shareholders.

Shareholders were allowed to carry out the following via Boardroom's website:</td></tr>
</table>

<table>
<tr><td></td><td colspan="2">(i) Pose and submit questions before the meeting by selecting ‘SUBMIT QUESTION’.
(ii) Request for a printed copy of the Annual Report by selecting ‘INVESTOR SERVICES’ and then ‘REQUEST FOR ANNUAL REPORT AND CIRCULAR’.

On the day of the meeting, shareholders were also provided with a messaging window facility via Virtual Meeting Portal to submit questions during the meeting. All responses to questions by the Board and senior management during the meeting were read out and made visible to the shareholders via live stream. The entire Q&A session (including questions not addressed during the meeting, with the responses) were posted on Maybank’s corporate website after the meeting. These questions were categorised under the relevant topics such as Door Gift & AGM Matters, Capital, Dividend, Board of Directors, Performance & Business, Outlook, Cost, Strategy, Digitalisation/ Technology, Sustainability, etc., for easy navigation of shareholders.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

Intended Outcome
Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.6
Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.		
Application :	Applied	
Explanation on application of the practice :	Draft minutes of the 65th AGM was circulated to members of the Board for comments before being tabled at the Board for approval. The Board had at its meeting held on 23 May 2025 adopted and confirmed that the minutes of the 65th AGM accurately reflected the proceedings and agreed for the same to be published on Maybank's corporate website. The minutes of the 65th AGM were duly signed by the Chairman and published on Maybank Group's corporate website at www.maybank.com within 30 business days from the date of the meeting.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

BOARD OF DIRECTORS

Profile of Directors (as at 28 February 2026)

TAN SRI DATO' SRI Ir. ZAMZAMZAIRANI MOHD ISA
Non-Independent Non-Executive Director (Chairman)
65 years of age
Malaysian

APPOINTMENT
2 November 2020

QUALIFICATION(S)
- Bachelor of Science in Communications Engineering, Plymouth Polytechnic, UK
- Corporate Finance, Strategies for Creating Shareholder Value Programme, Kellogg School of Management, Northwestern University, USA
- Strategic Leadership Programme, University of Oxford's Saïd Business School, UK
- IMD CEO Roundtable, Lausanne, Switzerland

PROFESSIONAL ACCREDITATION
- Honorary Doctorate, School of Management, Multimedia University, Malaysia
- Adjunct Professor, School of Management, Multimedia University, Malaysia
- Professional Engineer, Board of Engineers Malaysia

WORKING EXPERIENCE & PAST DIRECTORSHIPS

Present:
Within Maybank Group
- Chairman of Maybank
- Chairman of Maybank Foundation
- Chairman of Maybank Labuan Foundation

Other Companies/Bodies
- Board of Governors, Malay College Kuala Kangsar
- Director of Perdana Leadership Foundation

Past:
- Director of Payments Network Malaysia Sdn Bhd from May 2018 to November 2020
- Director of Malaysia Airlines Berhad from May 2017 to November 2020
- Director of Malaysia Aviation Group Berhad (MAGB) from May 2017 to November 2020
- Chairman of Hijrah Biru Sdn Bhd (a subsidiary of MAGB) from October 2017 to November 2020
- Chairman of UEM Sunrise Berhad from May 2017 to July 2020

- Non-Independent Non-Executive Director of UEM Group Berhad from May 2017 to October 2018
- Independent Non-Executive Director of Pos Malaysia Berhad from December 2017 to April 2019
- Director, Universiti Telekom Sdn Bhd from March 2016 to December 2018
- Group Chief Executive Officer and Managing Director of Telekom Malaysia from April 2008 to April 2017
- Chief Executive Officer, Malaysia Business, Telekom Malaysia from 2007 to 2008
- Senior Vice President, Group Strategy and Technology, Telekom Malaysia from 2005 to 2007
- Independent Non-Executive Director, VADS Berhad from December 2004 to April 2005
- Chief Executive Officer, Lucent Technologies (Malaysia) Sdn Bhd from 2000 to 2002
- Director, Business Development Asia Pacific, Global One Communications from 1998 to 2000
- Senior General Manager, Maxis Communications from 1997 to 1998
- General Manager, Global Business, Telekom Malaysia from 1984 to1997

Membership of Board Committees in Maybank:
Nil

Shareholdings in Maybank
Nil

DATO' SRI KHAIRUSSALEH RAMLI
Non-Independent Executive Director
(President and Group Chief Executive Officer)
58 years of age
Malaysian

APPOINTMENT
1 May 2022

QUALIFICATION(S)
- Bachelor of Science in Business Administration, Washington University, USA
- Advanced Management Program, Harvard Business School, Harvard University, USA
- Fellow Chartered Banker, Asian Institute of Chartered Bankers

DIRECTORSHIPS

Present:
Within Maybank Group
- Executive Director / President and Group CEO of Maybank
- President Commissioner of PT Bank Maybank Indonesia Tbk
- Director of Maybank Singapore Limited

Other Companies/Bodies
- Director, Payments Network Malaysia Sdn Bhd
- Chairman, The Association of Banks in Malaysia
- Vice Chairman, Asian Institute of Chartered Bankers
- Director, Financial Industry Collective Outreach
- Member, Visa Asia Pacific Senior Client Council
- Co-Chairman, Emerging Markets Advisory Council of the Institute of International Finance

WORKING EXPERIENCE & PAST DIRECTORSHIPS
- Director, Cagamas Holdings Berhad from May 2022 to May 2024
- Group Managing Director, RHB Banking Group from May 2015 to March 2022
- Deputy Group Managing Director, RHB Banking Group from December 2013 to May 2015
- President Director and Chief Executive Officer, PT Bank Maybank Indonesia Tbk from January 2012 to November 2013
- Group Chief Financial Officer, Maybank from November 2008 to January 2012
- Group Chief Strategy Officer, Telekom Malaysia Berhad from April 2008 to October 2008
- Chief Executive Officer, TM Ventures from September 2006 to March 2008
- Chief Financial Officer, Bursa Malaysia Berhad from April 2004 to September 2006
- Senior Vice President, Finance and Strategy, Bursa Malaysia Berhad from 2002 to 2004
- Vice President, Planning and Development, Bursa Malaysia Berhad from 2001 to 2002
- Senior Manager, International Affairs, Bursa Malaysia Berhad from July 1998 to 2001
- Director, Corporate Services, Pigas Engineering Sdn Bhd from October 1997 to June 1998
- Executive Director, PB Futures Sdn Bhd from November 1995 to September 1997
- Research Analyst, PB Securities Sdn Bhd from 1994 to 1995
- Senior Operations Officer, Corporate Banking, Public Bank Berhad from 1990 to 1994

Membership of Board Committees in Maybank:

- Credit Review Committee (Member)
- Board Sustainability Committee (Member)
- Board Technology Committee (Member)

Shareholdings in Maybank

276,000 (direct)

FAUZIAH HISHAM *FCIS (CS) (CGP)*
Senior Independent Non-Executive Director
70 years of age
Malaysian

APPOINTMENT
15 May 2018

QUALIFICATION(S)
- Fellow Member of The Chartered Governance Institute, UK

WORKING EXPERIENCE AND DIRECTORSHIPS

Present:
Within Maybank Group
- Director of Maybank
- Chairman of Maybank Ageas Holdings Berhad
- Chairman of Etiqa International Holdings Sdn Bhd
- Chairman of Etiqa Insurance Pte Ltd

Other Companies/Bodies
- Director of Agensi Kaunseling dan Pengurusan Kredit (AKPK)
- Chairman of SME Committee, AKPK

Past:
- Chairman of Maybank Philippines Inc. from April 2019 to April 2024
- Member of the Small Debt Resolution Committee, Agensi Kaunseling dan Pengurusan Kredit from March 2015 to 31 December 2023
- Director of Hengyuan Refining Company Berhad from June 2017 to December 2023
- Director of Maybank Trustees Berhad from 22 July 2019 to 31 December 2022
- Director of HBOC Technologies (M) Sdn Bhd from April 1999 to August 2020
- Director of Maybank Philippines Inc. from September 2018 to April 2019
- Independent Non-Executive Chairman, J.P. Morgan Chase Bank Berhad from January 2015 to March 2018
- Independent Non-Executive Director, J.P. Morgan Chase Bank Berhad from October 2014 to March 2018
- Group Representative and Executive Director, Institutional Banking for Malaysia, Australia & New Zealand Banking Group Ltd, Malaysia Representative Office from May 2008 to July 2014
- Managing Director, Strategic Client Coverage Group, Standard Chartered Bank Malaysia Berhad from March 2006 to April 2008
- Chief Executive Officer, J.P. Morgan Chase Bank Berhad from February 2002 to February 2006

