

THE MAYBANKER

Employee Newsletter (for internal circulation only)

PP 16860/04/2013 (032734)



Malayan Banking Berhad (3813-K)

DIGITAL CX: Powering the Human Connection

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PUBLISHED BY

Maybank, 100 Jln Tun Perak, 50050 Kuala Lumpur

EDITED & DESIGNED BY

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Group Employee Engagement & Internal Communications
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EXCO'S TAKE: DIGITAL CUSTOMER EXPERIENCE (CX) & HOW IT POWERS THE HUMAN CONNECTION



It's no secret that digitalisation has transformed businesses, including the banking industry — enabling an even wider range of choices and ease of everyday transactions with minimal fuss, cost and delay. A world under lockdown due to the pandemic expedited digitalisation even more, fast-tracking the evolution of consumer behaviour at light speed.

Customers now have higher expectations for personalised, intuitive and integrated engagement when it comes to anything digital. More are also trying out new services and products, apart from new shopping methods. This makes brand loyalty even more difficult to build. That's why merely digitising is not enough, especially in a post-pandemic world. Ensuring high standards of digital CX is more critical than ever.

With our Humanising Financial Services mission, providing quality CX has always been in our DNA, but Maybank today is competing in a very different financial services landscape.

We are up against non-traditional competitors and there are significant shifts in our customers' expectations. We have moved from various transformation waves to where we are now, towards M25 and beyond. In this year's 'The Maybanker', we identified what we did right and what we can do better when it comes to customer-centricity.

How do we reinvent ourselves, transform our CX and stay on top of the game? What are our top priorities in the next few months and what is it that Maybankers can do to ensure that these actions and initiatives get traction and create the intended impact? Let's hear it from our esteemed Group EXCO members.

DATO' KHAIRUSSALEH RAMLI
GROUP PRESIDENT & CEO



“ We are the fourth largest bank in Southeast Asia; we have always strived to make a difference in the communities we serve and pride ourselves in our ability to humanise financial services. A lot have been achieved through our hard work over the 62 years of existence, but now, we need to take that next step: from being good to becoming great; from punching below our weight to punching above it.

We do this by putting our customers — either internal or external — at the forefront of everything we do and in every decision we make. Only by walking a mile in their shoes would we be able to find the right solutions to fulfil their needs. We need to reinvent ourselves from product-pushers to agents of customer-centricity.

This reinvention requires a shift in mind-set for sure and, for today's leaders, the ability to walk the tightrope between addressing and embracing change for an entire organisation while staying the course to execute the strategy. It requires exponential thinking, speed, and confidence while also being resilient against challenges and open to positive, and even more so, negative feedback.

To realise our M25 objectives and thrive in the digital world of today and tomorrow, we must transform the way we work. We must equip our people with the workplace of the future, with the right environment, mind-sets, and the right tools to be more inclusive, dynamic and become an enterprise thinker and solution-oriented. We will need to focus on enabling greater human productivity and creativity, to solve problems we do not yet know exist.

Our operating model too needs a reinvention, we need to do away with hierarchy and create a flatter organisation that is conducive for employees to build their design and technical skills and become more flexible and adaptable — to become more agile. Agile ways of working are now business as usual, and that demands a more fluid, non-hierarchical structure. It's no longer a case of leaders rising to the top, but leadership spreading across the organisation and its wider ecosystem in a network effect. These enterprise leaders will need to be able to perform and transform, beyond business function siloes.

Crucial to our future success is our ability to create a bionic workforce to maximise the potential of digitisation by harmonising technology, employees and organisation. Combining human capabilities and innovative technologies to develop a premium CX and enhance customer relations, ensure more productive operations, and dramatically increase innovation rates.

We are at a critical point on our M25 journey. With just over two years to go, we need to be certain that every Maybanker is on board with us as we realise our aspiration of providing quality CX. Only together can we take that next step and become better than we already are.



DR SIEW CHAN CHEONG
GROUP CHIEF STRATEGY OFFICER



Our business is highly dynamic as customers' expectations evolve all the time – and this keeps us on our toes and motivates us to ensure that our strategies and business decisions are aligned to the voice of our customers. Our efforts to ensure that we remain relevant, top-of-mind and close to our customers have been demonstrated by the various innovative digital solutions introduced, such as MAE, Digital Financing for SME and Maybank2u Biz App.

As we move forward, there are plenty of opportunities to power the human connection with our customers, underpinned by digital capabilities. These opportunities would require deeper assessment, where directionally our aim is to prioritise opportunities that will deliver the following objectives:

- Intensifying digital ecosystem and lifestyle play
- Improving cross-business and functional collaboration, whilst instilling an innovative and agile culture
- Deepening advanced data analytics (AI/ML) capabilities to offer real-time, personalised offerings and services to our customers
- Further strengthening our digital infrastructure to increase the speed-to-market so that we are quick to respond to our customers' evolving needs

For us to achieve these objectives, we would need all Maybankers to be on board so that together we can uncover new solutions, be open to adjustments along the way and ultimately deliver top-notch CX. I would encourage your active participation in sharing ideas and embracing agile culture so that we can move and grow together as one Maybank.



MR GILBERT KOHNKE
GROUP CHIEF RISK OFFICER



Maybank's top position in the industry is attributed to customers' trust in the brand.

Trust is a primary factor determining our competitive edge against Fintechs and non-traditional neobanks alike. To remain competitive, we must design customer experiences that strengthen customers' trust and relationships with us.

We should transform the experiences that matter most to customers as this would have the greatest impact to their journeys. This means we need to design personalised customer journeys for all customer personas based on their attributes, such as age, net worth, segment, industry and habits. As an example, to effectively serve customers who mainly use digital payments, we need fast and secured digital payment channels such as QR Pay and Maybank cards in Apple Wallet, while the availability of ATM machines would be more important to customers who prefer to transact in cash.

In creating bespoke journeys, we need to analyse data from multiple sources including operational data and traditional customer surveys. These need to be kept up-to-date and as close to real-time as possible. This helps us build a 360-degree view of the customers and allows us to identify and execute CX initiatives that are better able to anticipate future customer needs so we can make proactive engagements and decisions. Once we appreciate the experiences customers want, we can prioritise financial and time investments in technologies and talent that enable top-notch experience craftsmanship and business outcomes. The success measures for these initiatives must be based on measurable and strategic business objectives that optimise the revenue and cost structure instead of experience metrics, such as Net Promoter Score, alone. Effective CX initiatives lower friction in service journeys (reduce costs) and increase throughput in sales journeys (improve revenue).

We also have to align incentives and the desired business outcome vs. channel or front-line outcome, for instance, the number of issues resolved per customer service provider or per complaint channel. This ensures that people are rewarded based on business outcomes that indicates the effectiveness of our CX transformations.

In the next few months, we will be working with our partners in other Sectors to accelerate the execution of various initiatives outlined in our roadmap and reconfirm our priorities in achieving the M25 strategic objectives. One of them is the delivery and adoption of CARiSMA applications and PESTOS. These applications are key enablers to powering an effective digital CX as they focus on generating insights on optimal portfolio building, risk-based pricing, optimising balance sheet, shorten time-to-everything, and risk communication for fast data-driven decision-making.

Our team will be focused on reviewing the Risk Appetite Statements and Indicators for 2023 with the stakeholders which will be important in guiding most of our key risk and business decisions moving forward, as well as ensuring that we operate responsibly and sustainably.

When it comes to traction and impact we should start with a noble cause — start with something that resonates with people and is going to make a difference in their world like Sama-Sama Lokal. That

is why I always stress on user-driven developments and it always starts with having a curiosity that there has to be a better way. So I'm inspired by anything that will stimulate curiosity, anything that will show that the power of diversity is so incredibly important to innovation.

I think what has made Maybank great is that we have been an organisation with an open mind, willing to invite people of talent and merit, whom we can trust to come through and participate. If we want to be successful in this operating landscape, then we need an educational and upskilling system that has foundational context with the various technologies that are available. The amount of innovations and technologies we have today are growing exponentially which puts a stress on learning, on curiosity, on education, on diversity, thinking about things in a different way and so I believe an effective talent development system is important for people who are going to be part of this new world. Everyone in this organisation is important to the initiatives and have a role to play. People from different backgrounds and expertise should regularly come together to share ideas and knowledge with each other and be humble to learn from and challenged by others — that is how we can become agile. Communication is also critical in ensuring that the relevant stakeholders understand the objectives, roadmap and progress of the initiatives. This is so people are clear of the cause and they can contribute and prepare for adoption to achieve the intended outcomes. Most importantly, we must constantly encourage each other, create an environment and develop approaches that push people to strive to contribute and influence an agile mind-set.



