



Maybank

**3Q09 financial results
ending 31 March 2009**

Analyst Presentation

21 May 2009

Highlights

Financial Performance

- YTD Net Income rose 8.7% to RM7.22 billion with Net Interest Income rising 6.9% and boosted by Islamic Banking which grew 31.2%.
- Net Interest Margin for 3Q09 improved to 2.79% from 2.71% the preceding quarter.
- Net Profit attributable to shareholders for 3Q09 of RM503.3 mil was 33.7% lower YoY. YTD Net Profit of RM1.81 billion was 18.7% lower YoY.
- Group annualised Net ROE stands at 12.1%.
- The lower profit for the nine months was primarily due to:
 - Lower operating performance by the investment banking group reflected by a decrease in pre-tax profit by RM78.3 million, arising from lower capital market activities in Malaysia.
 - Lower investment income and higher claims at the insurance and takaful business which showed a decrease in pre-tax profit by RM80 million.
 - Higher loan loss provisions by RM464.4 million mainly due to the incorporation of BII operations as well as provisions in domestic and other International operations.
 - Impairment cost of RM242 million made for MCB Bank in the first quarter of FY09.
 - Higher interest expense following the issuance of capital securities and subordinated debt of RM9.1 billion.
 - Foreign exchange marked-to-market losses of about RM193 million to fund the BII acquisition.
- The Group, however, continued to show strong performance overall particularly in its domestic commercial banking franchise which remained resilient in the face of a slowing economy, demonstrated by, amongst others:
 - Better asset quality with lower net NPL ratio of 1.73% compared to 1.92% at end June 2008.
 - Improved revenue across most business segments
 - Continued loans growth across all consumer and corporate banking segments with the exception of the SME sector which was affected by lower exports especially from manufacturing companies

Highlights

Business Performance

- Domestic commercial banking remained resilient in the face of slowing economy but Investment Banking and Insurance continued to be challenging.
- Group loans recorded growth of 16.9% on annualised basis. Domestic loans grew by 8.0% on annualised basis and 13.6% YoY, higher than the industry's 10.9% YoY growth.
- Net NPL improved to 1.73% (1.80% in preceding quarter and 2.43% a year ago)
- YTD Non-interest Income rose 4.4% on the back of a 4.5% growth in transactional income.
- Customer deposits grew 17.6% on annualised basis and 8.4% excluding BII.

Corporate Update

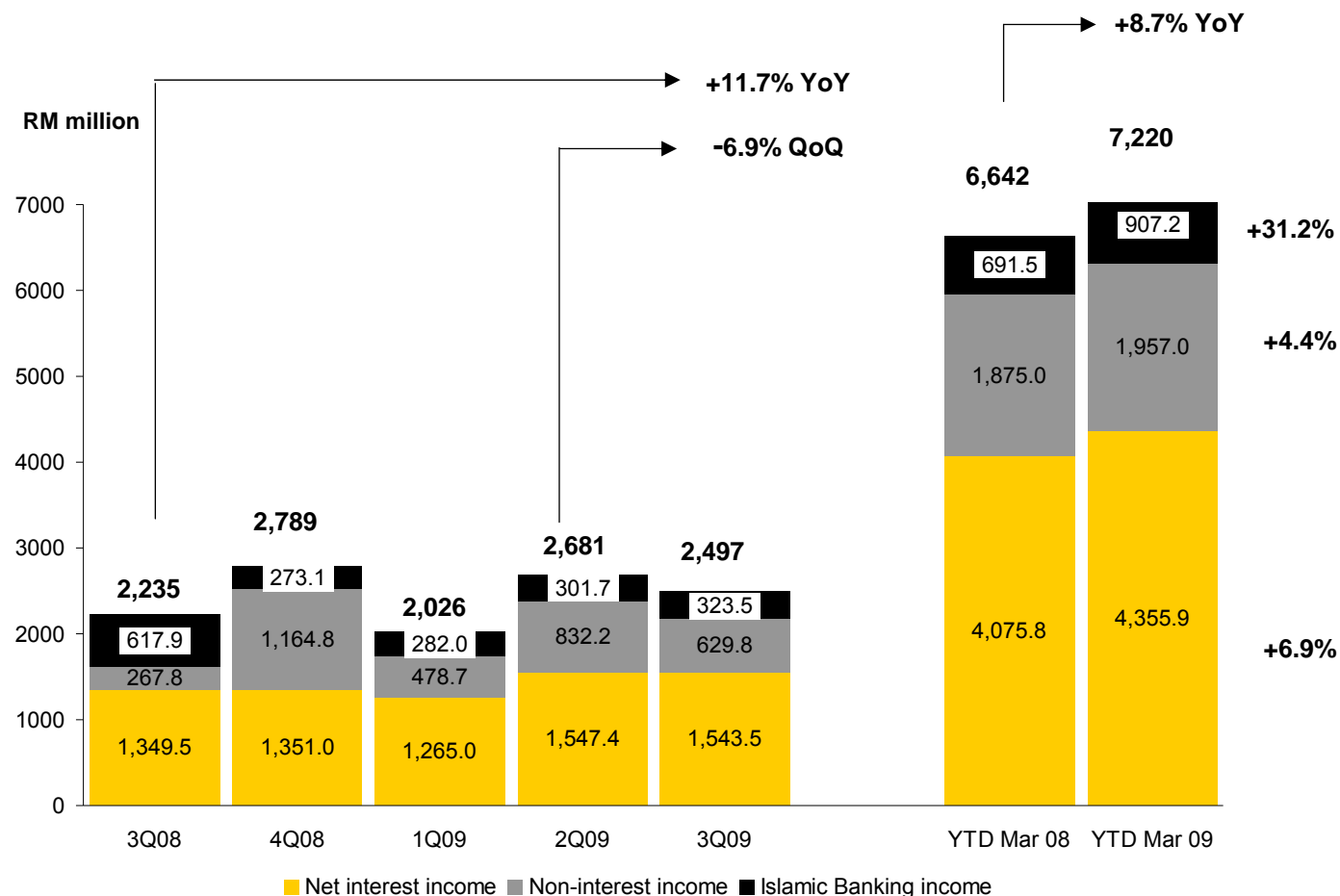
- Maybank won Euromoney awards for Best Private Banking Services Best Local Bank Providing Private Banking Services
- Successfully completed RM6 billion right issue.
- New top management at BII with appointment of CEO, CFO and Head of Strategy.