Membership of Board Committees in Maybank:
- Credit Review Committee (Chairman)
- Nomination and Remuneration Committee (Chairman)
- Risk Management Committee (Member)

Shareholdings in Maybank
21,435 ordinary shares (direct)
2,000 ordinary shares (indirect)

CHE ZAKIAH CHE DIN
Independent Non-Executive Director
66 years of age
Malaysian

APPOINTMENT
1 March 2018

QUALIFICATION(S)
Bachelor of Economics (Hons), University of Malaya, Malaysia

WORKING EXPERIENCE AND DIRECTORSHIPS

Present:
Within Maybank Group
- Director of Maybank
- Director of Maybank Investment Bank Berhad
- Director of Maybank Ageas Holdings Berhad
- Director of Maybank International Holdings Sdn Bhd
- Director of Etiqa International Holdings Sdn Bhd

Other Companies/Bodies
- Nil

Past:
- Chairman of the Board of Members of Maybank Securities Limited (Vietnam) from 15 October 2021 to 18 June 2025
- Director of FIDE Forum from 28 April 2021 to 19 June 2024
- Director of Maybank IBG Holdings Limited from 1 August 2019 to 31 January 2024
- Member of Investment Panel, Lembaga Tabung Angkatan Tentera from 1 November 2020 to 1 January 2022
- Public Interest Director, Federation of Investment Managers Malaysia from 27 November 2017 to 26 November 2021
- Chairman of the Supervisory Board, Maybank Securities Limited from 7 August 2020 to 15 October 2021
- Chairman of the Board of Members of Maybank Securities Limited from 22 February 2019 to 7 August 2020
- Director, Financial Conglomerates Supervision Department, Bank Negara Malaysia from 2004 to 2017
- Director, Development Financial Institutions Regulations Department, Bank Negara Malaysia from 2002 to 2004
- Deputy Director, Bank Regulations Department, Bank Negara Malaysia from 1998 to 2002
- Bank Supervision Department, Bank Negara Malaysia from 1984 to 1998
- Economics Department, Bank Negara Malaysia from 1982 to 1984

Membership of Board Committees in Maybank:
- Audit Committee (Member)
- Nomination and Remuneration Committee (Member)

Shareholdings in Maybank
Nil

SHARIFFUDDIN KHALID ***FCMA, CGMA***
Independent Non-Executive Director
60 years of age
Malaysian

APPOINTMENT
14 June 2018

QUALIFICATION(S)

- Fellow Member of the Chartered Institute of Management Accountants, UK

WORKING EXPERIENCE AND DIRECTORSHIPS

Present:

Within Maybank Group

- Director of Maybank
- Chairman of Maybank (Cambodia) Plc.
- Director of Maybank Islamic Berhad

Other Companies/Bodies

- Nil

Past:

- Director of Marine & General Berhad from 1 December 2017 to 31 December 2025
- Director of MCB Bank Limited from to 23 July 2019 to 13 May 2024
- Director of M&G Ship Management (L) Pte Ltd from 24 July 2018 to 4 August 2022
- Member of the Risk Management Committee of Yayasan Pembangunan Ekonomi Islam Malaysia (YaPEIM) from 1 August 2020 to 31 January 2022
- Director of Jasa Merin (Labuan) Plc from 24 July 2018 to 1 August 2021
- Director of M&G Tankers Sdn Bhd from 26 June 2018 to 1 August 2021
- Director of M&G Marine Logistics Holdings Sdn Bhd from 25 June 2018 to 1 August 2021
- Director, Malaysia International Islamic Finance Centre, Bank Negara Malaysia from 2008 to 2017
- Director, Strategic Communications, Bank Negara Malaysia from 2008 to 2017
- General Manager, Communications and Human Resource, Pengurusan Danaharta Nasional Berhad from 1998 to 2005
- Deputy General Manager, Business Development, Amanah Merchant Bank Berhad from 1994 to 1998

Membership of Board Committees in Maybank:

- Risk Management Committee (Chairman)
- Audit Committee (Member)
- Board Technology Committee (Member)

Shareholdings in Maybank
Nil

DATO' ZULKIFLEE ABBAS ABDUL HAMID
Independent Non-Executive Director
68 years of age
Malaysian

APPOINTMENT
15 August 2019

QUALIFICATION(S)
- Master of Business Administration, Southern Illinois University, USA
- Bachelor of Science in Marketing, Southern Illinois University, USA
- Advanced Management Program, Wharton School of Business, University of Pennsylvania, USA
- Fellow Chartered Banker, Asian Institute of Chartered Bankers

WORKING EXPERIENCE AND DIRECTORSHIPS

Present:

Within Maybank Group
- Director of Maybank
- Chairman of Maybank Islamic Berhad
- Commissioner of PT Bank Maybank Indonesia Tbk

Other Companies/Bodies
- Trustee of Tabung Pendidikan 1 Bilion

Past:
- Trustee of Yayasan Budiman Universiti Teknologi MARA from 7 November 2012 to 1 January 2025
- President/ Managing Director, Bank Kerjasama Rakyat Malaysia Berhad from April 2017 to April 2019
- Chief Executive Officer, Affin Holdings Berhad from 2014 to 2015
- Managing Director/Chief Executive Officer, Affin Bank Berhad from 2009 to 2015
- Director, Business Banking, Affin Bank Berhad from 2005 to 2009
- Chief Credit Officer, Malayan Banking Berhad from 2004 to 2005
- Various positions in Enterprise Banking, Corporate Banking, International Banking and Credit Management, Malayan Banking Berhad from 1981 to 2005

Membership of Board Committees in Maybank:
- Compliance Committee (Chairman)
- Nomination and Remuneration Committee (Member)
- Credit Review Committee (Member)

Shareholdings in Maybank
Nil

SHIRLEY GOH
Independent Non-Executive Director
66 years of age
Malaysian

APPOINTMENT
1 December 2021

QUALIFICATION(S)
- Member of The Malaysian Institute of Certified Public Accountants
- Member of the Malaysian Institute of Accountants

DIRECTORSHIPS

Present:
Within Maybank Group
- Director of Maybank
- Chairman of Maybank Trustees Berhad
- Director of Maybank Asset Management Group Berhad
- Director of Maybank Asset Management Sdn Bhd
- Director of Maybank (Cambodia) Plc

Other Companies/Bodies
- Director of IOI Properties Group Berhad
- Director of Perennial Wealth Sdn Bhd

Past:
- Director of UEM Edgenta Berhad from 1 July 2021 to 31 August 2023
- Director of IJM Plantations Berhad from 22 September 2020 to 7 December 2021

Membership of Board Committees in Maybank:
- Audit Committee (Chairman)
- Board Sustainability Committee (Member)
- Board Technology Committee (Member)

Shareholdings in Maybank
11,190 ordinary shares (indirect)

DATUK YEE YANG CHIEN
Non-Independent Non-Executive Director
58 years of age
Malaysian

APPOINTMENT
24 November 2023

QUALIFICATION(S)
Double Degree in Accounting / Financial Management & Economics, University of Sheffield, UK

WORKING EXPERIENCE AND DIRECTORSHIPS

Present:
Within Maybank Group
- Director of Maybank
- Chairman of Maybank Singapore Limited

Other Companies/Bodies
- Director of Uber Motors Technik Sdn Bhd

Past:
- President / Group Chief Executive Officer, MISC Berhad from January 2015 to September 2022
- Chief Operating Officer, MISC Berhad from July 2013 to December 2014
- Vice President, Corporate Planning, MISC Berhad from April 2008 to June 2013
- Group Vice President, Corporate Planning, AET Group from June 2005 to March 2008
- Head of Research, KL City Research Sdn Bhd from June 2003 to May 2005
- Senior Manager, Research and Evaluation, Corporate Planning and Development Unit, MISC Berhad from November 2001 to May 2003
- Head of Research, HLG Capital Berhad from July 1999 to November 2001
- Business Development Manager, Muhibbah Engineering (M) Sdn Bhd from November 1997 to June 1999
- Analyst, SocGen-Crosby Research (M) Sdn Bhd from October 1996 to November 1997
- Analyst, K&N Kenanga Berhad from April 1996 to October 1996
- Analyst, Peregrine Services Sdn Bhd from April 1995 to March 1996
- Analyst, Arab-Malaysian Securities Sdn Bhd from November 1993 to April 1995
- Internal Auditor, Arab-Malaysian Merchant Bank Berhad from June 1991 to November 1993
- Audit Assistant, KPMG Peat Marwick from September 1990 to May 1991

Membership of Board Committees in Maybank:
- Nomination and Remuneration Committee (Member)
- Credit Review Committee (Member)
- Compliance Committee (Member)
- Board Technology Committee (Member)

Shareholdings in Maybank
47,414 (indirect)

CHIAM SOU HONG
Independent Non-Executive Director
66 years of age
Malaysian

APPOINTMENT
5 August 2024

QUALIFICATION(S)
- LLM, University of Cambridge, UK
- LLB (Hons), University of Lancaster, UK
- Fellow of the Asian Institute of International Financial Law, University of Hong Kong
- Fellow of The Hong Kong Institute of Directors

WORKING EXPERIENCE AND DIRECTORSHIPS

Present:
Within Maybank Group
- Director of Maybank
- Director of Maybank Philippines Inc.