PN KHALIJAH ISMAIL
GROUP CHIEF FINANCIAL OFFICER

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Whilst we accelerate the transformation journey to become the top rated customer service provider via the establishment of digital-focused initiatives across the group, it is imperative to be conscious that technology is only an enabler, and does not replace human touch. Striking the right balance is key. Customers may not remember what quality of your product was, but they will always remember how their customer experience made them feel.

One way to gain customer loyalty is to forge an ‘emotional bond’ to our brand, and we only have a few moments of truth, at which to do so.

Recognising customer’s needs, values and aspirations would be the foundation to delivering a personalised service, from start to finish. We therefore need to move our mindset from transactional relationships to meaningful customer connections that drive stronger loyalty and consequently lead to higher profitability. Powerful yet simple rule to follow is: always give more than they expect to get.

I encourage everyone to regularly engage with our customers and always put yourself in their shoes to ensure that our strategy and products are fit for purpose. Always strive for excellence and reflect on your performance by requesting for feedback on the service you have provided. Be flexible, agile and open minded to new ideas and don’t be afraid to rock the boat. Staying true to our core values, TIGER, will go a long way.

Among my top priority as the Group CFO is to continue collaborating closely with the business to define their strategy as well as providing valuable insights on their financial performance against the set target. Additionally, as the financial steward of the bank, the finance department is in a unique position to navigate the bank in conserving liquidity and managing capital allocation to achieve maximum return. Another area of focus is steering the bank on good assets growth by closely monitoring credit exposure and recoveries initiative. Instilling the discipline across all sectors within the Group on cost optimization remains a continuous effort.

I’ll stay guided and committed by the strategic priorities set out in the M25 to assist the bank in achieving its aspirational outcomes. Let’s us all come together to make this happen!



DATUK NORA ABD MANAF
GROUP CHIEF HUMAN CAPITAL OFFICER

“ For transformation to truly deliver value, it must be driven by the needs and experiences of the people it’s meant to benefit. That’s universal — it applies to everything we do.

For Group Human Capital (GHC), our customers are Maybankers. Our aspiration of developing world class talent who are customer-centric and able to deliver world class results hinges on our ability to safeguard Maybankers well-being while creating a diverse and inclusive environment that nurtures innovation, collaboration, agility, and curiosity. Key to realising this is our holistic approach to create a #HUMANISINGworkplace.

From the #WeCare support channels that provide Maybankers with mental health support, to building capabilities through the #LearningNeverStops platform, and advocating Diversity, Equality and Inclusion values through the Diversity Allies programme, we go above and beyond to ensure that Maybankers are provided with support and equipped with the necessary hard and soft skills to realise their full potential.

Unleashing our hidden potential is essential to realising our M25 aspirations and this is GHC’s primary focus for the coming months with the introduction of M25 Unlimited Potential (M25UP) — an upskilling and uptooling programme in collaboration with the Asia School of Business. This progressive leadership developmental journey aims to ensure our managers and leaders are fully up to the task to deliver our M25 strategic plan, to be more digitally inclusive, dynamic and solution-oriented and equipped with the ability to course-correct in an agile manner in their thinking and behaviour towards executing our M25 strategic priorities.

Ultimately our goal is more than just numbers, and sometimes results aren’t immediate or crystal-clear. What’s important, is that we build an environment that is conducive for Maybankers to become the best versions of themselves. Do our people feel seen and heard, are we listening and paying enough attention? Are they empowered to give their best, do they feel appreciated for the value they bring and do they feel encouraged to keep going? These are the questions that needs to be asked because in the end, it comes back to CX, and keeping it in alignment with our commitment to the Group’s vision and mission.



**EN MOHD SUHAIL AMAR SURESH
GROUP CHIEF TECHNOLOGY OFFICER**

“ In today's continuously shifting competitive environment; we need a culture that is built on People, Passion and Persistence (3Ps) to be intrinsically agile, constantly pushing boundaries, nurturing innovation and tirelessly driving excellence. This is exceptionally more prevalent in technology with the rapid pace of innovation. Group Technology in partnership with other Sectors within the Group continuously pushes the boundaries of technology to deliver superior CX, products and services to our customers.

We have implemented technologies such as machine learning and deep learning, which enable us to approve Retail SME Digital Loan and Personal Loans at breakneck speeds. Using Big Data, we built our own Universal Data Lake (UDL) from which we can perform advanced analytics. Mobile technology advancements, micro-services, and open APIs have enabled us to blur the barriers between a banking app and a lifestyle solution with our MAE App. We have enabled our customers with Contactless ATMs, ApplePay, SamsungPay and QRPay to be truly cashless by integration with other ecosystem players or creating our own ecosystem.

Going forward, there are three key areas that we will be focussing on:

- Tech for Business — being the trusted partner to deliver business aspirations that will be built on the next gen tech stack. It will be regional first, platform based and service oriented.
- Tech for Tech — will comprise of strategic programmes to harmonise digital channels, democratisation of data, transitioning to regional-based platform, building scalable & resilience infrastructure and driving collaboration & productivity via tools & automation.
- Next-Gen Ways of Working — streamlining governance, attract & retain the right talent and institutionalising Agile delivery.

To meet these aspirations, we are aggressively hiring key talents across the region as well as upskilling our existing talent. We are looking at how we are structured, which includes moving from agile scrums to feature squads to ensure that we always put customers first. We are inculcating a group-first mentality where every solution is architected to be deployed across the group seamlessly.

We are cognisant that we have a lot to do over the next two years to achieve our M25 aspirations. Nothing, however, is beyond our grasp if we band together and embrace the future.



MR JEROME HON KAH CHO
GROUP CHIEF OPERATIONS OFFICER

Delivering delightful CX requires leaders at all levels to walk the talk and get on the ground to

ensure things are not only done but done right, and done at the right pace. In order for this to be a reality, leaders need to be exemplary. Subordinates listen to us talk and see our actions; how they perceive these will translate into how plans and actions are executed. If these exemplary actions and habits can be cultivated across the organisation, the impact will be immeasurable.



MR MICHAEL FOONG SEONG YEW
CEO, MAYBANK INTERNATIONAL

Humans are the core of our business. Whether it is reaching out to new customers or strengthening existing relationships, we need to focus on delivering what is essential from their standpoint — and do it faster and more conveniently. We have already built robust products and services, established strategic footprints with physical and digital platforms and developed a sizable base of customers across the 18 countries we operate in, the trick now is to scale these up exponentially and harness them with higher velocity. We also need to have better agility, a high metabolic rate and incorporate the “innovation flywheel” approach for us to be able to adapt to changes quickly and effectively. This essentially means ensuring our culture, systems and processes have the built-in agility and adaptive capabilities that allow us to keep improving and stay resilient against ever-changing economic conditions.

Many of the challenges that we see today are unprecedented (or at least unheard of in the last century) making the future even

harder to predict. This accentuates our need to get better at leveraging data and analytics to drive our decision-making going forward — especially in key areas such as Risk management, Customer Relationship Management and pricing — and develop it as a key differentiator.

In the coming months and beyond, we expect the world to continue on its recovery path while dealing with supply-side issues and the rising costs related to it. New growth stories

will emerge in the next economic cycle and we need to be part of it while discerning who and how we help. Whether it's providing crucial working capital loans, connecting new trade flows, or digitising small underserved business and retail segments, we have a significant role to play in driving momentum and helping customers reach new levels of value creation and prosperity in the various markets we operate in.



DATO' MUZAFFAR HISHAM
GROUP CEO, GLOBAL BANKING

“ We have challenged ourselves in the past and will continue to do so in order to continuously improve and reinvent GB business. We have come a long way and should be reminded that our journey ahead will be different than ever before given the ever changing operating environment.

As we look back at our journey in the past, we should not only emulate but also innovate our ways of engaging with our clients with aim to deliver superior CX. Our goal remains – to drive our clients' growth ambition across ASEAN, while partnering them in managing their risks and returns. We offer not only customised business solutions, but also introduced digital innovations to improve efficiency. This is evident in our improved ECES NPS since past few years and steady number of referrals to CFS. These achievements are testaments to our enhanced client-centric business model as we continuously evolve in order to provide top notch CX.

In line with M25, GB's client-centric digital initiatives will transform the way we operate and serve our clients across segments. We strive to improve our operational efficiency and effectiveness by dissecting our end-to-end processes and identify the gaps that we need to address. There are three (3) key areas we are focusing on namely the enhancement of credit origination process PESTOS, transformation of TB-GM flow business, and building client-led investment solutions. In addition, we have kicked off the annual ECES FY2022 exercise and are embarking on CX VOC platform as part of our efforts to gauge customer real-time feedback.