YTD Net Income grew 8.7%

RM million	Quarter					YTD		
	3Q09	2Q09	QoQ change %	3Q08	YoY change %	Mar 09	Mar 08	YoY change %
Net Interest Income	1,543.5	1,547.4	-0.3%	1,349.5	14.4%	4,355.9	4,075.8	6.9%
Islamic Banking Income	323.5	301.7	7.2%	267.8	20.8%	907.2	691.5	31.2%
Non Interest Income	629.8	832.2	-24.3%	617.9	1.9%	1,957.0	1,875.0	4.4%
Net Income	2,496.9	2,681.3	-6.9%	2,235.3	11.7%	7,220.1	6,642.3	8.7%
Overhead Expenses	(1,409.8)	(1,408.5)	0.1%	(1,065.4)	32.3%	(4,034.8)	(3,128.5)	29.0%
Overhead Expenses	(1,332.3)	(1,335.2)	-0.2%	(1,005.0)	32.6%	(3,788.8)	(2,935.8)	29.1%
Claims Incurred	(77.5)	(73.3)	5.7%	(60.4)	28.3%	(246.0)	(192.6)	27.7%
Operating Profit	1,087.0	1,272.7	-14.6%	1,169.9	-7.1%	3,185.3	3,513.9	-9.3%
• Loan Loss Provision	(411.9)	(312.2)	32.0%	(166.3)	147.7%	(916.3)	(451.9)	102.8%
Net Specific Provision	(440.1)	(406.8)	8.2%	(170.2)	158.6%	(877.1)	(489.3)	79.3%
General Provision	28.1	94.6	-70.2%	3.9	629.1%	(39.2)	37.4	n.m.
• Write-back of allowance for non-refundable deposit	-	-	-	-	-	483.8	-	-
• Allowance/(write-back) for impairment of securities	(49.7)	(22.6)	120.3%	16.5	-92.7%	(88.5)	6.0	n.m.
• Profit/(Loss) from associate	28.5	22.3	27.8%	(0.1)	n.m.	73.6	(0.6)	n.m.
• Impairment of investment in an associate	-	-	-	-	-	(242.0)	-	-
Profit before tax	653.9	960.3	-31.9%	1,020.0	-35.9%	2,496.0	3,067.3	-18.6%
Tax	(145.0)	(225.6)	-35.7%	(252.6)	-42.6%	(681.6)	(821.7)	-17.0%
Minority Interest	(5.6)	(0.1)	5099.1%	(8.8)	-36.5%	(4.3)	(20.6)	-79.1%
Profit after Tax and MI	503.3	734.6	-31.5%	758.6	-33.7%	1,810.0	2,225.0	-18.7%
EPS (sen)	10.31	15.05	-31.5%	15.54	-33.7%	37.08	45.65	-18.8%

YTD Net Income rose 8.7% supported by 32% growth in Islamic Banking Income

- YTD Net Income grew by 8.7% YoY.
- Net Interest Income grew 6.9% YoY due to growth in loans and higher lending margins of BII.
- Income from Islamic Banking operations grew by 31.2% YoY, continued to be driven by growth in hire purchase and securities financing as well as higher income from investment and deposits.
- Non-Interest Income rose 4.4% YoY mainly due to growth in transactional income of 4.5%.



Commercial Banking remains major contributor to Group revenue

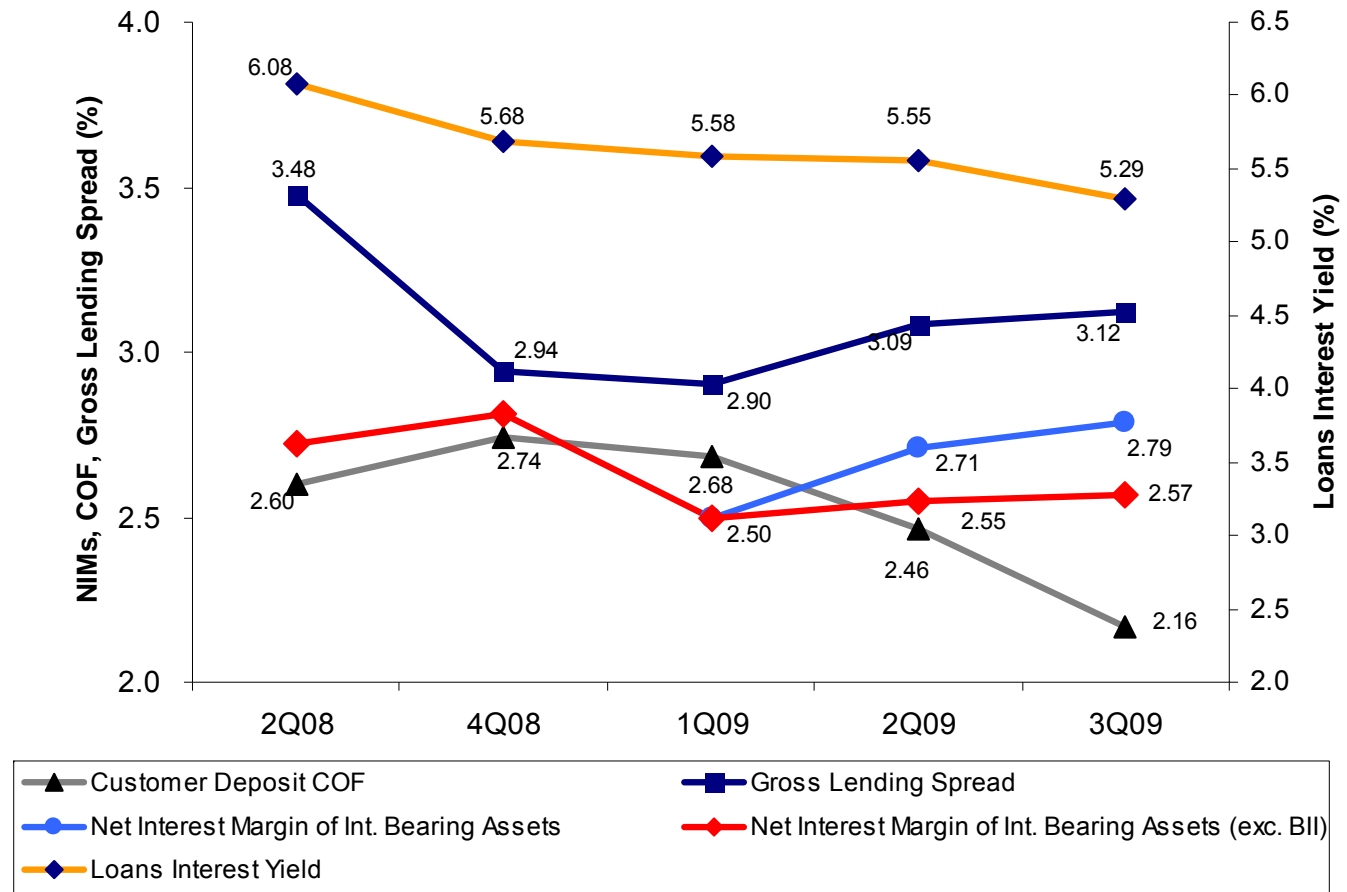
- Commercial Banking contributes 80% to Group revenue.
- YTD Revenue from International business jumped 52% YoY due to consolidation of BII and growth in Singapore business.
- However, profitability for International business, Investment Banking and Insurance businesses continued to be affected by weakening economic conditions.
- Revenue contribution from International Business rose to 20% from 14% in the previous corresponding period.