Other Companies/Bodies
- Director of Artkin Limited

Past:
- Managing Director, Head of Regulatory Affairs of Asia Pacific, General Counsel Division, Credit Suisse (Hong Kong) Limited from 2019 to 2023
- Head of Regulatory Affairs and Policy of Asia Pacific, Regulatory Compliance and Financial Crime Compliance, The Hong Kong and Shanghai Banking Corporation Limited from 2015 to 2019
- Director and Chief Executive Officer of Financial Dispute Resolution Centre, Hong Kong from 2012 to 2014
- Deputy Principal Government Counsel (Mediation) of Department of Justice, Hong Kong from 2008 to 2011
- Lecturer at the Law Faculty of Chinese University of Hong Kong from 2008 to 2009
- Senior Legal Counsel, Head of Legal of New Zealand Funds Management Limited from 2002 to 2007
- Senior Legal Counsel & Head of Human Rights Policy Unit of Human Rights Commission New Zealand from 1999 to 2002
- Senior Crown Counsel, Commercial Crimes Unit, Prosecutions Division of the Attorney General's Chambers, Hong Kong from 1989 to 1997
- Barrister & Solicitor at Chooi & Company, Barristers & Solicitors, Malaysia from 1984 to 1989

Membership of Board Committees in Maybank:
- Board Sustainability Committee (Chairman)
- Credit Review Committee (Member)
- Compliance Committee (Member)

Shareholdings in Maybank
Nil

VITTORIO FURLAN
Independent Non-Executive Director
50 years of age
Italian and Australian

APPOINTMENT
5 August 2024

QUALIFICATION(S)
- Master of Business Administration in Strategic Management, University of New South Wales, Australia
- Bachelor in Computer Science, University of Milan, Italy

WORKING EXPERIENCE AND DIRECTORSHIPS

Present:
Within Maybank Group
- Director of Maybank

Other Companies/Bodies
- Director of Forefront Tech Holdings Acquisition Corp
- Director of Foray Advisory Sdn Bhd

Past:
- Regional Head of Business Operations, Axiata Digital Advertising from 2021 to 2022
- Regional Head of Business Insights, Axiata Digital Advertising from 2018 to 2021
- Director, Advisory - Data & Analytics, Internal Audit and Cybersecurity, EY Advisory (Australia and Malaysia) from 2015 to 2018
- Senior Consulting Manager, Accenture Digital (UK and Australia) from 2004 to 2015
- Associate of Technology, Sapient from 2001 to 2004
- Logistics Ensign, Italian Navy from 2000 to 2001

Membership of Board Committees in Maybank:
- Board Technology Committee (Chairman)
- Audit Committee (Member)
- Risk Management Committee (Member)
- Nomination and Remuneration Committee (Member)

Shareholdings in Maybank
Nil

ROHAYA MOHAMMAD YUSOF
Independent Non-Executive Director
60 years of age
Malaysian

APPOINTMENT
1 February 2026

QUALIFICATION(S)

- Bachelor of Commerce (Accountancy), The Australian National University, Canberra, Australia
- Associate Member of Certified Practising Accountant, Australia
- Advanced Management Programme, INSEAD, France

WORKING EXPERIENCE AND DIRECTORSHIPS

Present:
Within Maybank Group

- Director of Maybank

Other Companies/Bodies

- Director of Tenaga Nasional Berhad
- Director of Malaysia Airports Holdings Berhad
- Director of Gateway Development Alliance Sdn Bhd
- Director of Istanbul Sabiha Gokcen Uluslararasi Havalimani Yatirim Yapim ve Isletme A.S.
- Director of SGC Havalimani Islermeleri Ticaret Ve Turizm A.S.
- Chairman of Investment Panel of Kumpulan Wang Persaraan (Diperbadankan) (KWAP)

Past:

- Chief Investment Officer, Employees Provident Fund Malaysia (EPF) from January 2020 to November 2025
- Head, Private Markets, EPF from April 2017 to December 2019
- Head, Capital Markets, EPF from June 2011 to March 2017
- Head, Corporate Finance & Debt Markets, EPF from October 2008 to May 2011
- Executive Vice President, Corporate Investment Banking, Maybank Investment Bank Berhad (MIBB) (previously known as Aseambankers Malaysia Berhad) from July 2005 to September 2008
- Executive Vice President, Corporate Finance, (MIBB) from July 1990 to June 2005
  Financial Consultant, Audit Division, Arthur Andersen & Co. (now Ernst & Young) from January 1988 to June 1990

Membership of Board Committees in Maybank:

- Compliance Committee (Member)
- Board Sustainability Committee (Member)
- Risk Management Committee (Member)

Shareholdings in Maybank
100,493 (direct)

Changes of Board of Directors during the Financial Year

(i) Dr Hasnita Dato' Hashim stepped down as an INED on 30 June 2025.
(ii) Mr Anthony Brent Elam stepped down as an INED on 14 November 2025.

Roles and Responsibilities of the Board

The Board has the responsibility to approve and periodically review the overall business strategies and significant policies of the Group premised on sustainability, and to promote ethical conduct in business dealings, understand the major risks faced by the Group, set acceptable levels of risk taking and ensure that the senior management takes the necessary steps to identify, measure, monitor and control these risks. The Board also approves the organisational structure and ensures that senior management monitors the effectiveness of the internal control system. Among the primary obligations of the Board are as follows:

(a) To approve Group strategy, business plans and the annual budget and its half-yearly review.
(b) To ensure the necessary resources are in place for the Group to meet its objectives.
(c) To review the performance of the senior management.
(d) To approve the recruitment, appointment, promotion, confirmation and termination of service, as well as the remuneration package, compensation and benefits policies and the terms and conditions, including the job grade, of executives in key management positions.
(e) To establish and approve policies with Group-wide applicability, which include Human Capital, Information Technology, Property, Procurement, Communications, Reporting, Funding, Capital Allocation/Raising, Risk Management, and Regulatory Compliance etc.
(f) To approve changes to the corporate organisation structure of the Group.
(g) To determine the general composition of the Board (size, skills and balance between executive directors and non-executive directors) to ensure the requisite diversity of skills, experience, gender, qualifications and other core competencies.
(h) To approve a framework of remuneration for Directors, covering fees, allowances and benefits in-kind (Directors of all boards and committees).
(i) To approve policies pertaining to corporate image, brand management, community relations, investor relations and shareholder communication programmes.
(j) To ensure the Group has a beneficial influence on the economic well-being of the communities within which it operates, especially via oversight of Maybank Foundation, and endorse its initiatives and programmes.
(k) To approve a Leadership Development Framework for the Group, and to ensure that succession plans for senior management and Directors are in place across the Group.
(l) To ensure the Board is supported by a suitably qualified and competent Company Secretary.
(m) To ensure Board members have access to appropriate education and training programmes to keep abreast of the latest industry developments, and as may be prescribed by the regulatory authorities from time to time.
(n) To approve the Group's financial statement (ensure the reliability of the same) including the declaration and payment of dividend and application of the Dividend Reinvestment Plan (DRP) (where applicable).

BOARD COMMITTEES

Audit Committee of the Board (ACB)

Members:
(i) Ms Shirley Goh - Independent Non-Executive Director (Chairman)
(ii) En. Shariffuddin Khalid - Independent Non-Executive Director
(iii) Ms Che Zakiah Che Din - Independent Non-Executive Director
(iv) Mr Vittorio Furlan - Independent Non-Executive Director

The ACB was established by the Board to assist in the execution of its governance and oversight responsibilities, including assessment of the adequacy of the Group's internal control system through the internal audit function. The ACB also determines the criteria for selecting, monitoring and assessing the external auditor, and makes recommendations to the Board on the appointment, re-appointment and removal of the external auditor. It also reviews the scope and results of the external audits and the independence and objectivity of the external auditor. Additionally, the ACB is responsible for reviewing all conflict of interest situations and related party transactions and keeping the Board informed of such transactions as well as of the findings and conclusions of its reviews.

The responsibilities of the ACB are set out in its TOR which is published on Maybank Group's corporate website at www.maybank.com.