Following these initiatives, we will be able to further elevate CX through unified global platform that will deliver integrated end-to-end solutions in the client ecosystem via product innovation and collaborative, connected platform.

This will also result in improvement of operational efficiency especially in compliance and risk decision making process. Having access to and making use of available data, we will be able to gather insights to improve CX.

Moreover, we are aligned with Group's sustainability commitment in our aim to position Maybank as the regional ESG leader in partnering our clients to build sustainability-first businesses, whilst enabling a more equitable and inclusive ASEAN community. We are committed in partnering our clients and supporting their sustainability agenda as we put emphasis on growing GB's ESG offerings through our sustainability-first outlook. In 2021, we have completed 29 ESG-related deals of RM9.3 billion in size (234% above the FY2021 target of RM4.0 billion), and as at 1H2022, we have completed 21 ESG-related deals of RM7.9 billion in size (128% of FY2022 target of RM6.1 billion), mainly from our key markets in Malaysia, Singapore, Greater China and Indonesia.

Our M25 aspiration is clear, to be the trusted partner for sustainable and inclusive growth for our customers, communities and stakeholders across ASEAN. It is our duty within the Group to balance the risks and returns, and alongside our clients. At Maybank, we are blessed that our key assets are

its people. We are surrounded by collaborative teams of subject matter experts and supported by the Bank's robust competencies.

Lastly, I would like to express my appreciation to all Maybankers for persevering and going all the distance to serve our customers. I trust we will continue to contribute to Maybank's M25 agenda in providing top rated CX not only through our people but also through our client-centric strategic and digital initiatives, which is also in line with M25 digital ambitions.



DATO' JOHN CHONG ENG CHUAN
GROUP CEO, COMMUNITY FINANCIAL SERVICES

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Our customers' needs and behaviour are constantly evolving and hence, it is also important for us to evolve in parallel to the changing needs at the same time delivering great CX.

An important element in delivering excellent CX is knowing our customers well — this includes capturing them at important moments of their life stage. We want to transcend our financial service to serve our customers holistically, deeply embedding Maybank throughout their life cycle, to be

a platform where we can orchestrate an ecosystem and connect various partners to our customers, offering beyond banking solutions.

For example, purchasing a house is a major investment for anyone. When a customer is ready to own a home, it is not about offering a home loan to the customer. We want to be able to connect the customer with a credit protection insurance, a platform to enable customer to have access to interior designers and contractors for renovation and home furnishing.

Besides knowing our customers well, the ability to deliver consistent customer service across multiple channels is also very crucial. Our network of physical touchpoints, ranging from branches to Premier Wealth Centres, have served alongside our digital platforms of Maybank2u, Maybank2u Biz, MAE and Maybank Group Contact Centres in fulfilling the differentiated needs of our individual and business customers. Moving forward, we look to further enrich the banking experience for our customers with an omni-channel approach.

We recognise there may be instances of unmet expectations and complaints, however it is critical that our customers are being treated right in those situations. We must resolutely identify and continuously address pain points faced by our customers in a swift manner. I can share that during a recent review on processes in the customer journey, we have found opportunities to streamline and refine several processes, and we will work towards enhancing customers' experience in these processes.

Ultimately, the experience we deliver as a bank must be an experience we ourselves as customers want to receive as part of our mission to Humanise Financial Services.

We remain steadfast in our focus to deliver CX and business performance with the following key value drivers under the M25 strategy:

1. Attaining a forefront position in the SME space by continuously delivering values to our customers.
2. Fortifying our Wealth Management proposition by bringing together Maybank's expertise across sectors.
3. Elevating CX by driving customer centricity through data-led strategy and digital solutions.
4. Embedding sustainability in all our businesses.

To continue to strengthen our leadership position in Malaysia and grow our share in the retail banking industry in the other markets Group Community Financial Service (GCFS) operates in, we need to remain committed in delivering on our identified initiatives for the rest of the year.

Some of our top priorities are:

1. Renewed and enhanced consumer banking customer journey — offering a value proposition for our customer where we are the centre of solution for them.
2. Reimage and accelerate the SME banking customer journey — linking our customers to various partners within the SME ecosystem and offering solutions beyond banking.
3. Grow our Islamic Wealth Management proposition and promote sustainable financing to our customers.

These priorities are powered through advanced data analytics to drive customer-centricity. The delivery of the priorities can only happen with cross sector collaboration, working together with our key partners from Group Technology, Operations, Risk and Human Capital.

Besides focusing on business growth, we must also continuously uphold our asset quality and ethical standards in all our operations.

For all of us as Maybankers, we need to embed our humanising mission in everything that we do — from the continuous investment in our communities and people, the strive to do the right thing and the aim to create a sustainable future for all. People are our driving force and by putting our mission in the centre of everything that we do, we will be able to deliver our committed initiatives.

Besides that, to make all our endeavours in enhancing CX a success, we as Maybankers, should always be guided by our core values, TIGER — to leverage on the collective strength of Teamwork, to consistently uphold Integrity, to have a Growth-oriented mind and attitude, to practice Excellence and Efficiency in all we do, and to possess a heart which seeks to Build Relationships.

By embodying these values in our daily effort to serve customers from our heart, staying focused on our priorities for Maybank, and being resilient and agile in our way of work, we can deliver meaningful experiences for our customers, and take on a world full with challenges and opportunities together as one.



DATO' MOHAMED RAFIQUE MERICAN
GROUP CEO, ISLAMIC BANKING



In our pursuit to become the Global Leader in Islamic Finance, we must strive to breathe and think like our customers. Customers crave for personalised experiences — the kind that make them feel like they are having a conversation with someone who knows them and treasures the experiences they have had together. Key to this is understanding the different needs, preferences and priorities of our diverse customers. By doing so, we are able to redesign our offerings and interaction processes to enhance the customers' journey with us and drive retention in the long run.

Becoming customer-centric requires us to relook our customer value propositions and develop a workforce that is fit for the future. We need to be able to identify with customers and understand their financial decisions as these would trigger demand for specific financial solutions. For example, the arrival of a newborn could lead to a need for a bigger family car or home, triggering a need for new loans. To be able to do this, we need employees who are adaptable and able to provide a superior CX that centres on the needs of the customers.

It is crucial for us to move towards Open Banking. Open Banking is the use of open application programming interfaces (API) that enable third-party

developers to build applications and services around the financial institution. It will revolutionise how consumers engage with their financial services providers, enhance competition and persuade banks to offer customers more extensive options or novel financial solutions beyond what is currently available. With Open Banking, Maybank Islamic stands to benefit from accelerated innovation, expanded distribution channels and revenue sources.

Digital Banking is the future and must be observed religiously to keep ourselves ahead of the competition. Asia has proven to be a fertile ground for the development of Fintech and digital finance. We have witnessed numerous tech companies transition into digital banks over the past couple of years such as Tencent's WeBank in China, Kakao's Kakao Bank in South Korea, and Rakuten's expansion into credit cards, digital banking, investments and insurance in Japan. Collaborations between Fintechs and banks in Asia are also gaining momentum such as Thailand's Kasikornbank collaboration with Singaporean super app Grab to launch mobile wallet GrabPay by KBank and Indonesia's Bank Rakyat Indonesia with China's Alipay to expand point-of-sale (POS) acceptance of mobile payments for Chinese tourists visiting Indonesia



EN KAMALUDIN AHMAD
GROUP CEO, INSURANCE AND TAKAFUL



To truly place customers at the heart of what Etiqa does, we recrafted our customer engagement and corporate strategy around the Etiqa Flywheel. We aim to realign the organisation; enhance our operations and services; and deliver quality CX through this flywheel and its three key components: Maximising Customer Interactions, Loss Mitigation/Prevention and Customer Obsession.

Maximising Customer Interactions:

Our customer interaction is what provides our flywheel with the initial burst of momentum it requires to get going. Which means we need to ramp up our interactions with our customers, going beyond the traditional once-a-year insurance renewal or the rare insurance claim and provide benefits more frequently.

By doing so, we gain more insights into our customers' behaviours, allowing us to understand them better.

Loss Mitigation/Prevention:

These insights are then used to craft products and services that customers actually need and want. This reduces, or better yet, eliminates loss, allowing us to pass some of these financial savings back to the customer.

Customer Obsession:

Our strategy requires us to be obsessed with our customers through rigorous tracking of customer satisfaction via over 400 metrics that aim to, among others, reduce turnaround time, meet Service-Level Agreements and obtain higher Net Promoter scores. This win-win relationship generates higher profits and allows us to identify key focus areas to further increase and improve our customer interactions — bringing the flywheel full circle.