RM million	YTD Mar 09	YTD Mar 08	YoY change	Contribution (%) Rev 09	Contribution (%) Rev 08
Consumer Banking	3,077.3	2,961.9	3.9%	40%	42%
Business Banking	1,488.6	1,493.8	-0.3%	19%	21%
Corporate Banking	540.0	419.0	28.9%	7%	6%
Investment Bkg and Treasury	702.7	542.3	29.6%	9%	8%
International	1,529.2	985.3	55.2%	20%	14%
Insurance & Takaful	564.9	539.2	4.8%	7%	8%
Management/Corp Support	(136.8)	66.2	n.m	-2%	1%
	7,765.9	7,007.7	10.8%	100.0%	100%
Unrealised loss on derivatives	(264.0)	(359.4)	-26.5%		
Reversal of revaluation gain on SGD position	(193.4)	-			
Total Revenue (Net Income)	7,220.0	6,648.3	8.6%		

3Q09 Net Interest Margin improved 8bp to 2.79%

- NIM on interest earning assets improved to 2.79% in 3Q09 from 2.71% in the preceding quarter.
- Excluding BII, 3Q09 NIM rose to 2.57% from 2.55% in 2Q09 on better gross lending spread.
- Despite the cut in Overnight Policy Rate and lower BLR, Gross Lending Spread rose 3bp to 3.12% as Customer Deposit COF fell more steeply than the Loans Interest Yield.
- YTD NIM of 2.67% was 3bp lower than 2.70% in the previous corresponding period.

NIM, Loans Interest Yield and Customer Deposit COF



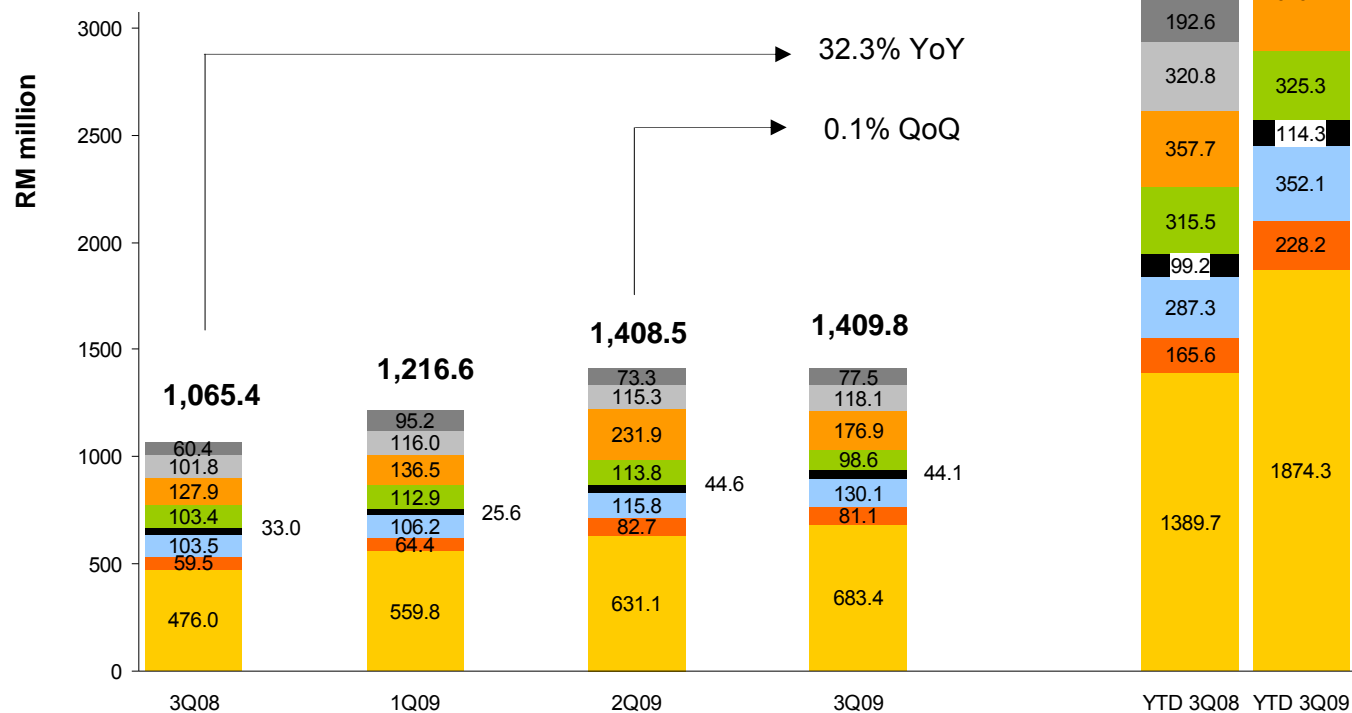
Non-Interest Income rose 4.4% due to higher transactional income