Notes:
(i) Ms Chiam Sou Hong stepped down as member of the ACB on 17 September 2025

Nomination and Remuneration Committee (NRC)

Members:
(i) Puan Fauziah Hisham (Chairman) - Senior Independent Non-Executive Director
(ii) Dato' Zulkiflee Abbas Abdul Hamid - Independent Non-Executive Director
(iii) Datuk Yee Yang Chien - Non-Independent Non-Executive Director
(iv) Ms Che Zakiah Che Din - Independent Non-Executive Director
(v) Mr Vittorio Furlan - Independent Non-Executive Director

The NRC was established by the Board to implement its policies and procedures in respect of Board composition, appointment of Directors and Board evaluation as well as to review and recommend matters relating to the remuneration of the Board and the senior management of the Group.

The responsibilities of the NRC are set out in its TOR which is published on Maybank Group's corporate website at www.maybank.com.

Notes:
(i) Dr. Hasnita Dato' Hashim stepped down as Chairman and member of the NRC on 30 June 2025
(ii) Puan Fauziah Hisham was re-designated as Senior Independent Non-Executive Director and Chairman of the NRC with effect from 1 July 2025
(iii) Ms Che Zakiah Che Din and Mr Vittorio Furlan were appointed as members of the NRC with effect from 1 July 2025

Risk Management Committee (RMC)

Members:

(i) En Shariffuddin Khalid - Independent Non-Executive Director*
(ii) Puan Fauziah Hisham - Senior Independent Non-Executive Director
(iii) Mr Vittorio Furlan - Independent Non-Executive Director

The RMC assumes responsibility for the Group’s risk oversight and any approved policies and frameworks formulated to identify, measure and monitor various risk components amongst others, credit risk, market risk, liquidity risk and non-financial risk.

The responsibilities of the RMC include the following:

(a) To oversee Maybank Group's enterprise-wide risk management programme, its strategic initiatives, risk tolerance and risk appetite limits, emerging risk issues as well as internal control systems (other than internal financial control systems).
(b) To review management risk reports on risk exposure, risk portfolio composition and risk management activities on a periodic basis.
(c) To ensure that the risk exposures and risk outcomes of the overall remuneration system for Maybank are adequately considered.
(d) To review and ensure a consistent risk management culture within Maybank Group (values, beliefs, knowledge, attitudes and understanding about risk).

Notes:
(i) Mr Anthony Brent Elam stepped down as the Chairman of the RMC on 14 November 2025
(ii) Dr. Hasnita Dato’ Hashim stepped down as a member of the RMC on 30 June 2025
*(iii) *En Shariffuddin Khalid was re-designated as the Chairman of the RMC with effect from 1 January 2026*

Credit Review Committee (CRC)

Members:
(i) Puan Fauziah Hisham (Chairman) - Senior Independent Non-Executive Director
(ii) Dato’ Sri Khairussaleh Ramli - Non-Independent Executive Director and President and Group CEO
(iii) Dato’ Zulkiflee Abbas Abdul Hamid - Independent Non-Executive Director
(iv) Datuk Yee Yang Chien - Non-Independent Non-Executive Director
(v) Ms Chiam Sou Hong - Independent Non-Executive Director

The CRC is tasked by the Board to review, with power to object or support, all loan applications approved by the Group Management Credit Committee (GMCC) and Group Wealth Management Credit Committee (GWMCC) that are above their Credit Authority Limits.

In relation to the proposals which would need final approval by the Board, these proposals would be reviewed by the CRC, prior to recommendation to the Board. The CRC is also entrusted to review any Director or staff-related loans as well as policy loans.

The responsibilities of the CRC include the following:

(a) To affirm or veto all new or additional credits to counterparty groups as per the Credit Authority Limits as delegated by Maybank Group's Board of Directors (the Group Board).

(b) To recommend to the Group Board / Maybank Islamic Berhad Board for credits to Connected Parties as per the Maybank Group Management of Connected Parties risk document.

(c) To approve credits to Connected Parties as per the Credit Authority Limits specified in the Maybank Group Management of Connected Parties risk document.

(d) To be updated on the account strategies, including but not limited to the global limits comprising existing and proposed limits, discussion on risks, business opportunities, competitive landscape and industry dynamics, as well as economic returns of counterparty groups with exposures based on thresholds to be determined by the Committee from time to time.

(e) To provide oversight on the following:
   - (i) The Group's credit portfolio, especially of material or high risk, by Country, Business, sector/market and product (including complex products such as structured or project finance);
   - (ii) The Group's portfolio of classified, rescheduled and restructured, impaired credits; as well as a summary report of the provisions, recoveries and write-offs; and
   - (iii) The entire credit management function covering, but not limited to asset quality, rating migration, portfolio monitoring, Credit Risk Reviews, risk infrastructure and resources in alignment with the Group's approved credit risk appetite.

(f) To carry out such other responsibilities as may be delegated to it by the Group Board from time to time.

Notes:

(i) Ms Che Zakiah Che Din stepped down as a member of the CRC on 1 July 2025

Compliance Committee of the Board (CCB)

Members:

(i) Dato' Zulkiflee Abbas Abdul Hamid (Chairman) - Independent Non-Executive Director

(ii) Datuk Yee Yang Chien - Non-Independent Non-Executive Director

(iii) Ms Chiam Sou Hong - Independent Non-Executive Director

The overall objective of the CCB is to ensure that compliance risk management is given the needed attention at the highest level for the effective management of regulatory compliance to support business growth in line with the Group's aspirations and risk appetite. The role of the CCB, among others, is to review and assess the adequacy of infrastructure, resources and systems to manage compliance risk across the Group and recommend improvements to ensure effectiveness of the compliance framework.

The responsibilities of the CCB include the following:

a. Compliance Function

(i) To deliberate and review Maybank Group's Compliance Framework and Maybank Group's compliance policies, and provide recommendations to the Board for approval; thereafter assist the Board to oversee the implementation of the framework and policies in managing compliance risks.
(ii) To review, deliberate and oversee the compliance plan and strategy of the Group.
(iii) To ensure that the Compliance function is provided with appropriate standing, authority and independence, and that it is supported with sufficient resources, including competent officers able to perform their duties effectively.
(iv) At least annually, evaluate the effectiveness of the Group's overall management of compliance risk, having regard to assessments of senior management and internal audit, as well as the Group Compliance team and recommend improvement needed to the Board.
(v) To review the Compliance Report / periodic reports presented on the compliance status of the Bank and the Group, benchmarking against updates on regulatory trends and requirements, prior to submission to the Board. This includes any incidents of regulatory breaches / significant control gaps / emerging issues that have been made known or escalated to Group Compliance.

b. Appointment, Performance, Termination and Remuneration

(i) To review and recommend for Board's approval (in consultation with the NRC), the appointment, performance, remuneration and termination of the Group Chief Compliance Officer.
(ii) To review the performance of the senior team of Group Compliance including their remuneration and annual increment.

c. Integrity and Governance Unit ("IGU")

(i) To provide oversight on the compliance to anti-bribery and corruption regulations and policy within the Group.
(ii) To review Organisational Anti-Corruption Plan and provide recommendations to the Board for approval and thereafter, assist the Board to oversee the implementation.
(iii) To review and monitor the effectiveness of the IGU in carrying out its functions and objectives.
(iv) To review and recommend for Board's approval the IGU Semi-Annual Report prior to submission to the Malaysian Anti-Corruption Commission (MACC).

To carry out other responsibilities as delegated to it by the Board from time to time.

Notes:
(i) Mr Anthony Brent Elam stepped down as a member of the CCB on 14 November 2025

Board Sustainability Committee (BSC)

Members:
(i) En Shariffuddin Khalid (Chairman) - Independent Non-Executive Director*
(ii) Dato' Sri Khairussaleh Ramli - Non-Independent Executive Director and President and Group CEO
(iii) Ms Shirley Goh - Independent Non- Executive Director
(iv) Ms Chiam Sou Hong - Independent Non- Executive Director#

Key responsibilities of the BSC include the following:

(a) To oversee the Group's overall strategy on sustainability, which includes reviewing the Group's sustainability governance framework, strategies, priorities and targets to ensure alignment with the Group's commitment towards sustainability and to recommend to the Board for its approval, material amendments, changes and/or variations to be made to such framework and strategies.
(b) To review and monitor the effectiveness and impact of the Group's sustainability strategies, principles and practices and recommend their adoption.
(c) To oversee the integration and institutionalisation of sustainability considerations into business strategies and activities of the Group; and ensure that sustainability considerations, including related risks and opportunities, are taken into account when developing and implementing business plans, strategies and the risk management framework.
(d) To recommend material sustainability plans and matters for Board's approval, subsequently oversee their implementation.
(e) To review and recommend to the Board sustainability-related policies for adoption, subsequently monitor the effectiveness of the implemented policies.
(f) To review and recommend the Group's sustainability disclosures as required by law and/or rules to the Board for approval.