The success of our 'Drive Less Save More' (DLSM) motor insurance/takaful add-on which was launched last year showed us just how effective the flywheel approach is. DLSM offers drivers up to a 30% rebate on premiums/contributions when their vehicle records lower mileage. The rebate incentivises customers to submit their odometer readings via the Etiqa Smile app, providing us with valuable insights that we can leverage to enhance or craft new products and services that customers need and want.

The majority of Maybankers in Etiqa contribute in one way or another to the over 400 metrics that are reviewed on a weekly. By showing Maybankers the link between their efforts and customers' satisfaction levels, we are able to encourage a critical thinking mindset and inculcate a sense of responsibility in them to drive the Etiqa Flywheel forwards. It's about putting the customers at the heart of what we do and not about managing KPIs.



DR JOHN LEE HIN HOCK
CEO, MAYBANK SINGAPORE



Our mission statement, Humanising Financial Services, is one of the most unique in any industry. As one of the largest financial institutions in ASEAN, it is imperative for us to translate this into demonstrable attributes and thought processes, to infuse into our people, products, physical and digital touchpoints. These are what make our CX stand out, and something that must be felt keenly by our customers in the most positive way.

In Singapore, we embarked on a multi-year CX initiative during the pandemic — the Signature Maybank Experience — as an internal programme providing a framework to promote customer-centricity at every staff level, from top to bottom, front to back. Its aim is to foster greater intra/inter department collaboration, customer-centric product design and work solutions, ultimately with one common objective: Everything we do starts and ends with customers at heart.

Even with the advancement and high adoption of digital banking, recent surveys during the pandemic have shown that people still rely on and prefer the human touch, and hence there is a need to balance and integrate these two well.

While we step up on striving for excellence in our digital platforms for customers, we want to make sure we also focus on technology improvements for internal processes, to improve efficiency and reduce errors so as to redeploy scarce resources optimally.

On the people side, the leadership helps to create visibility by embracing this initiative, and walking the talk on focusing on CX outcomes, alongside financial targets. There have also been numerous internal campaigns promoting service excellence, showcasing individuals (both frontline and non-frontline) with real-life exemplary examples, and starting recognition programmes for individuals and key touchpoints. During FY2021, when our efforts were focused, tangible results could be seen in the top marks achieved by our branches and contact centre in the ECES results, and in the Customer Satisfaction Index of Singapore (CSISG) results that year, our contact centre emerged with top scores in the industry.

We will be continuing these efforts and bring the Signature Maybank Experience internal programme to the rest of our stakeholders in the next 12 to 18 months, and we anticipate that the benefits of such a programme will have lasting impact beyond the project duration, helping us to attain better customer and even employee satisfaction.

TASWIN ZAKARIA
PRESIDENT DIRECTOR OF BANK MAYBANK
INDONESIA



Reinventing ourselves and transforming our CX begins by continuously listening to feedback from multiple angles — customers, branches, employees, the media and even our competitors.



Through listening, and by accelerating our shift from a gut-feel to a data-driven via through the embedding of data analytics, we are able to define and refine our solutions (products, pricing, promotion, etc.) based on the customers' needs. Customers are always at the core of our strategy and we have and will always try to understand our customers down to the most granular level. We strive to always make it convenient for the customers while protecting their transactions at the same time.

We believe that hyper-personalisation is the way forward, and at Maybank Indonesia, we will be prioritising the following areas in the short term:

1. Improve on the stability, security, reliability and flexibility of our IT network, security and infrastructure and keeping it up to date in order to provide customers with better service.
2. Improve on our ability to understand customers' needs. This will help us identify opportunities and either create new or adapt existing solutions to better serve their needs.
3. Continue to deploy new features more frequently to our services and solutions to keep up with market needs and competitors' movement.
4. Amplify what we are already doing well by increasing awareness and understanding of our services and solutions.

To ensure we are always to top of our game, we require everyone to:

1. Be proactive and attentive to the needs of our customers and be innovative in identifying new or existing solutions that can address the customer needs and/or pain points.
2. Become highly knowledgeable of all our services and solutions to ensure we stay ahead of our competitors and to become brand/product ambassadors by using that knowledge in our daily activities.
3. Continue to voice out their opinions, ideas and feedback on any improvements that can be made to elevate CX to the next level.



SUHAIMI ILIAS: KEY HEADWINDS OF 2022 AND 2023 — RISING INFLATION AND INTEREST RATES

From the COVID-19 pandemic, to the US-China trade war and the Russia-Ukraine conflict, the global economy has been continuously affected by disruptions that has had nations reeling to counteract the rise of inflation and interest rates. For many of us, it's hard to make sense of the current global economic situation. Why are prices going up? Are they going to continue to go up? Why is the war in Europe affecting those in Asia?

Group Chief Economist of Maybank Investment Bank, Suhami Ilias, takes us through the global economic landscape, explores the causes for the rise in inflation and interest rates, gauges how the ASEAN-6 countries are faring in 2022 and outlines what we can expect to see in the near future.

With everything that's going on around the world, economic forecasting is no doubt incredibly challenging! Amid recent conflicts and disruptions, how's the economy doing, globally?

Suhaimi: The global economy is experiencing growth moderation. Global economic growth decelerated to 3.6% YoY in 1Q2022 vs 4.1% in 4Q2021. For the year, we currently expect slower global economic growth of 3.0% after the 6.1% rebound in 2021 from the decline of -3.1% in 2020. Given the 1Q2022 growth performance and 2022 growth forecast, global economic growth will drift lower in subsequent quarters. This has been signaled by the Global Composite Purchasing Managers Index (GCPMI) — a barometer of manufacturing and services activities worldwide and thus a proxy for global economic growth. GCPMI dropped to 52.0 in 2Q2022 after the fall to 52.4 in 1Q2022 from 54.5 in 4Q 2021, signaling further downturn in global economic growth. Indeed, economic growth in US, Eurozone and China slowed in 2Q2022 to 2.3% year-on-year (YoY), 4.0% YoY and 0.4% YoY respectively from 4.2% YoY, 5.4% YoY and 4.8% YoY in 1Q2022.

Talk to us about inflation. That has been one of the major concerns for many parts of the world, and we saw a change in the policy stance of central banks in several economies already last year in response to high inflationary pressures. What's that looking like, for the short to mid-term?

Suhaimi: Global inflation is up due to the disruption in supplies — leading to a surge in prices of commodities. This disruption was mainly due to the Russia-Ukraine war. The two countries are key producers and exporters of major categories of commodities: energy (oil, gas, coal); food and food-related produce (wheat, sunflower oil, fertilisers); and industrial (nickel, aluminum). This led to higher costs of raw materials and production inputs for

businesses and industries. This increase in producer prices are then passed to consumers, hence the upward pressures on inflation rate and cost of living.

Inflationary pressures are also exacerbated by the hiccups in the global supply chain, especially with COVID-19 lockdowns in China — the world's largest manufacturer. The country is still maintaining its "zero COVID-19" policy while the rest of the world have pretty much moved on to "living with COVID-19", causing shortages in supply and delays in deliveries of manufactured products.

In response to rising inflation, global interest rates are on the rise as central banks seek to contain inflationary pressures and expectations. We calculated that the global average benchmark interest rate rose to 2.55% at end-June 2022 vs. 1.75% at end-2021 and the pandemic-era low of 1.49% in February 2021.

With no clear end of the Russia-Ukraine war in sight and China's "zero COVID-19" policy, the inflationary impact of global commodity supply and price risks as well as global supply chain disruptions will linger, and this will keep the trajectory on global interest rates over the next 6-12 months, upwards.

Are things going to be much different for us in ASEAN, if at all? How have we fared so far — post the regional rebound at the end of 2021, and now that most restrictions are wound back, borders re-opened?

Suhaimi: Interestingly, despite the global headwinds, ASEAN economies have performed better as the combined real GDP growth momentum of ASEAN-6 economies — Malaysia, Singapore, Indonesia, Thailand, Philippines, Vietnam — was sustained at 4.8% YoY in 1Q2022, the same as 4Q2021 which accelerated from just 1.7% YoY in 3Q2021. ASEAN economic growth picked up in 2Q2022, taking cue from the firmer growth in Singapore and Vietnam to 4.8% YoY and 7.7% YoY respectively in 2Q2022 from 4.0% YoY and 5.1% YoY in 1Q2022.

ASEAN is benefiting from the full reopening of the economy this year, including the end of international border closures as the majority of the adult population have been fully vaccinated. The full-economic opening this year — after the ins and outs of lockdowns, restrictions and containment measures in 2020-2021 — is positive for domestic economic activities, especially the

services sector that were hit hard by the pandemic such as tourism, travel and accommodation. They will see a growth in consumer spending driven by pent-up demand. And talk about “pent-up”, I travelled to my hometown three times between late April and early June this year vs. three times between 2020 and 2021!