- YTD Non-interest Income rose 4.4% on the back of a 4.5% growth in transactional income and offset by 12.8% decline in Investment and Trading Income

RM million	Quarter					YTD		
	3Q09 Mar 09	2Q09 Dec 08	QoQ % Change	3Q08 Mar 08	YoY % Change	9m09 Mar 09	9m08 Mar 08	YoY % Change
Transactional Income (Customer franchise)								
Commission, service charges and fees	382.0	390.9	-2.3%	340.7	12.1%	1,170.5	1,048.3	11.7%
Other fee income	52.8	69.1	-23.6%	70.3	-24.9%	184.6	211.0	-12.5%
Foreign exchange profit/(loss)	64.8	214.3	-69.8%	162.0	-60.0%	347.3	377.0	-7.9%
Net premiums written	129.4	128.8	0.5%	111.7	15.8%	380.9	356.4	6.9%
Total Transactional Income	629.0	803.1	-21.7%	684.6	-8.1%	2,083.3	1,992.7	4.5%
Investment & Trading								
Gain/loss from disposal of securities	52.7	26.2	n.m.	64.7	-18.5%	78.7	95.1	-17.2%
Gross Dividend from Securities portfolio	7.5	6.6	14.4%	7.3	3.1%	25.8	24.8	4.4%
Total Investment & Trading	60.2	32.8	83.5%	72.0	-16.3%	104.6	119.9	-12.8%
Other income	94.7	107.3	-11.7%	43.1	120.0%	226.6	121.8	86.0%
Unrealised gain/(loss) on revaluation of securities held-for-trading and derivatives	(154.1)	(111.1)	n.m.	(181.8)	-15.2%	(264.0)	(359.4)	-26.5%
Reversal of forex of gain relating to BII	-	-	0.0%	-	0.0%	(193.4)	-	0.0%
Total non-interest income	629.8	832.2	-24.3%	617.9	1.9%	1,957.0	1,875.0	4.4%

Overhead Expenses was flat QoQ

- YTD Overheads rose 29.0% YoY due to consolidation of BII. Excluding BII overheads rose 14.6%.
- Overheads was flat QoQ with lower Establishment, Marketing, and Admin and General expenses compared to the preceding quarter.



YTD overhead expenses growth

	YoY Change	
	Incl. BII	Excl. BII
Claims incurred	27.7%	27.7%
Fees & Brokerage	8.9%	9.0%
Admin & General	52.4%	3.4%
Marketing	3.1%	-0.5%
Depre. & Amort.	15.2%	-17.6%
IT	22.6%	21.3%
Establishment	37.8%	12.7%
Personnel	34.9%	21.6%
Total	29.0%	14.6%

Total Assets grew 19.7% (annualised) due to BII and growth in Loans and Securities

- Total Assets rose 19.7% on annualised basis and 11.8% excluding BII
- Growth in assets was driven by 17.1% growth in net loans and 62.7% increase in securities portfolio.
- Total Liabilities grew 21.4% with deposit from customer growing 17.5% and Subordinated Debt and Capital Securities rising RM6.3 billion.
- BII accounts for 5.1% of Group Assets.

RM billion	Mar 09	Jun 08	YTD Annualised Growth
Cash and short-term funds	23.4	27.6	-20.6%
Deposits and placement with FI	6.8	9.0	-32.4%
Securities Portfolio	53.7	36.6	62.7%
Loans, advances and financing	185.9	164.8	17.1%
Insurance & Takaful Business	16.3	15.7	5.2%
Other Assets	22.7	15.5	62.0%
Total Assets	308.8	269.1	19.7%
Deposits from customers	211.7	187.1	17.5%
Deposits and placements of banks and FI	30.9	23.1	44.8%
Obligations on securities sold under Repo	-	0.3	-133.3%
Bills and acceptances payable	2.6	4.8	-60.0%
Subordinated debts & Capital Securities	14.8	8.5	98.8%
Insurance & Takaful liabilities & policy holders' funds	16.3	15.7	5.2%
Other Liabilities	11.0	8.1	48.9%
Total Liabilities	287.3	247.6	21.4%

Domestic loans growth of 13.6% YoY surpasses industry's 10.9%

- Domestic Loans grew 13.6% YoY, faster than the industry's 10.9%.
- On annualised basis, domestic loans grew 8.0%.
- Consumer loans grew 6.5% as growth in mortgages and hire purchase improved. Credit card continued to show strong growth.
- Business loans grew 9.2%, driven by strong Corporate loans growth of 42.9% which offset a 33.1% contraction in SME loans.
- Overseas loans grew 39% on annualised basis due to contribution from BII. Excluding BII the Group recorded loans growth of 8.7%,
- Group loans grew 16.9% on annualised basis due to consolidation of BII.