Notes:
(i) Dr Hasnita Dato' Hashim stepped down as a member of the BSC on 30 June 2025
*(ii) * Encik Shariffuddin Bin Khalid stepped down as the Chairman and as a member of the BSC with effect from 1 February 2026*
(iii) #Ms Chiam Sou Hong was appointed as a member of the BSC with effect from 17 September 2025 and was re-designated as the Chairman of the BSC with effect from 1 February 2026

Board Technology Committee (BTC)

Members:
(i) Mr Vittorio Furlan - Independent Non-Executive Director (Chairman)
(ii) Dato' Sri Khairussaleh Ramli - Executive Director and President and Group CEO
(iii) En Shariffuddin Khalid - Independent Non-Executive Director
(iv) Ms Shirley Goh - Independent Non- Executive Director
(v) Datuk Yee Yang Chien - Non-Independent Non-Executive Director

Key responsibilities of the BTC include the following:

(a) To review and endorse the Group's technology strategy.

(b) To oversee third-party technology vendor relationships and ensured sound risk management practices.
(c) To monitor operational resilience, focusing on system availability, stability, and emerging cyber and technology trends.
(d) To support the integration of technology into customer-facing solutions to enhance engagement, satisfaction, and loyalty.
(e) To evaluate and strengthen business continuity and disaster recovery plans for effective recovery from disruptions.
(f) To develop governance frameworks for technology-related decisions aligned with the Group's strategic goals.
(g) To manage risks associated with talent shortages and critical IT skills.

Notes:
(i) Tan Sri Dato’ Sri Ir. Zamzamzairani Mohd Isa stepped down as the Chairman of the BTC on 1 July 2025
(ii) Mr Vittorio Furlan was re-designated as the Chairman of the BTC with effect from 1 July 2025
(iii) Mr Anthony Brent Elam stepped down as a member of the BTC on 14 November 2025

BOARD AND BOARD COMMITTEE MEETINGS AND DIRECTORS ATTENDANCE FOR FINANCIAL YEAR 2025

Director	Board Number of Meetings			BSC Number of Meetings			CRC Number of Meetings		
	Held	Attended	%	Held	Attended	%	Held	Attended	%
Tan Sri Dato’ Sri Ir. Zamzamzairani Mohd Isa (TSZ)[1]	17	17	100	-	-	-	-	-	-
Dato’ Sri Khairussaleh Ramli (DKR)	17	17	100	5	5	100	14	14	100
Dr Hasnita Dato’ Hashim (DHH)[2]	7	7	100	2	2	100	-	-	-
Mr Anthony Brent Elam (ABE)[3]	14	14	100	-	-	-	-	-	-
Ms Che Zakiah Che Din (CZ)[4]	17	17	100	-	-	-	6	6	100
Puan Fauziah Hisham (FH)	15	17	88	-	-	-	14	13	93
En Shariffuddin Khalid (SK)	17	17	100	5	5	100	-	-	-
Dato’ Zulkiflee Abbas Abdul Hamid (DZA)	17	17	100	-	-	-	14	14	100
Ms Shirley Goh (SG)	17	17	100	5	5	100			
Datuk Yee Yang Chien (DY)	17	17	100	-	-	-	14	14	100
Ms Chiam Sou Hong (CSH)[5]	17	17	100	2	2	100	14	14	100
Mr Vittorio Furlan (VF)[6]	17	17	100	-	-	-	-	-	-

Director	RMC Number of Meetings			NRC Number of Meetings			ACB Number of Meetings		
	Held	Attended	%	Held	Attended	%	Held	Attended	%
Dr Hasnita Dato' Hashim[2]	6	6	100	8	8	100	-	-	-
Mr Anthony Brent Elam[3]	11	11	100	-	-	-	-	-	-
Ms Che Zakiah Che Din[4]	-	-	-	5	5	100	17	17	100
Puan Fauziah Hisham	11	11	100	13	13	100	-	-	-
En Shariffuddin Khalid	11	11	100	-	-	-	17	17	100
Dato' Zulkiflee Abbas Abdul Hamid	-	-	-	13	13	100	-	-	-
Ms Shirley Goh	-	-	-	-	-	-	17	17	100
Datuk Yee Yang Chien	-	-	-	13	13	100	-	-	-
Ms Chiam Sou Hong[5]	-	-	-	-	-	-	12	12	100
Mr Vittorio Furlan[6]	11	11	100	5	5	100	17	17	100

Director	CCB Number of Meetings			BTC Number of Meetings		
	Held	Attended	%	Held	Attended	%
Tan Sri Dato' Sri Ir. Zamzamzairani Mohd Isa[1]	-	-	-	6	6	100
Dato' Sri Khairussaleh Ramli	-	-	-	12	12	100
Mr Anthony Brent Elam[3]	9	9	100	11	11	100
Ms Che Zakiah Che Din[4]	-	-	-	-	-	-
En Shariffuddin Khalid	-	-	-	12	12	100
Dato' Zulkiflee Abbas Abdul Hamid	10	10	100	-	-	-
Ms Shirley Goh	-	-	-	12	12	100
Datuk Yee Yang Chien	10	10	100	12	12	100
Ms Chiam Sou Hong[5]	10	10	100	-	-	-
Mr Vittorio Furlan[6]	-	-	-	12	12	100

Notes:

[1] *Stepped down as Chairman/member of the BTC on 1 July 2025*

[2] *Stepped down as an INED and Chairman/member of the NRC, member of the RMC and BSC on 30 June 2025*

[3] *Stepped down as an INED and Chairman/member of the RMC, member of the CCB and BTC on 14 November 2025*
[4] *Appointed as a member of the NRC and stepped down as a member of the CRC with effect from 1 July 2025*
[5] *Stepped down as a member of ACB and appointed as a member of the BSC with effect from 17 September 2025*
[6] *Appointed as a member of the NRC with effect from 1 July 2025*

TRAINING AND EDUCATION ATTENDED BY THE BOARD DURING FINANCIAL YEAR 2025

Areas of Training	Mode of Training	Hour(s)	Attended by Directors	Total Hours
Forum Ekonomi Malaysia 2025 (FEM2025)	Conference	8.00	TSZ, DKR, DHH, CZ, FH, SK, DZA, CSH, VF	72.00
		6.00	SG	6.00
Special Lecture on Global Events & Financial Industry Outlook	Seminar	2.75	FH, DZA, CSH	8.25
Islamic Finance for Board of Directors (IF4BOD)	Seminar	14.00	VF	14.00
Maqasid Al-Shariah & Sustainability: A Game-Changer for Islamic Finance	Webinar	8.00	FH	8.00
Stabilise, Safe-Haven Currency and the Secrets of Private Bank: A Swiss Tale	Seminar	1.00	CSH	1.00
The Challenges of Operating a Digital Money Lending Business	Webinar	1.00	CSH	1.00
Navigating the Climate Landscape in Asia Pacific: Climate Mitigation Strategies for Banks in the Region	Webinar	1.00	CSH	1.00
Bank Negara Malaysia – Annual Report 2024, Economic and Monetary Review 2024 and Financial Stability Review for Second Half 2024	Conference	1.50	FH, CZ, DZA, DY, CSH	7.50
Tokenising Financial Assets – What Financial Leaders Need to Know Today	Seminar	1.00	FH, CSH	2.00
Banking for a Better Future: Advancing Gender Equality for Healthy and Inclusive Economics	Webinar	1.00	CSH	1.00
Areca Investors' Forum 2025	Forum	5.00	SG, CSH	10.00
Fortune ASEAN-GCC-China Economic Forums 2025	Forum	11.00	DKR, CSH	22.00
Sustainable Finance	Seminar	8.00	CSH	8.00
Learnings from Europe's Fastest Growing Startup – Allica Bank	Seminar	2.00	TSZ, DKR, DHH, ABE, CZ, FH, SK, DZA, SG, DY, CSH, VF	24.00
Invest ASEAN-Malaysia Conference 2025	Conference	8.00	FH, CZ, SK, SG	32.00
		5.00	DKR, DZA	10.00
FIDE Core - Modules A & B (Bank)	Workshop	64.00	CSH, VF	128.00