There are also the external trade boosts to ASEAN-6 growth, especially given the commodity price surge — which is a major plus for commodity exporters like Malaysia and Indonesia — as well as the structural upcycle in technology demand via drivers like digitalisation (as more and more of our lives and activities, from work to shopping, go online) and infrastructure investment (5G, data centres, clouds) which is a boost to electronics and electrical exports that account for 27% of ASEAN’s total exports. We expect ASEAN-6 economy to register a firmer growth of 5.0% in 2022 (2021: 3.8%; 2020: -3.7%).



Any significant headwinds that we could be looking at for the remainder of 2022 and early 2023? Do you foresee these negative shifts to be particularly hard on certain countries or markets?

Suhaimi: Key headwinds for global and ASEAN economies later this year and next year would be the rising inflation and interest rates as mentioned earlier. Rising inflation means higher cost of living and diminishing real income (including returns from savings and investment) which subsequently affects purchasing powers. Higher interest rates raise the cost of financing consumption and funding investment. These headwinds are dampeners on consumer and corporate sentiments, thus household spending and business capital expenditure.

Furthermore, there are concerns of recessions in the likes of the US and Europe. US economic hard-landing worries is due to the increasingly aggressive interest rate hikes by the Federal Reserve to battle inflation rate. To note, as US inflation rate accelerated from the sub 2% level in early 2021 to 9.1% in June 2022 — the highest since November 1981, the US central bank have ratcheted up the quantum of its interest rate hike from 25 basis points (bps) in March 2022 to 50bps in May 2022 and further to 75bps in June and July 2022.

Meanwhile, the risk of European economic downturn comes from the fallout of the Russia-Ukraine war, namely energy crisis from prolonged disruption — even blockage — of Europe's energy supplies from Russia, leading to further inflation in energy prices. This is as Russia supplies 30% of

oil, 40%-45% of gas, and 50%-55% of solid fossil fuel (mostly coal) imported by Europe.

We are mindful of the potential knock-on effects of the above risks to ASEAN as US and Europe are major export markets (a quarter of ASEAN total exports in 2020) and sources of Foreign Direct Investments (FDI) (one-third of total FDI into ASEAN in 2020). We estimated that 1 percentage point (ppt) drop in US and EU GDP growth will each cut ASEAN-6's GDP growth by as much as 0.50-0.55 ppt.

Ending on a more positive and hopeful note! What are some growth prospects and key opportunities that we should be looking out for, as we continue striving towards our M25 strategic goals and chart our course towards better times?

Suhaimi: Among the key lessons from the COVID-19 pandemic and recent global developments like the Russia-Ukraine war is the importance of self-sufficiency, security and resilience in the supplies of essentials goods and services like foods, healthcare (including pharmaceutical and medical products), energy and technology. We see these to be among the key growth areas in the post-pandemic era.

The COVID-19 pandemic has also accelerated technology adoption — including automation and digitalisation — by businesses (including banks) and consumers, which is also driven by the need to boost efficiency and productivity amid post-pandemic trends of higher costs, proliferation of online businesses, services and transactions, as well as hybrid working. We see this as the catalyst to develop and generate activities, businesses, investment and employment in the “new economy” space.

At the same time, there is growing demand for Sustainability-related financing, which among others include funding for investment in, transition to, and adoption of renewable energy and green/clean technology that are driven

by the collective efforts of governments, corporates (from local SMEs to global companies) and communities to reduce greenhouse gas emissions en route to realise national and business targets of net zero carbon/carbon neutral in the next three decades.

Meanwhile, the economic and political rivalries between major economic and political powers pitting US and Europe against China (the world’s largest manufacturers) and Russia (major producers and exporters of commodities) are causing heightened economic uncertainties, political strains and market volatilities globally. But as the saying goes, there are opportunities from risks. For example, ASEAN is benefitting from trade and FDI diversions in response to US-China trade war and for supply chain security, diversification and resilience in this post-pandemic era and following Russia-Ukraine war. This is as multinational companies (MNCs) seek to mitigate the operational risk from geo-economic fragmentations, geo-political tensions as well as over-dependence on particular sources of supplies.

ASEAN is also part of the newly signed and proposed regional economic groups for trade and investments, namely the Regional Comprehensive Economic Partnership (RCEP) formally agreed to in November 2022, and the Indo-Pacific Economic Framework for Prosperity (IPEF) announced by US President, Joe Biden in May 2022. These underscore appreciation and acknowledgment of ASEAN’s economic prospects and development potentials, underpinned by factors such as large population especially at working-age level which means a larger labour force pool and consumer market.



Shaikh Munir Ahmad: Our CX Strategy in 5 minutes



Digitalisation was welcomed by banks and customers alike as a means of handling everyday transactions with minimal fuss, cost and delay. But there is also a growing concern that banking may be turning more price-driven, more commoditised... possibly, less human.

We have strived over the years to not only advance our customers' growth aspirations, deliver people-centric solutions, but also to improve and uplift the lives we touch along the way — a journey

that spans over six decades, renewed with the unveiling of our M25 strategy last year. How are we doing so far? How do we take it further?

Here, Head of Group Customer Experience, Shaikh Munir Ahmad, talks strategy, aspirations, employee mindset, customer expectations, and everything in between.



Shaikh Munir Ahmad
Head of Group Customer
Experience

What makes customer experience 'excellent'?

Munir: Customers today, they value convenience, consistency, and personalisation. They want products and services that are specially curated for their needs and lifestyle — which, as you would expect, are all kinds of different and unique, and may also change from time to time. But these three factors are non-negotiables for many of them, or at the very least, influence how they feel about their interactions with us or one of our offerings. Rather significantly too, sometimes.

And these same factors are at the forefront of our aspirations towards excellence in customer experience; providing the right offerings that best suit our customers, seamlessly and with minimal fuss or delay, every single time. Our customers know we have their backs, and they know that they can trust us to have their best interests at heart.

While the last two years have been nothing short of tumultuous, we have remained steadfast in meeting the needs and expectations of our customers, but we mustn't falter and we need to think about sustaining this good work. Part of that will involve strengthening our employees' expertise, training and re-training, holding each person to a high standard of quality, as well as identifying weak points and what we can do better.

In the coming months, we will also be conducting pulse checks at our branches, to evaluate the effectiveness and efficiency of our feedback management, institutionalise our CX approach at all touchpoints, and explore how the branch environment can be further improved. We may be going digital, but that doesn't mean we should neglect our brick-and-mortar!

Pulse-checks are conducted regularly at our branches and is an on-going initiative especially to check on hygiene and service levels at our branches. In addition to that, we have started the Mystery Visit Programme on 1 August where mystery shoppers are assigned to visit all our branches and evaluate on employees and branch readiness, advisory capabilities, customer engagement and communication skills.

How are we cultivating a customer-centric mindset among our employees?

Munir: In all that we aspire to achieve and set out to do, we are guided by five principles — aligned with the Group's CX goals, namely:

- Establishing simple, intuitive and accessible banking
- Leveraging data analytics to drive decision-making
- Empowering employees to serve efficiently
- Employing the use of consistent and agile customer engagement approach
- Embedding a customer-centric employee culture

We introduced several initiatives to enhance our employees' CX competencies. The 'I Am Maybank' campaign that was launched back in 2019 was aimed at enforcing ownership, proactivity and accountability in all employees, especially in their interactions with customers. At the same time, we are collaborating with various businesses across the Group to conduct 'CX Assessments' — putting their entire customer journey under review, identifying gaps and bridging them, and then measuring the effectiveness of these changes. Ultimately, every Maybanker — client-facing or not — should be equipped with the right capabilities and skills to provide the best-in-class CX. So it's great that we're all able to collaborate and work together towards that goal.

What are we doing in the way of meeting customers' expectations?

Munir: Feedback is vital. Customers tell us what they want, what they like, and what they don't like, all the time, whether directly or indirectly. And they expect a speedy response to their feedback, not just with words, but with actions.

The 'I Am Maybank' campaign that was launched back in 2019 was aimed at enforcing ownership, proactivity and accountability in all employees, especially in their interactions with customers.



Our Voice of Customer (VOC) platform, slated to be launched in October 2022, should help us greatly with gathering customer feedback in real time, and immediately address transactional-related issues. It would also facilitate action plans meant to rectify any problems that may arise in customer interactions across all channels.