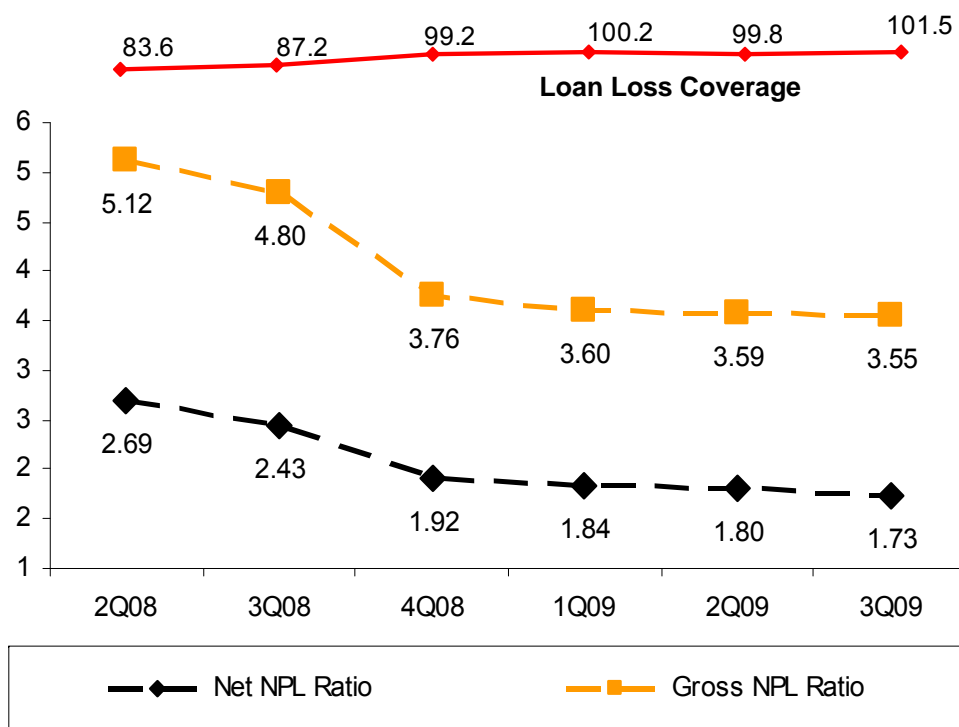
RM billion	Mar 09	Mar 08	YoY Growth	Jun 08	YTD Annualised Growth
Domestic	129.4	113.9	13.6%	122.1	8.0%
Consumer	60.9	56.4	7.8%	58.0	6.5%
Securities	10.5	10.1	4.2%	10.3	2.0%
Vehicles	19.1	15.5	23.1%	17.8	9.6%
Residential	24.6	24.4	0.6%	24.3	1.7%
Credit Card	3.6	3.0	21.0%	3.2	15.6%
Business	68.5	57.5	19.2%	64.1	9.2%
Corporate	47.2	31.7	48.8%	35.7	42.9%
SME	21.3	25.8	-17.2%	28.4	-33.1%
Overseas	63.5	44.3	43.2%	49.1	39.0%
Excl. BII	52.3	44.3	18.0%	49.1	8.7%
S'pore (SGD b)	16.2	14.0	15.7%	15.4	7.0%
BII (Rp tillion)	37.2	34.0	9.3%	35.0	8.3%
Others	13.4	11.1	20.5%	12.2	12.8%
Gross Loans	192.9	158.3	21.9%	171.2	16.9%
Exc. BII	181.7	158.3	14.8%	171.2	8.2%

Note: BII accounts not consolidated in Mar 08 and Jun 08.

Asset Quality continues to improve with Net NPL down 7bp to 1.73%

- Net NPL ratio as at end-3Q09 further improved by 7 bps to 1.73%.
- Overall, domestic Gross NPLs continued to be stable but vehicles and credit cards recorded rising NPLs.
- NPLs for international operations continued to rise.