Navigating the State of Semiliquid Funds in 2025	Webinar	1.00	CSH	1.00
Maybank Private Wealth Forum 2H2025 – Positioning Ahead: Turning Market Shifts into Opportunity	Forum	4.00	DY, CSH	8.00
Gateway to Southeast Asia Forum – Trade, Investment and Cross-Cultural Management Amid Global Uncertainty	Forum	2.00	CSH	2.00
BNM – Hard Launch of Tun Ismail Ali Centre of Excellence – • The Impact of Financial Innovation on Central Banking • Financial Design Innovation to Improve Policy Implementation: Auto Open Market Operations Bond and Retirement Security Bond	Forum	4.00	CSH	4.00
National Resolution Symposium 2025	Conference	16.00	SK, CSH	32.00
Elevating Supply Chain and Finance Operations to the Modern Pace of Business	Webinar	1.00	CSH	1.00
Khazanah Megatrends Forum 2025 – Debugging Uncertainty (Lessons from the Grasshopper and the Ant on the Living with Risk)	Forum	16.00	TSZ, FH	32.00
The Hong Kong Institute of Bankers (HKiB) Annual Banking Conference	Virtual Conference	8.00	CSH	8.00
Budget 2026 – An Exclusive Session with Ybhg. Datuk Johan Mahmood Merican, Secretary General of Treasury, MOF, Malaysia	Webinar	1.25	FH, CSH	2.50
Economic Outlook, 2026 - Steadying the Compass: Malaysia's Growth, Reform and Global Realities	Seminar	2.50	FH, SK, CSH	7.50
Connectivity in Corporate and Prudential Reporting: Insights for Financial Institutions	Webinar	1.00	CSH	1.00
Rare Earths and The Art of War: Xi's Tai Chi with Trump	Webinar	3.50	FH	3.50
Maybank Asset Management Group (MAMG) Market Outlook 2026 – Charting the New Era, Investing Beyond Cycles	Seminar	3.50	FH, SG, DY	10.50
Navigating the New World Disorder – A View from the Dismal Science	Seminar	2.50	FH	2.50
Directors Training: Shariah, Sustainability and Compliance	Workshop	4.00	SG	4.00
PayNet Board Retreat - The Role of Bank for International Settlement Innovation Hub in Shaping the Future of Payments	Workshop	1.00	DKR	1.00

Life and General Insurance Markets in Philippines, Indonesia and Cambodia	Seminar	1.50	FH, CZ	3.00
Directors' Training Program 2025 - The Insurance Horizon: Trends Shaping SEA's Future	Webinar	2.00	FH, CZ	4.00
Directors' Training Program 2025 – Takaful Governance for Boards: Shariah & Strategy	Webinar	2.00	FH, CZ	4.00
EIHSB Offsite Strategy Meeting, Manila – "Regional Updates on Life and Non-Life Segments" by Millman Southeast Asia	Workshop	11.00	FH, CZ	22.00
MAHB Offsite Strategy Meeting 2025 – Optimising Capital & Resources – IT Highlights & Readiness by Millman	Workshop	8.00	FH, CZ	16.00
The State of Generative AI in the Enterprise: Generating a New Future	Webinar	1.00	CSH	1.00
University of Hong Kong (HKU) - AI for Cognitive Neuroscience: Promise and Challenges [by State Key Laboratory of Brain & Cognitive Sciences]	Webinar	1.50	CSH	1.50
Cyber Risk & Security Awareness Session by Mandiant & Trellix	Seminar	2.00	TSZ, DKR, DHH, ABE, CZ, FH, SK, DZA, SG, DY, CSH, VF	24.00
Governance of Generative AI	Seminar	4.00	DZA	4.00
From Deepseek to Perplexity – How Lawyers can Leverage Breakthroughs in AI	Webinar	1.50	CSH	1.50
Guideline on Cybersecurity by Insurance Authority	Seminar	2.00	CSH	2.00
17th International Conference on Cyber Conflict: The Next Step – Tallinn, Estonia	Conference	24.00	VF	24.00
Public Sector Technology Innovation Summit 2025	Seminar	8.00	SK	8.00
Evolution of Banking Model: Traditional – Digital – Virtual; FinTech: Serene; NatWest Data Transformation & Core Banking	Seminar	2.00	TSZ, DKR, DHH, ABE, CZ, FH, SK, DZA, SG, DY, CSH, VF	24.00
The Art of the Possible in AI	Seminar	2.50	TSZ, DKR, DHH, ABE, CZ, FH, SK, DZA, SG, DY, CSH, VF	30.00
AWS Cloud Day Philippines – Track 1: Data Analytics & AI	Forum	4.00	CSH	4.00
Digital Transformation in the Age of AI – AI Ready Infrastructure & Digital Core	Webinar	0.25	CSH	0.25

Cloud Conundrum: How to Navigate Today’s Cloud Transformation Complexities	Webinar	0.25	CSH	0.25
OpenAI Executive Summit, Singapore	Summit	4.00	VF	4.00
Token2049 Singapore 2025	Conference	19.00	CSH	19.00
		10.00	VF	10.00
Stablecoin Summit 2025	Summit	8.00	VF	8.00
Recalibrating Cybersecurity Risk in the Age of AI – Insights from the APAC Market	Webinar	0.25	CSH	0.25
Regional Content Strategies in the Age of AI	Webinar	0.75	CSH	0.75
Keynote by Ben Legg: The Future of Marketing – Innovate or Perish	Webinar	0.50	CSH	0.50
Now. Next. Later. Making the Right Moves in B2B Marketing	Webinar	0.25	CSH	0.25
The Nexus of Regulation & Board Governance, Achieving Cyber Resilience	Webinar	2.00	CZ	2.00
AI-Powered Leadership Conference	Conference	8.00	SK	8.00
PayNet Board Retreat - Adversarial Threats from AI	Workshop	1.00	DKR	1.00
The Front-Runners’ Guide to Scaling AI - Lessons from Industry Leaders	Seminar	2.00	DY, CSH	4.00
Annual Cybersecurity Awareness	Seminar	2.00	TSZ, DKR, FH, CZ, SK, DZA, SG, DY, CSH, VF	20.00
The Future of Content Marketing in an AI-Driven World	Webinar	0.75	CSH	0.75
Strengthen Data Security for Tomorrow’s Resilience Defense	Webinar	1.00	CSH	1.00
Directors Masterclass Series – Carbon Pricing & Markets: EU Insight and Implication for Malaysia	Webinar	1.50	CSH	1.50
National Climate Governance Summit (NCGS) 2025: Transition Finance: The Foundation of the Transition Economy	Seminar / Webinar	18.00	CSH	18.00
Mandatory Accreditation Programme Part II – Leading for Impact (LIP)	Webinar	16.00	CSH, VF	32.00
EU Sustainable Finance Data Architecture: EBA’s Pillar 3 Data Hub	Webinar	1.00	CSH	1.00
Food Security in the Face of Climate Change – The Next Green Revolution	Seminar	1.00	CSH	1.00
Climate First…Or Last?	Seminar	1.50	DY, CSH	3.00
Pollution Reduction and Management in Banking: Guidance for the Agriculture and Building & Construction Sector	Webinar	1.25	CSH	1.25
Assessing and Disclosing Physical Climate Risks for Financial Institutions: A Key Step Towards Climate Adaptation	Webinar	1.00	CSH	1.00

Climate Transaction in 2025: Regulatory Frameworks and Beyond	Webinar	1.00	CSH	1.00
Climate Governance Malaysia - Global Summit 2025	Summit	11.00	SG, CSH	22.00
CSS Research Day – From Principle to Practice: Advancing Sustainability Together	Seminar	5.00	CSH	5.00
Etiqa Sustainability Day 2025 – The ESG Reset Panel Session: Reinvent, Rebrand or Retreat?	Seminar	2.00	FH	2.00
		1.25	CSH	1.25
Controversy Rating in the Age of Double Materiality [APAC Edition]	Webinar	0.75	CSH	0.75
CGM Nuclear Webinar Series, Ep.5: Climate Efficiency of Nuclear Energy	Webinar	1.50	FH	1.50
Etiqa Sustainability Day 2025 – The ESG Reset Panel Session: Reinvent, Rebrand or Retreat?	Seminar	2.00	FH	2.00
Institute of International Finance - Maybank Sustainable Finance Forum 2025	Forum	8.00	SK, SG, CSH	24.00
Climate Action and Human Rights: Practical Pathways for Financial Institutions	Webinar	1.25	CSH	1.25
Financing the Clean Industrial Deal	Webinar	1.50	CSH	1.50
HKU – Risk Management in Construction and Real Estate	Seminar	1.00	CSH	1.00
Masterclass: Navigating High-Tech Financial Crime: Key Risks and Board Responsibilities	Seminar	4.00	FH, SK	8.00
FY2025 Annual MAHB Board Risk Landscape Workshop	Workshop	2.50	CZ, FH	5.00
Emerging Strategies Risks and Mitigation Strategies for 2025: Exclusive Board and C-Suite Brief	Seminar	4.00	CSH	4.00
Maybank Annual Board Risk Workshop • Economic Outlook • Financial Crime in a Disruptive World by PwC • Operational Resilience by Oliver Wyman • Cloud Risk Management by Deloitte	Workshop	4.00	TSZ, DKR, FH, ABE, CZ, SK, DZA, SG, DY, CSH, VF	44.00
Series 16 – Directors guide to RMiT	Webinar	3.50	DZA	3.50
Risk Management Certification Level 6 for the Board of Commissioner of Maybank Indonesia	Webinar	6.00	DKR, DZA	12.00
Anti-Money Laundering / Counter-Financing of Terrorism / Proliferation Financing and Anti-Bribery & Corruption Training for Board of Commissioner of Maybank Indonesia	Webinar	2.00	DKR	2.00