Besides the VOC platform, our annual External Customer Engagement Survey (ECES) exercise gives us a pretty good idea of customers' experience with our brand, and through analysing the insights, we identify areas of improvement and usually find new opportunities to grow and serve our customers better. In fact, in FY2021, we implemented 36 of such changes throughout the Group!

There will definitely be more changes to come, because our customers' needs are constantly evolving — and with it, their expectations of us. So we need to always be on our toes, think ahead, and pay attention. I think that's a solid mindset for every one of us to have anyway!



PEOPLE-FOCUSED,
DIGITALLY-DRIVEN:
**HOW GCFS IS WINNING
CUSTOMER TRUST, AND
KEEPING IT**

This year, the world makes its comeback.

With countries across the globe returning to some sense of normalcy, it remains crucial that we continue taking necessary measures to protect our employees and customers, while seizing the opportunity to ride on the economic reopening and fulfil the growing needs of our customers wherever we can. In our journey forward to be the Preferred Community Bank in ASEAN, digitalisation is a key enabler, and Sustainability an important cornerstone.

In the face of an evolving operating environment and high digital adoption, we have made great strides in recent years to deliver value, impact and quality services for various customer segments via digital channels, while maintaining the classic "human touch".



"GCFS recorded a 56.9% growth in Profit Before Tax on the back of good revenue growth, mainly driven by loans growth of 5.5% and CASA deposits growth of 14.2%, complemented by fee income growth of 5.7%. Such commendable achievements were made possible by the team's tireless dedication, commitment and discipline through this turbulent time. Together, we pivoted quickly to create an environment that prioritises the safety of our employees and customers without compromising (and instead, making improvements to) CX and service quality.

I believe our efforts resonated well with our customers; giving them the reassurance that we do care, we got their backs, and they can trust us to do what's best and what's right. That's our promise to them. Now, we walk the talk, and we deliver."

Dato' John Chong
Group CEO, Group Community Financial Services

FAST, SIMPLE AND HASSLE-FREE: OUR DIGITAL BANKING PROMISE

Over the years, Maybank has been one of the forerunners of digital banking in ASEAN. In fact, we were the first bank in Malaysia to introduce internet and mobile banking back in the early 2000s! We have come far since then; creating highly engaging, next-generation digital experience for all our customers and improving our digital banking platforms. A commitment that we reaffirmed with the introduction of MAE – Maybank, Anytime, Everyone.



MAE is more than just an e-wallet or a mobile banking tool. It's an app built with a unique ecosystem designed to help Malaysians take charge of their everyday money matters beyond regular banking. For example, the 'Expenses' feature provides a single, holistic view of every amount the user has spent across their Maybank accounts and cards; meanwhile, 'Tabung' (a Malay term for piggy bank) encourages the user to save consistently and regularly to achieve their goals. By December 2021 — a little over a year since its launch in October 2020 — MAE recorded 5.1 million downloads and 1.3 million sign-ups. The app was an inspiration for the Maybank2u SG (Lite) which was launched in January 2022, alongside a revamp of the Maybank2u SG website.

Continuing our Digital CX journey and amping up efforts to prioritise convenience and user-friendliness, we integrated Straight-Through Processing (STP) into our offerings, delivering on our promise to provide quality end-to-end digital experience through seamless, convenient transactions. Today, 75% of regional product sales in GCFS were completed with STP — among our latest efforts were the rollout of Maybank Islamic Gold Account-i and Zest-i in Malaysia, Bancassurance STP in Indonesia and Phase 2 of iSAVE CASA account opening in the Philippines. At the same time, while leveraging on Singapore Government's MyInfo and SingPass digital service

platforms, Maybank Singapore incorporated electronic Know-Your-Customer processes for its online Property, Education and Renovation loans, with over 2,500 online applications received since then.

Emulating the success of QRPay in Malaysia, Maybank Indonesia took learnings from the exercise to launch cardless ATM withdrawal using QR code, marking its spot as one of the country's pioneering banks. The same year was also monumental in our cross-border transfer endeavours with two major initiatives:

- 1) the launch of Maybank-Bakong Cross-border Funds Transfer, a real-time service between Malaysia and Cambodia via Maybank's MAE app and National Bank of Cambodia's Bakong e-wallet; and
- 2) the introduction of real-time Malaysia-Singapore Cross-border Transfers for Maybank Singapore's internet banking users at preferential rates, with over 140,000 transactions (valued over SGD190 million) recorded since its launch in July 2021.

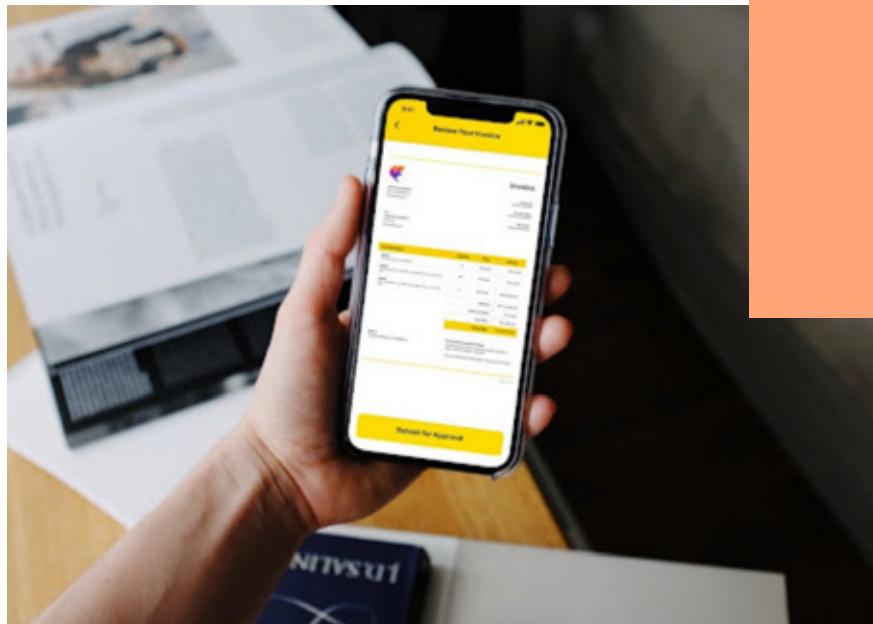
We know how important it is to understand our customers so that we may anticipate their financial needs ahead of time, and identify opportunities to better serve them through personalised solutions. Data science and analytics have been especially useful in this aspect; allowing us to get to know our customers' preferences and behaviours from their transactional and banking engagement trends and patterns, for example. These efforts have contributed to the notable growth in our Malaysian CFS market, with an improvement in cross-sell ratio from 4.01 times in 2020 to 4.20 times in 2021. It's good progress, for sure! One that we will hopefully be seeing soon in more operating markets across the region, as we continue to strengthen our data analytics capabilities.

EMPOWERING SMES IN THE DIGITAL AGE

Applying the same customer-centric philosophy in our CX approach to Small and Medium-sized Enterprises (SME), we delivered several key solutions — some new, some enhanced — for SMEs and business owners in 2021. Like the Maybank2u Biz app that was launched in October 2021. The trusty, go-to business companion for SMEs is equipped with a range of features including simple but comprehensive account overviews, enhancements for transaction approvals, built-in invoicing, and more. It's easier and more convenient than ever for business owners to see where they stand in terms of financial health, track their business' progress or performance, and have all the crucial information and data to ultimately make better decisions for their business growth. All at their fingertips!

The app was very well-received, and within three months after its launch, over 18,000 businesses have signed up for the platform. In the first 3 months of launch, Maybank2u Biz has facilitated approximately 109,000 transactions — amounting to a total of MYR492.6 million!

Meanwhile, our efforts in STP-integration continue across solutions and offerings tailored for SMEs. Customers — both existing and new-to-Maybank — can apply for a business account in just 10 minutes via one of two online portals: Maybank2u and Maybank2u Biz. More than 110,000 business accounts were opened and activated between February 2020 and the end of 2021, but even more encouragingly, STP-facilitated applications accounted for 66% of all business accounts



opened in 2021 alone! Riding the success of this 10-minute promise, we then introduced Maybank's SME Digital Financing — the first ever end-to-end online financing for SMEs in Malaysia that also boasts a 10-minute approval capability. Over MYR2 billion in loans have been approved and disbursed since, over 80% of which were to micro enterprises.

Moving forward, we aim to introduce these STP solutions to our other operating markets in ASEAN. In fact, development for Maybank Singapore's SME Digital Financing is currently underway, and they recently launched the MAS Electronic Payment System — a real-time Large Value Funds Transfers and Payment platform for businesses that allow for up to SGD5 million in transaction value. This is only part of what we have planned for the enterprise banking ecosystem, of course. We'll continue developing critical infrastructure and services down the road to ensure that, regardless of disruption or turbulence, stability in the value chain between businesses and suppliers is not broken.