Gross & Net NPL Ratio (%), Loan Loss Coverage



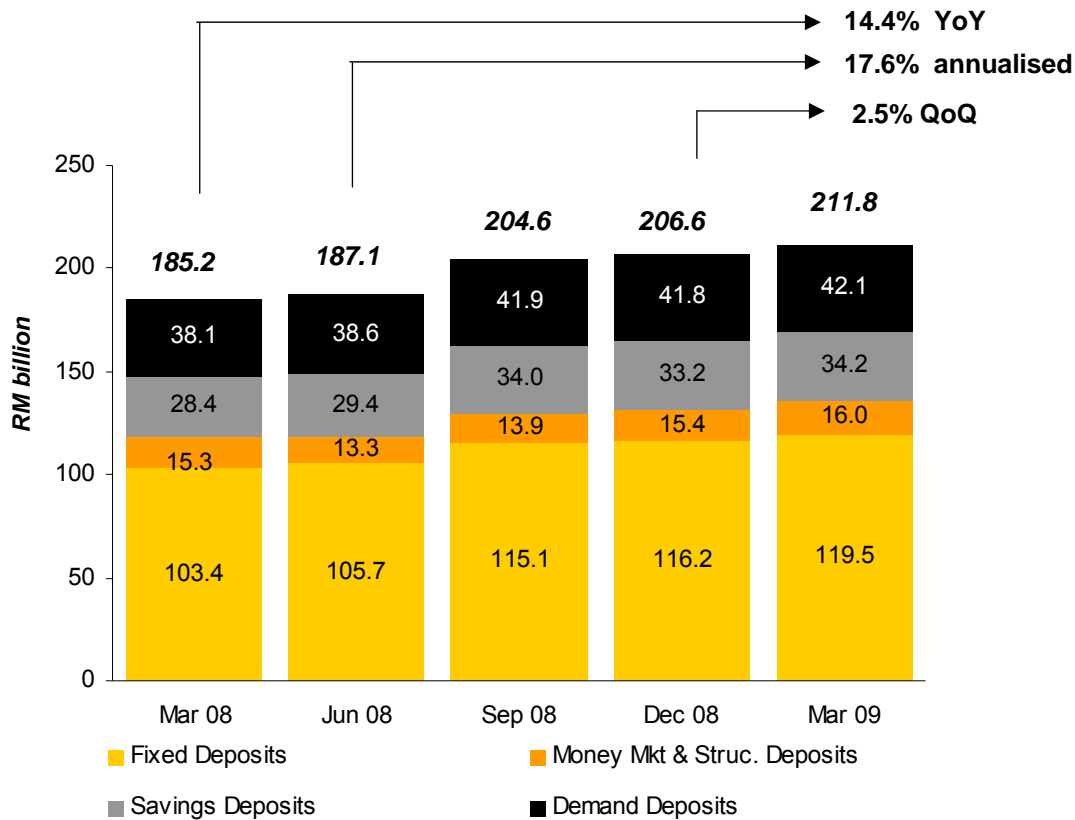
Gross NPL

RM million	Mar 08	Jun 08	Sep 08	Dec 08	Mar 09	YoY Growth	9M YTD Annualised Growth
Domestic	7,218.3	6,066.0	6,128.2	5,900.8	5,720.3	-20.8%	-7.6%
Securities	312.2	235.6	239.4	240.8	183.1	-41.3%	-29.7%
Vehicles	127.8	113.9	138.0	137.1	152.7	19.5%	45.4%
Residential	2,355.3	2,054.3	2,027.8	2,032.2	2,020.0	-14.2%	-2.2%
Credit Card	41.1	39.5	40.7	43.1	49.7	20.7%	34.3%
Construction	504.9	413.7	363.3	410.8	452.6	-10.3%	12.6%
Working capital	2,781.1	2,583.6	2,729.0	2,442.8	2,286.2	-17.8%	-15.3%
Overseas	429.7	406.5	781.0	926.6	1,143.1	166.0%	241.6%
Singapore	280.3	237.8	238.8	302.1	349.5	24.7%	62.6%
Indonesia	0.2	-	396.7	384.9	512.6	n.m.	n.m.
Others	149.2	168.7	145.5	239.6	281.1	88.3%	88.8%
Group	7,648.1	6,472.4	6,909.2	6,827.4	6,863.5	-10.3%	8.1%
Group ex. BII	7,647.9	6,472.4	6,512.5	6,442.4	6,350.9	-17.0%	-2.5%

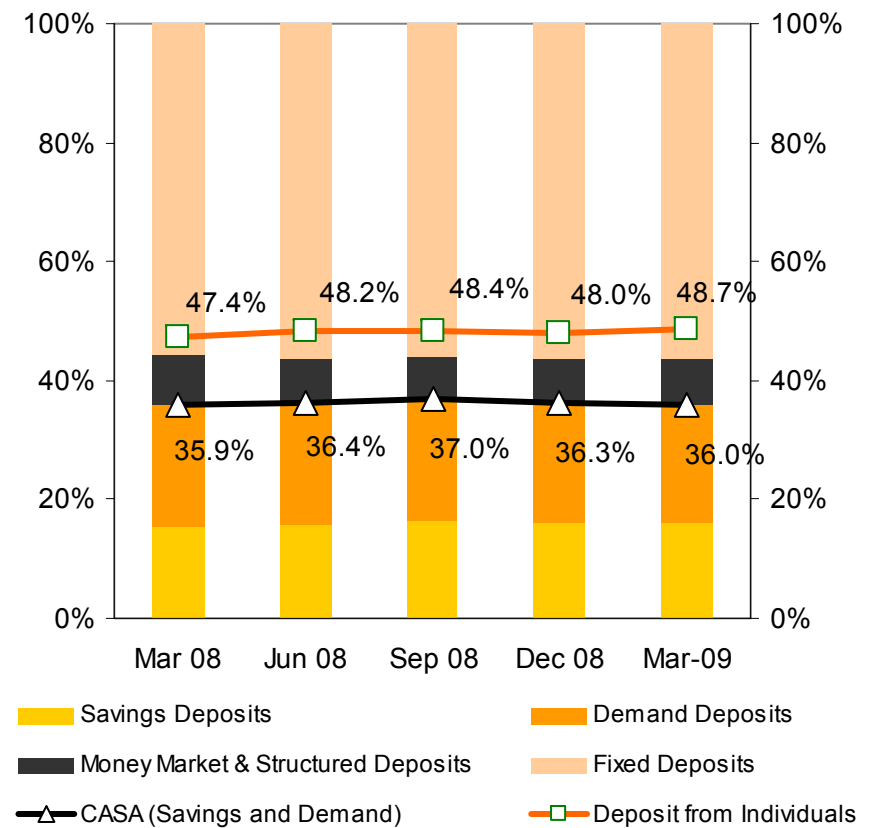
Customer Deposits grew 17.6%, and 8.4% excluding BII

- Customer deposits for the Group grew 17.6% on annualised basis.
- Excluding BII, customer deposits grew 8.4% on annualised basis

Customer deposits



Composition of customer deposits



Singapore Operations: PBT Grew 50% Despite Higher Provisions

- Profit before tax for 3Q09 grew 50% YoY supported by strong increase in fund based income of 26% YoY.
- Total loans grew 13% YoY while total deposits grew 8%.
- Provisions grew 154% YoY due to tougher operating environment.

	Gross Loans (SGD m)	Loans Growth (% YoY)
Corporate Loans	8,621	18.8%
Manufacturing	804	17.0%
Building & Construction	3,185	25.8%
General Commerce	1,760	16.8%
Non-Bank Financial Inst	1,582	10.6%
Transport, Storage & Comm	760	39.7%
Others	531	-4.8%
Consumer Loans	7,572	6.3%
Housing Loans	3,650	-2.8%
Car Loans	3,154	10.4%
Credit Cards	112	0.9%
Share Financing	45	-31.8%
Others	611	82.4%
Total Loans	16,193	12.6%