Corporate Governance for Banks / Quasi-Banks	Webinar	9.00	CSH	9.00
The Visionary Board Program – Brussels	Seminar	24.00	VF	24.00
The Influence of Board Culture on Corporate Performance	Seminar	2.50	FH, SK, DZA DY	10.00
The Leadership Mystique by Prof. Manfred Kets de Vries	Seminar	2.00	TSZ, DKR, DHH, ABE, CZ, FH, SK, DZA, SG, DY, CSH, VF	24.00
Leadership Anchored in Legacy: Prophetic Principles for a Sustainable Future	Seminar	2.00	FH	2.00
Navigating Digital Disruption: How can Boards in Financial Institutions enhance Strategic Digital Governance	Seminar	2.00	FH	2.00
Crisis Simulation Masterclass: Decision-Making in a Crisis	Seminar	3.00	TSZ, FH, CZ, CSH	12.00
Distinguished Lecture with Shaykh Dr. Akram Nadwi - Leadership Anchored in Legacy: Prophetic Principles for a Sustainable Future	Seminar	2.00	DZA	2.00
Multimedia University Talk Session	Talk	2.50	TSZ	2.50
Board Engineering Malaysia (BEM) National Engineering Convention (NEC) 2025	Convention	3.00	TSZ	3.00
Global Directors Exchange Singapore 2025	Conference	24.00	VF	24.00
Launch of the UNEP FI Human Rights Toolkit for Financial Institution	Webinar	1.25	CSH	1.25
PNB Knowledge Forum 2025	Forum	8.00	TSZ, DKR, CZ, DZA	32.00
		4.00	FH, ABE, SK, DY	16.00
PayNet Board Retreat - Board Decision Making in the AI Era	Workshop	1.00	DKR	1.00
Conflict of Interest and Disclosure Obligations	Seminar	8.00	SK	8.00
e-Invoicing for Directors	Workshop	3.50	DY	3.50
E-Invoicing and Its Impact on Non-Executive Directors (NEDs)	Webinar	1.50	FH, CZ	3.00
University of Hong Kong (HKU) – Faculty of Law: Regulating Artificial Intelligence in the Public Interest	Webinar	4.00	CSH	4.00
HKU Competition Law Lecture Series – The Role of Economic Incentives within Law: The Case of Cartel Fines	Webinar	1.00	CSH	1.00
AGI Public Policy Seminar – International Trade and Trade Rules in the AI Era	Seminar	1.25	CSH	1.25
HKU Law – Consumer Law and Policy Seminars: Privacy and Technology	Webinar	1.00	CSH	1.00
HKU Law – Rethinking Trademark Law: How Consumer Protections,	Seminar	1.00	CSH	1.00

Sustainability Goals, and New Technologies Could Shape its Normative Foundations				
Debt Capital Markets: Law Regulation and Policy	Seminar	1.25	CSH	1.25
CLINDS's 10th Intellectual Property Seminar – Opportunities of the Digital Age: Law, Technology Commercialization and Entrepreneurship by Ir. Dr HL Yiu	Webinar	1.00	CSH	1.00
Lawtech Startup Ecosystem in Hong Kong – Introducing Legal AI Solutions	Seminar	1.00	CSH	1.00
Lawyering in the Age of Artificial Intelligence	Seminar	1.00	CSH	1.00
Protecting the Digital Consumer in Asia	Webinar	8.00	CSH	8.00
Human Rights, Algorithmic Justice, and Global AI Policy	Webinar	8.00	CSH	8.00
The 5th Machine Lawyering Conference	Conference	8.00	CSH	8.00
Exploring the Development of Hong Kong in the Greater Bay Area and the Modernization of Legal Services Empowered by AI	Webinar	1.00	CSH	1.00
Gender Identity and Constitutional Law: Global and Local Perspectives	Seminar	2.00	CSH	2.00
Digital Banking and Consumer Duty: Handling Bank Consumer Dispute in and Innovation World	Seminar	1.00	CSH	1.00
CLINDS's 22nd Law & Digital Society Seminar – The Data Dilemma: The Protection of Personal Information in Immersive Digital Worlds	Webinar	1.50	CSH	1.50
CLINDS's 13th Intellectual Property Law Book Talk – Circular Fashion and Intellectual Property: Friends or Foes? A Critical Discussion of Fashion at the Crossroads of Innovation, Tradition and Sustainable Development	Webinar	1.00	CSH	1.00
Confronting Harmful Digital Communications: Law, Policy & Practice	Webinar	8.00	CSH	8.00
The Creditor Modified Duty in Hong Kong after Sequana and Foo	Seminar	1.00	CSH	1.00
CLINDS's 14th Intellectual Property Seminar: Digitization, Copyright and the Law - Copyleft and the Future of Intellectual Property	Webinar	1.00	CSH	1.00
Trust Issues – A Quarterly Trust and Estate Case Law Update	Webinar	1.00	CSH	1.00
Islamic Finance for Board of Directors (IF4BOD) by ISRA	Seminar	14.00	CSH	14.00
Global Islamic Finance Forum 2025	Forum	10.50	SK	10.50
		2.50	DZA	2.50

20th Kuala Lumpur Islamic Finance Forum 2025	Forum	4.00	VF	4.00
M&A Mastery 2025: Cracking the Code of Corporate Power Plays in a Shifting Global Landscape	Seminar	3.00	VF	3.00
Directors' Training Program 2025 - Responsibilities & Liabilities of Directors and Officers and Corporate Governance	Seminars	2.00	FH	2.00
BNM Sasana Symposium 2025	Conference	2.00	DZA	2.00
		1.50	DKR	1.50
Fireside Chat with PNB Investee Companies' Directors – From Governance to Performance: Translating Stewardship into Sustainable Value	Forum	3.00	TSZ, FH, CSH	9.00
Corporate Governance Excellence: Navigating Governance in Groups by Prof. Mak Yuen Teen	Workshop	3.50	TSZ, DKR, FH, CZ, SK, DZA, SG, DY, CSH, VF	35.00

INTERNAL CONTROL FRAMEWORK

The Internal Control Framework is set out in the Statement on Risk Management and Internal Control in Maybank's Integrated Annual Report 2025.

REMUNERATION FOR DIRECTORS, SENIOR MANAGEMENT AND OTHER MATERIAL RISK TAKERS

Directors

Board Remuneration Framework

The NRC is authorised by the Board to develop and implement formal and transparent procedures in developing Maybank's remuneration policy for its Directors, Chief Executive Officer and senior officers by ensuring that their compensation is competitive and consistent with industry standards. The NRC has established a remuneration framework for the NEDs (NED Remuneration Framework) which is subject to periodic review. The NED Remuneration Framework for FY2025 was approved by the shareholders at the 65th AGM, as per below:

Fee Component	Chairman	Vice Chairman	Member
Board Fee (per annum)	RM700,000	RM500,000	RM335,000
Board Committee Fee (per annum)	RM85,000	-	RM50,000

Details of the remuneration received by the Directors of Maybank and the Group in FY2025 are as set out under Practice 8.1 of Section A of this report.

Senior Management and Other Material Risk Takers

Succession Planning for the President and Group CEO and Senior Management

Since 2009, the Group has implemented annual succession planning exercise to ensure a robust pipeline of leadership bench strength to support Maybank's organisational needs, growth leadership sustainability, and enable leadership development for all critical positions. These include the President and Group CEO position, EXCO positions, senior management governance positions such as Group Chief Audit Executive, Group Chief Compliance Officer, Group General Counsel and Company Secretary and Group Chief Sustainability Officer, and other Mission Critical Positions.

The Group executes Talent Reviews at the sector, country and entity levels yearly. Each review is chaired by the respective EXCOs, Sector Heads or country/entity CEOs and it involves the senior management teams and Group Human Capital. In addition to the sector/country/entity level Talent Reviews, the Group undertakes succession reviews for all EXCOs and senior management positions under the Group Talent Review (GTR). The GTR is chaired by the President and Group CEO with attendance by all members of the Group Executive Committee (Group EXCO) and Sector Heads. Following the GTR, the overview and status of the succession line-up for EXCO positions, and all senior management positions will be presented to the NRC as well as the Group Board and Subsidiary Boards, where applicable.

The global standards and principles applied have enabled the Group to ensure the process is inclusive in terms of identifying successor candidates from different parts of the Group and at different readiness levels, representing diverse demographics. Collectively, these practices have strengthened leadership continuity and enhanced the Group's ability to fill Mission Critical Positions at EXCO-1 and below through internal succession.

REMUNERATION

Maybank adopts a total rewards management approach to our remuneration and related practices. Aligned with our business and people strategies, the aim is to create long-term sustainable value for our shareholders, customers and other stakeholders.