GOING BEYOND BANKING FOR OUR COMMUNITY

We are always ever-ready to serve, and our humanising mission goes beyond traditional banking services. Sama-Sama Lokal — a platform we designed and launched in 2020 to be a zero commission online marketplace (no set-up, transaction or administration fee — ever!) to assist small businesses establish a digital presence amid mobility restrictions and a time of low physical footfall — has since tripled its merchant base! Now available on the MAE app, it has also been further enhanced to improve user experience for both merchants and customers. Orders can be tracked in real-time, and payment can be done seamlessly and securely within the app itself.



Although movement restrictions had certainly limited our opportunities to physically interact with customers, doors to engagement in the virtual space are wide open! For our wealth management segments in particular, we organised and hosted several live webinars to keep customers abreast of developments in global, regional and domestic markets, in addition to pre-recorded YouTube videos on financial planning, financial literacy and legacy planning. The series has now amassed over 47,000 views.

Reviewing and evolving how we manage CX — digital or otherwise — at our branches and key touchpoints, especially in light of the need to safeguard both our customers and employees' well-being, we were once again the first in Malaysia to introduce an online appointment and queue system, with Maybank EzyQ. This phygital tool was used for over 2.2 million appointments of physical visits to 486 EzyQ-enabled touchpoints by the end of 2021, allowing our distribution personnel to provide a safer and more controlled environment for in-person engagements and meeting with customers.

THE WORK ON DIGITAL CX CONTINUES...

This journey through the pandemic and worldwide turmoil in recent years was a very valuable learning experience and a great opportunity for us to reflect on where we stand, where we are headed and where we hope to go, while exploring the how and what we can do better. Ever steadfast in our commitment to deliver quality CX and business performance, our focus and goals in the coming months will remain guided by the following key value drivers under the M25 strategy:

- Realising regional SME strategy by driving financial inclusion and digital adoption
- Elevating retail digital offerings to customers
- Strengthening wealth proposition with Universal Private Banker by bringing together Maybank's expertise across sectors

Meanwhile, integrating technology and fusing humanity into our products and services, we will continue to forge strong customer connections, reaffirm trust, and better understand our customers' financial and emotional circumstances. It is through this intricate balance of empathy and digital that we create new opportunities for sustainable growth, pave the way to a brighter future, and truly humanise financial services.

A NEW NORMAL HYBRID CELEBRATION: THE LONG-AWAITED MANAGERS' SUMMIT RETURNS AFTER A TWO-YEAR HIATUS!



After a two-year hiatus, the biennial Group Community Financial Services' (GCFS) Malaysia Managers' Summit returns in a hybrid format. The summit was held on 1 and 2 December 2021 and aimed at celebrating Managers' outstanding performance and accelerating the growth of Managers from nationwide Branches, Centres and Hubs via the sharing of valuable insights from Maybank leaders as well as external guest speakers. It was held at the Pullman Hotel Kuala Lumpur, Bangsar with 200 attendees present in-person while more than 500 attendees tuned in via Zoom.

The summit carried the theme: 'Shaping Resilience Towards A Sustainable Future' — a reflection on how we have adapted to the new normal and overcome the setbacks caused by the pandemic. The two-day summit saw our former Group President & CEO, Group EXCO members, GCFS Council members, Regional Directors, Regional Council members and senior GCFS leaders share their 2022 strategic outlook and congratulate the outstanding performance of selected divisions. Over 150 awards were given to top performers across the branch, zone and centre categories for their willingness to go the extra mile and inspiring others to do the same.

QUOTES FROM SENIOR LEADERS OF GCFS, EXCO MEMBERS AND NOTABLE GUESTS

"A solid CX will be a key differentiator for our Bank. We must continue to place the customers' experience at the core of everything we do, and ensure our customers have a positive experience at every interaction during their journey with us. One thing is for sure, banking is all about people and how we manage our relationship with them through time, and how we can help our own people grow. This is one of the many ways we continue to embody our humanising mission to be at the heart of our communities."

Dato' John Chong, Group CEO, GCFS

"For us to be leaders who move mountains, we need to always have humility. It is okay to not have all the answers because from there we will ask the right questions, learn and take actions. This is how we can stay at the top of our customers' minds and enable the Bank to thrive ahead of its competitors!"

**Datuk Nora Abd Manaf,
Group Chief Human Capital Officer**

"Congratulations Managers for being the beacon of hope for your branches and centres, especially during the trying times in these past few years. It was not easy navigating business during the pandemic while adapting to new ways of serving customers — but you did it! My heartfelt gratitude goes to each one of you for your endless support to Global Banking throughout these years. We are honoured to be working with such dedicated teams, and we thank you for always going above and beyond in serving the customers and the Bank with a sense of pride".

**Dato' Muzaffar Hisham,
Group CEO, Global Banking**

"Despite the challenging condition we find ourselves in due to the pandemic, I am proud to see that we have responded well and adapted to the new normal environment. It is also great to see Managers from branches and centres finding new ways to ensure their team members' productivity. On top of these, we also came out with many breakthroughs and innovative initiatives to bring our CX to the next level! Kudos everyone!"

**En Kamaludin Ahmad,
Group CEO, Insurance & Takaful**

“Truly effective and inspiring leaders are not only driven to lead but they are also driven to serve. Leaders need to display commitment, accountability, transparency and care while being the positive link to the change they envisioned — to inspire teams to sacrifice what is easy now to achieve greater outcomes. I am a firm believer that we are all leaders in our own right, so be you, be bold and be real. Let's all lead with an open mind to change and most importantly, lead with purpose.”

**Datuk Hamirullah Boorhan,
Head, CFS Malaysia**

“An exceptional CX is essential for our sustained growth. It ensures customer loyalty and encourages brand advocacy while being the pulse of our business. We have set ambitious goals for our nationwide branches to further deliver best-in-class services and create new value drivers in line with our M25 strategies. Let us continue to be a strong team for the 'Business Friendly Branch' project execution and scale greater heights for Our Maybank, Our Future”

**Mohd Zaini Aris, Head,
Community Distribution,
CFS Malaysia**

“For leaders to thrive in today's environment, they need to have the agility to learn, unlearn and relearn while inspiring their team members to do the same. It is a given that customers' behaviours are fast-changing due to new technologies. When we have the agility to pivot ourselves and change the way we do things to understand them and solve their underlying issues with our offerings, we can take our CX to the next level.”

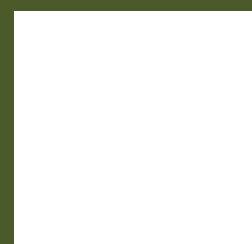
**Dr Reza Abraham, Maslow
Trainers & Consultants**

“Customer service excellence is achieved when we recognise and understand our customers' behaviours and preferences. Only then, can we customise their journey accordingly to ensure we fulfil their needs with our offerings. Doing this will leave them with emotional attachments and make their experience with us more meaningful.”

**Lau Yin May, Chief of
Marketing & Customer
Experience, Malaysia
Airlines**



For more photos, scan the QR Code
below





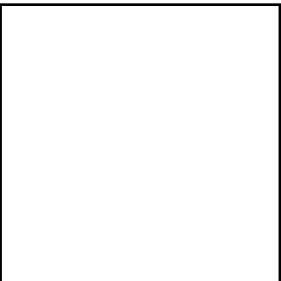
RECOGNISING
HIGH ACHIEVERS
VIRTUALLY:
**COMMUNITY
FINANCIAL
SERVICES "HIGH-
ACHIEVERS"
CONVENTION
2019 & 2020**

In recognition of Group Community Financial Services' (GCFS) high-achievers hard work, commitment to excellence and contribution to the Bank's growth, CFS Malaysia held its HAC for FY2019 & FY2020 at the end of last year. More than just a recognition platform, the Convention also seeks to provide high-achievers with the opportunity to share their best practices and key takeaways of their successes with other high-achievers. Notable attendees include Group EXCO members, GCFS Council members, Regional Directors, Regional Council members and senior leaders of GCFS.

This time around — due to the worsening pandemic situation at that period — and for the first time ever, the two-day Convention was live-streamed to almost 1,300 Maybankers nationwide with the theme: 'Building Resilience and Restoring Growth in the New Norm'. The theme was a homage to CFS Maybankers' ability and resiliency to adapt to change and thrive even during the pandemic. It also symbolises how they have successfully pivoted themselves to continue Humanising Financial Services in this increasingly digital age.

Each high-achiever received a medal of achievement and a Samsonite backpack. Congratulations to all high-achievers and Grand Awards winners!