Singapore Dollar million	Quarter					YTD		
	Q3 2009	Q2 2009	QoQ growth	Q3 2008	YoY growth	9 mths 2009	9 mths 2008	YoY growth
Income Statement								
Net Fund Based Income	112.4	110.4	1.8%	89.1	26.1%	318.5	258.2	23.4%
Non-Interest Income	32.4	41.2	-21.4%	36.1	-10.2%	140.8	108.1	30.3%
Total Income	144.7	151.6	-4.5%	125.2	15.6%	459.3	366.2	25.4%
Less: Overheads	(65.5)	(67.8)	-3.4%	(58.0)	12.9%	201.2	164.7	22.1%
Total Operating Profits	79.3	83.8	-5.5%	67.2	17.9%	258.1	201.5	28.1%
Add: Write-backs/Recoveries	15.0	12.8	17.0%	11.2	34.0%	40.9	67.2	-39.2%
Less: Provisions	(42.4)	(50.7)	-16.5%	(16.7)	154.3%	(109.3)	(74.1)	
Total Profit/(Loss) Before Tax and MTM gain/(loss) and Deferred Transaction Cost	51.8	45.9	13.0%	61.7	-16.0%	189.7	194.6	-2.5%
MTM Investment gain/(loss)	8.4	(21.9)	-138.5%	(20.4)	-141.2%	(30.8)	(27.7)	11.4%
Deferred Transaction cost	-	-		(1.2)			(5.0)	
Total Profit/(Loss) Before Tax	60.3	24.0	150.9%	40.1	50.4%	158.8	162.0	-1.9%
Loans & Deposits								
Domestic	14,753	14,589	1.1%	13,217	11.6%			
International	1,441	1,378	4.6%	1,167	23.5%			
Total Loans	16,194	15,967	1.4%	14,384	12.6%			
Domestic	16,093	15,231	5.7%	14,590	10.3%			
International	2,062	1,852	11.3%	2,195	-6.1%			
Total Deposits	18,155	17,083	6.3%	16,785	8.2%			
NPL								
Gross NPL ratio	1.31%	1.21%	0.10%	1.38%	-0.07%			
Net NPL ratio	0.20%	0.18%	0.02%	0.21%	-0.01%			

BII Financial Highlights

- Net Profit contracted 98% YoY due higher provisioning in 1Q09 and exceptional non-operating income of Rp126 billion from the closing and selling of a Hong Kong subsidiary and non operating office in Mumbai in the previous corresponding quarter.
- Net Interest Income grew 6% YoY and NIM improved to 6.12% from 5.89% a year ago.
- Loans grew 9% YoY with focus on Commercial/SME and Consumer loans.
- Provisioning rose 78% in order to improve the performance of WOM Finance
- The conservative approach adopted by BII and the continuing stringent measures to strengthen asset quality are aligned to the expectations of Maybank
- Cost grew 6% YoY.

Rupiah billion					
	1Q 2009	4Q 2008	1Q 2008	YoY growth	QoQ growth
Income Statement					
Interest Income	1,706	1,654	1,412	21%	3%
Interest Expenses	(947)	(994)	(697)	36%	-5%
Net Interest Income	758	660	715	6%	15%
Non Interest Income	330	589	287	15%	-44%
Gross Operating Income	1,088	1,249	1,002	9%	-13%
Expenses	(696)	(819)	(654)	6%	-15%
Operating Profit	392	431	348	13%	-9%
Provisions	(379)	(327)	(213)	78%	16%
Net Operating Income	13	104	135	-90%	-88%
Non Operating Income	8	36	126	-94%	-78%
Profit before Tax	16	127	251	-94%	-87%
Net Profit	4	88	198	-98%	-95%
Balance Sheet					
Customer Loans	37,211	38,282	34,039	9%	-3%
Total Deposits	41,007	43,525	37,960	8%	-6%
Customer Demand Deposits	7,181	7,151	11,279	-36%	0%
Customer Saving Deposits	10,593	10,381	6,716	58%	2%
Time deposits	23,233	25,993	19,964	16%	-11%
Cost Management					
Overhead Costs	696	819	654	6%	-15%
Cost to Income Ratio	63.70%	61.92%	64.16%	-1%	3%
Ratio**					
Gross NPLs	4.40%	2.66%	3.00%	47%	65%
Net NPLs	2.53%	1.56%	2.20%	15%	62%
CAR (with credit risk charge)	20.69%	19.93%	20.42%	1%	4%
LDR	81.92%	79.45%	77.70%	5%	3%

MCB Financial Highlights

- Net interest income grew 32.3% YoY due to increase in the yields and earning assets.
- However, it offset by declined in non interest income of 13.0% YoY due to the decline in dividend income and capital gains on investments.
- Provisions grew 183.7% YoY due to weaken economic environment.
- Operating Profit after tax grew 0.6% YoY.
- Advances declined 7.0% owing to economic slow down.

PKR million	Q1 2009	Q1 2008	YoY
Income Statement			
Net Interest Income	9,094	6,172	47.3%
Non Interest Income	1,688	1,940	-13.0%
Total Income	10,782	8,112	32.9%
Operating Expenses	(2,802)	(1,738)	61.2%
Provisions	(1,745)	(615)	183.7%
Profit Before Tax	6,235	5,759	8.3%
Taxation	(2,103)	(1,646)	27.7%
Profit After Tax	4,135	4,112	0.6%
Balance Sheet items			
Investment - net	125,352	96,257	30.2%
Advances - net	244,149	262,510	-7.0%
Total Assets	456,430	443,616	2.9%
Deposits and other accounts	338,311	330,274	2.4%
Total Liabilities	394,174	385,180	2.3%
Equity	62,256	58,436	6.5%
Key Ratio			
ROA	3.62%	3.62%	
ROE	25.7%	27.3%	
Cost to Income Ratio	25.9%	19.4%	
LDR	72.2%	79.5%	
Deposit Growth %	13.4%	13.7%	
Gross NPL Ratio	7.6%	6.7%	
Net Interest Margin %	8.8%	8.0%	