Through our integrated Talent Management Framework and Total Rewards Framework, we drive employee engagement with timely and differentiated rewards, benefits and career development/ progression opportunities. This enables us to attract and retain top talent, and to deliver exponential business results responsibly.

The rewards framework is anchored on the principle of pay for performance and affordability, ensuring our workforce is rewarded equitably, reasonably and in line with relevant indices. We are driven to remaining competitive against our peers, while differentiating our rewards by being inclusive, fair and relevant.

Focused on accelerating our environmental, social and governance (ESG) as well as sustainability commitments, we have embedded ESG considerations into our total rewards management through rigorous governance, performance metrics, and prudent risk management. We remain committed to supporting the well-being and dignity of our employees through fair remuneration. In Malaysia, all employees, including eligible contract staff, are paid at or above the living wage threshold of RM3,100 per month, enabling them to enjoy a decent standard of living.

Our remuneration policies and practices are periodically reviewed to align with regulatory requirements and to promote a high-performance culture.

Components of Remuneration

Our comprehensive Total Rewards Framework is supported by three pillars: total compensation, benefits and well-being, and development and career opportunities.

i) **Total Compensation**

The Group's Compensation Policy ensures competitive pay benchmarked against market standards. Through annual salary reviews, variable bonuses and long-term incentives for eligible senior management and above, we retain, motivate and reward our talents.

Our holistic approach to compensation encompasses fixed and variable pay, calibrated to align with Maybank's long-term performance goals and objectives while motivating employees and rewarding their achievements as well as contributions.

- **Fixed Pay**

  We attract and retain talents with competitive and equitable pay, which is reviewed annually using internal and external benchmarking against relevant peers and locations. The review considers market dynamics, individual responsibilities, functions and roles, performance, skillsets and competencies.

- **Variable Pay**
  - **Variable Bonus/Incentive:** Bonuses and incentives reflect a pay-for-performance culture in line with Maybank's core values, TIGER. These bonuses/incentives are based on the Group's overall performance as well as that of the business/corporate functions and individuals. A balanced scorecard is used, comprising financial and non-financial KPIs to drive behaviours and performance that create long-term shareholder value.

  - **Long-Term Incentive Award**: A significant component of senior management's total compensation, the award is integral to longer-term risk management and to meeting the Group's strategy.

  - **Variable Pay awards** complement the Group's risk management and performance goals through deferral and clawback policies.

    - Deferral Policy: Bonuses/incentives exceeding certain thresholds are deferred over a period of time and lapse upon termination of employment, including resignation, except in the event of ill health, disability, redundancy, retirement or death.

- Clawback Provision: Maybank's Board may adjust or clawback bonuses or long-term incentive awards if deemed appropriate for risk management purposes, financial misstatement, fraud, gross negligence or wilful misconduct.

ii) Benefits, Well-being and Recognition

Maybank remains committed to fostering a safe, inclusive and empowering workplace where employees can thrive. Our comprehensive benefits support holistic well-being, including extensive medical coverage, with no age limit for children with disabilities; parental, sabbatical and volunteerism leave; competitive employee financing including housing, electrical vehicle and solar financing; and insurance and retirement protection. Employees are further supported through a flexible benefits scheme that allows personalisation and a staff welfare fund for urgent medical or disaster-related needs. In 2025, we intensified our focus on well-being through comprehensive awareness efforts and preventive health initiatives, creating stronger foundations for our people's growth.

As part of Maybank's commitment to a high-performance, values-driven culture, the SPOT Award was introduced to recognise impactful behaviours as they happen. The immediate acknowledgement of contributions comprises real-time recognition such as mini celebrations and gift vouchers, complementing Maybank's formal reward structures. It reinforces a culture where Maybankers feel valued for the difference they make.

iii) Development and Career Opportunities

We cultivate a learning culture that supports employees' growth and enables them to contribute effectively throughout their careers. Our learning and development programmes are designed to be relevant, accessible and aligned with the Group's strategic priorities. They provide opportunities for employees to strengthen technical capabilities, enhance leadership competencies and build future-ready skills to navigate a dynamic operating environment.

Our development approach integrates formal learning with on-the-job experience, coaching and mentorship, ensuring employees gain the knowledge and practical exposure required to perform and progress.

Internal mobility is core to our talent development and succession strategy, supporting leadership readiness and the continuity of critical roles across the Group. For more than a decade, Maybank has sustained an internal realisation rate of about 80%, reflecting our focus on advancing homegrown talent. Guided by our enterprise mobility framework, employees are encouraged to broaden and deepen their skills through movements within and across functions, sectors and countries. Exposure to different environments and business models enables them to acquire both technical and leadership capabilities, as well as versatility for future roles. This approach strengthens our succession pipeline, enhances organisational resilience and supports long-term capability building across the Group.

We remain committed to providing employees with the development opportunities, platforms and mobility pathways needed to pursue meaningful career progression, ensuring an agile and competitive workforce, aligned with the Group's long-term aspirations.

Long-Term Incentive Plan (LTIP)

Employees' Share Grant Plan (ESGP)

To align with our LTIP and strategic objectives of rewarding sustainable performance, retaining key talent and strengthening our ESG commitments, we launched our ESGP in December 2018. Until its expiry in December 2025, five awards were granted annually from 2018 to 2022, with all the tranches vested to eligible employees between 2021 and 2025.

Subsequently, a new 10-year ESGP scheme was introduced on 20 September 2023, sustaining our LTIP strategy until 2033. Three awards were granted under the new ESGP scheme in 2023, 2024 and 2025, which will vest in 2026, 2027 and 2028, contingent upon the fulfilment of both Group and individual-level performance criteria and vesting conditions.

Performance Measures: ESG KPIs have been integrated into the vesting criteria of the LTIP alongside financial metrics such as return on equity (ROE) and our relative total shareholder return (TSR). This ensures our incentive structures drive long-term shareholder value and a sustainable future for our business and communities.

Governance and Controls – Remuneration Practices: We maintain strong corporate governance practices with remuneration policies and practices that comply with all statutory and regulatory requirements, reinforced by robust risk management and controls.

Performance and remuneration control functions are assessed independently of business units to avoid conflicts of interest. The remuneration of employees in control functions is predominantly fixed, reflecting their responsibilities. Annual reviews against internal and market benchmarks ensure competitiveness.

Our KPIs emphasise outcome-based performance while integrating risk governance and compliance goals for senior officers and other material risk takers (OMRTs). These help to shape our organisational culture and drive risk and compliance agendas. Input from control functions and Board committees is incorporated into the respective functional areas and individual performance results.

Senior Officers and Other Material Risk Takers (OMRTs)

Following annual reviews, the remuneration of senior officers and OMRTs are recommended by the Nomination and Remuneration Committee to the Board for approval. This ensures alignment with risk management and sustainability goals, while maintaining fairness and transparency in deferred compensation.

RM '000	Senior Officers		OMRT	
	Unrestricted	**Restricted**	**Unrestricted**	**Restricted**
Fixed Compensation				
Cash	32,618 (18 headcount)	-	77,433 (127 headcount)	-
Shares and share-linked instruments	3,481 (1 headcount)	-	-	-
Others	-	-	-	-
Variable Compensation				
Cash	23,572 (16 headcount)	2,029 (3 headcount)	46,588 (126 headcount)	20,903 (12 headcount)
Shares and share-linked instruments	10,970 ^ (13 headcount)	*Refer to note below **	16,509 ^ (75 headcount)	*Refer to note below **
Others	-	-	-	-
Definition	Senior officers comprise members of the Group Executive Committee (Group EXCO), the Group Chief Compliance Officer, Group Chief Audit Executive, Group General Counsel and Company Secretary, and Chief Sustainability Officer.		OMRTs are employees who can materially commit or control significant amounts of the Group's resources, or whose actions are likely to have a significant impact on our risk profile, or those among the most highly remunerated officers.	

Notes:

** In FY2025, a total of 2,710,082 and 2,167,751 units of Maybank shares (based on "On Target" performance) under the Maybank Group ESGP/Cash-settled Employees' Share Grant Plan (CESGP) were awarded to 16 senior officers and 96 OMRTs. The number of ESGP/CESGP units to be vested/paid by 2028 will be conditional upon the employees fulfilling the vesting/payment criteria.*

^ A total of 2,678,500 units of ESGP/CESGP granted in September 2022 have vested to 13 senior officers (1,069,800 units) and 75 OMRTs (1,608,700 units) in 2025. ESGP values are based on statutory guidelines for taxable gains calculation while CESGP value is based on volume weighted average market price (VWAMP) for the five market days immediately preceding the CESGP vesting date.

The FY2025 compensation outcome for senior officers does not include the compensation of the President and Group CEO as it is disclosed in the Corporate Governance Overview Statement on page 145.