Maybank Group: Key Ratios

	3Q09 Mar 09	2Q09 Dec 08	1Q09 Sep 08	4Q08 Jun 08	3Q08 Mar 08	YTD Mar 09	YTD Mar 08
• Net Interest Margin	2.79%	2.71%	2.50%	2.81%	2.72%	2.67%	2.70%
• Net Return on Equity	9.9%	14.6%	11.7%	14.4%	15.5%	12.1%	15.2%
• Fee to Income Ratio +	24.8%	32.0%	25.2%	41.0%	29.2%	27.6%	29.3%
• Adj. Fee to Income Ratio *	30.6%	34.7%	29.5%	37.5%	34.1%	31.0%	32.9%
• Cost to Income ++	57.6%	53.0%	60.0%	37.8%	47.3%	56.6%	47.1%
• Adj. Cost to Income **	50.3%	47.8%	51.8%	38.7%	41.3%	50.6%	42.0%
• Loan-to-Deposit Ratio	87.8%	88.4%	90.0%	88.1%	81.9%	87.8%	81.9%
• Asset Quality							
• Gross NPL Ratio	3.55%	3.59%	3.60%	3.72%	4.78%	3.55%	4.80%
• Net NPL Ratio	1.73%	1.80%	1.84%	1.92%	2.43%	1.73%	2.40%
• Loan Loss Coverage	101.1%	99.8%	100.2%	99.2%	87.2%	101.1%	87.2%
• SP charge off rate (bps)	62	75	35	-6 #	42	59	37
• SP charge off rate (bps) (exc. BII)	40	49	35	-6 #	42	43	37
• Capital Adequacy (Bank)							
• Core Capital Ratio	11.10%	10.19%	10.76%	11.09%	10.26%	11.10%	10.26%
• Risk Weighted Capital Ratio	11.10%	10.19%	10.76%	12.32%	12.68%	11.10%	12.68%

+ Include Islamic Banking income and impairment loss on securities.

Before NPL sale = 29bps

* excluding unrealised loss on derivatives, impairment loss on securities and one-off items related to BII.

** excluding insurance claims (cost), unrealised loss on derivatives, impairment loss on securities and one-off items related to BII.

++ Include unrealised loss on derivatives, impairment loss on securities and one-off items related to BII.

Update on Strategic Transformation Plan

Early results of LEAP30

	Initiatives	Objective	Recent Progress
Consumer	<ul style="list-style-type: none"> • Launch tactical sales stimulation 	<ul style="list-style-type: none"> • Enhance consumer sales with tangible sales uplift captured in the first year of launch 	<ul style="list-style-type: none"> • Nationwide roll out to 127 branches in 18 May 09 for FT & Selangor, which represents 50% of Consumer Banking PBT.
Enterprise	<ul style="list-style-type: none"> • Deepen share of Corporate customers' wallet 	<ul style="list-style-type: none"> • Enhance customer penetration with improved wallet share 	<ul style="list-style-type: none"> • Tactical Account Planning Rounds #1-8 have identified RM66.6 mil. in potential revenue
Insurance	<ul style="list-style-type: none"> • Create a domestic Insurance champion 	<ul style="list-style-type: none"> • New tiered system for agency and full product range 	<ul style="list-style-type: none"> • Actual revenue as at end April 09 from Rounds #1-5 is RM38 mil. • Increase in premiums to Etiqa • Increase commission/fees to Maybank
Cost Optimisation	<ul style="list-style-type: none"> • Reduce procurement costs • IT Projects Reprioritization 	<ul style="list-style-type: none"> • Detailed spend analysis and quick win identification • Category mapping of group spend • Defining governance model and structuring central procurement unit • Ensure IT projects resources are focused on delivering benefits 	<ul style="list-style-type: none"> • Wave 1 (Apr-June) targeted annual savings of RM11mil • Wave 2 commences 1 July 09. • Cost avoidance of RM55.07 mil from CAPEX and RM24.63 mil from OPEX from the FY09/10 IT budget

Update on Strategic Transformation Plan

Critical enabling initiatives are in motion to support mid-long transformation efforts:-

	Initiatives	Objective	Recent Progress
Operation	<ul style="list-style-type: none"> • MIS enhancement 	<ul style="list-style-type: none"> • Upgrade management information system 	<ul style="list-style-type: none"> • Re-prioritise to enhance performance management dashboards
Credit	<ul style="list-style-type: none"> • Credit Collections 	<ul style="list-style-type: none"> • Tighten prevention mechanisms in deteriorating economic conditions 	<ul style="list-style-type: none"> • Collection centre on track to go live on 1 June 09.
People	<ul style="list-style-type: none"> • Upgrade performance management • Launch talent management • Enhance leadership development • Ramp-up external recruitment engine • Embed core values in the way we work 	<ul style="list-style-type: none"> • Build a pipeline of talent and leaders to achieve Maybank's aspiration to be a talent and execution-based company; • And be among the top quartile employer of talent in each of Maybank's markets. 	<ul style="list-style-type: none"> • The Human Capital Workshop which covers areas such as Talent Management, Performance Management, Leadership and Core Values is being conducted from 21st April 09 until 29th May 09. The Workshop aims to cover 2600 Maybank line managers.

Prospects and Outlook

- Economic slowdown in 2009. However, RM60 billion stimulus plan should cushion the severity and duration of the downturn.
- The banking industry is well capitalised, supported by healthy asset quality and excess liquidity and is expected to remain resilient despite a decline in credit demand and investment activity. Highly competitive banking landscape together with an environment of lower interest rates and more challenging business and employment prospects, could lead to pressure on margins and rising non-performing loans.
- Maybank is leveraging upon its vast network franchise, trained sales force, superior branding, and competitive product offerings to grow market share in selected sectors.
- Prudent risk management practices and stringent asset quality management should contain risk of deterioration in asset quality.
- The Group will focus on growing its international business and seek to derive synergies to enhance revenue generation from its overseas acquisitions.
- Ongoing LEAP30 performance improvement programme is on track to deliver enhancement in revenue and cost savings in order to strengthen Maybank's core business and franchise.
- With the completion of its rights issue in April, the Group has now strengthened its capital base and will proceed with putting in place an organisational and corporate structure that provides greater strategic, financial, and operational flexibility across the group.
- Given the tougher operating environment and with the recent acquisitions yet to be earnings accretive in addition to the potential for impairment charges, the Group expects net profit for the current financial year ending 30 June 2009 to be lower than the previous financial year.

Q & A

THANK YOU