For more photos, scan the QR Code below



QUOTES FROM SENIOR LEADERS OF GCFS, EXCO MEMBERS, AND NOTABLE GUESTS

"CFS Malaysia continues to be the main contributor to GCFS's portfolio. Thank you, everyone! Without your hard work and commitment to excellence, we would not have been able to deliver such commendable results in the current economic climate."

Dato' John Chong Eng Chuan, Group CEO, GCFS

"Congratulations to all the winners for your outstanding performance. Thank you for the continuous drive, passion and synergistic collaboration across sectors to serve our clients with innovative solutions and best-in-class CX."

Dato' Muzaffar Hisham, Group CEO, Global Banking

"Kudos Maybank for your great initiative with CFS HAC and for continuously empowering and equipping the high-achievers with the know-how for their continued relevance."

Dr Reza Abraham, Executive Director, Maslow Trainers & Consultants

"The only way that we can think beyond what we have been doing now, is to have a lot of retrospective understanding of what have been done and their outcomes. Keep demanding from everyone to give you their best selves when you work with them. When we demand, we are helping each other grow and deliver exponential results for our teams, customers and communities."

Datuk Nora Abd Manaf, Group Chief Human Capital Officer

"Despite the pandemic, Maybank Islamic continues to lead the industry in terms of market share for total assets, financing, deposits and unrestricted investment account. Alhamdulillah for this. Thank you to all for the strong support given to our signature programmes."

Dato' Mohamed Rafique Merican, Group CEO, Islamic Banking & CEO, Maybank Islamic Berhad

"I'm pleased to see everyone going above and beyond throughout the pandemic and into the next normal. We must ensure the best protection for our customers and communities through our insurance and takaful offerings during these trying times. Focus on delivering what's best for our customers and what they need, and you won't go wrong!"

En. Kamaludin Ahmad, Group CEO, Insurance & Takaful

"For us to step up our game, we need to find new avenues to continuously create breakthrough results. On top of these, we need to be bold and keep trying, be responsible to our customers as well as the community and be the leader that helps all. All these are essential for us to scale greater heights in the Bank!"

Datuk Hamirullah Boorhan, Head, CFS Malaysia

"The High-Achievers Overseas Study Programme (HAOSP) has been our proud tradition for the past 20 years. We have enabled deserving high-achievers to gain valuable takeaways across countries. I am sure the upcoming HAOSP in Russia and Japan will be an amazing trip filled with valuable takeaways for our deserving qualifiers! After all, it is a well-deserved reward for them!"

Mohd Zaini Aris, Head Community Distribution, CFS Malaysia

"Always push yourselves further and go the extra mile to be immensely good at what you do. Only then, you can have a competitive edge against others in today's increasingly challenging environment. Never give up when things get hard because that is a sign that you are out of your comfort zone and pushing to be a much better version of you!"

Cheah Liek Hou, National Paralympian Gold Medallist

Grand Awards winners for CFS HAC 2019

Grand Award	Winner
Overall Best Salesperson Award (Commercial (SME/BB) Segment)	Wong Shin Mei, Business Development Executive, SME Cheras, Region Federal Territory (FT)
Overall Best Salesperson Award (Wealth Management)	Siti Aisyah Kamaruddin, Relationship Manager, Johor Bahru Premier Wealth Centre, Region Johor/Melaka (JM)
Best Branch under Super/Mega/Grade 1 Category	Jalan 222 Branch, Region Selangor/Negeri Sembilan (SNS)
Best Branch under Grade 2 Category	Cameron Highlands Branch, Region Perak
Best Branch under Grade 3 Category & Overall Best Branch	Seberang Jaya Branch, Region Penang/Kedah/Perlis (PKP)
Best Region (Super League Category)	Region Johor/Melaka
Best Region (Premier League Category) and Overall Best Region & PCEO Challenge Trophy Award	Region Pahang/Kelantan/Terengganu (PKT)

Grand Awards winners for CFS HAC 2020

Grand Award	Winner
Overall Best Salesperson Award (Consumer Finance Segment)	Goh Tze Wei, Marketing Executive, Juru Auto Finance Centre, Region PKP
Overall Best Salesperson Award (Commercial (SME/BB) Segment)	Lim Hwei Ming, Business Development Executive, SME Penang, Region PKP
Overall Best Salesperson Award (Wealth Management)	Chow Lan Shiang, Relationship Manager, Jalan Sultan Idris Shah PWC, Region Perak
Best Branch under Super/Mega/Grade 1 Category	USJ Subang Jaya Branch, Region SNS
Best Branch under Grade 2 Category & Overall Best Branch	Sri Petaling Branch, Region FT
Best Branch under Grade 3 Category	Cheng Branch, Region JM
Best Region (Super League Category)	Region FT
Best Region (Premier League Category) and Overall Best Region & PCEO Challenge Trophy Award	Region Perak

The 2022 High-Achievers Convention was held in August 2022.

BEING A FORCE
FOR GOOD:

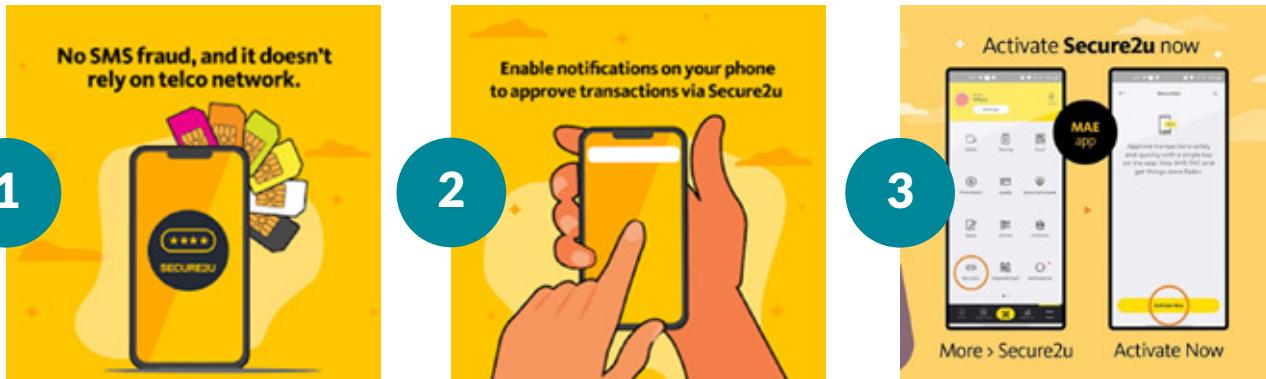
**MYR1.3 MILLION+ OF
CUSTOMERS' MONEY
PROTECTED FROM
FRAUD & SCAMS!**

In line with our humanising mission and aspiration to be a Force For Good, we continue to do our part to sustain our customers' and communities' livelihoods and hard-earned savings. Last year, we protected our customers from potentially losing MYR1,344,234.65 due to common fraud and scams. This was made possible due to our consistent efforts to rally nationwide branches to educate customers on how to stay vigilant against them.



SAFEGUARDING OUR CUSTOMERS FOR ONLINE AND OVER-THE-COUNTER (OTC) BANKING TRANSACTIONS

- For online transactions, we rolled out Secure2u, a SMS notification to alert customers of activities on their account deemed important.



- For OTC transactions, we reminded our branch employees to be vigilant against potential fraud or scam methods through regular internal communications, sharing of stories and the latest scam methods identified. We also ensured proper due diligence was done to verify customers' transactions.

FRAUD ATTEMPT FOILED AT INANAM BRANCH!




Congratulations Aina Zakaria (left), Customer Experience Assistance and Cheng Shao Mai (right), Senior Branch Manager, Region Sabah! They successfully foiled a fraud attempt and protected a customer from falling victim to a "love-scam".

Modus Operandi:

A customer came to the branch for an RM100,000.00 Over-the-Counter (OTC) deposit into a third-party account as he is to receive his bank draft.

How was the fraud attempt foiled?

While attending to the customer, Aina inquired on the transaction purpose, feeling suspicious with the purpose. Aina immediately referred the customer to Cheng, who attends counter transactions to check the account holder's activities.

Upon checking, she found that the account holder's patterns were similar to a mole account. Cheng then quickly referred her to the Assistant Branch Manager for further action.

The customer informed the ABA that he does not know the account holder because the account was "referred" to him by a friend in another country. His friend was the one who asked for the payment to be made to someone on his behalf's bank draft.

The branch then advised the customer not to proceed with the transaction as it turned out to be a scam. Due to their vigilance, they successfully prevented the customer from incurring further financial losses.

The customer left very grateful to the branch staff for their efforts.

FRAUD ATTEMPT FOILED AT BERICHT BRANCH!




Congratulations Melati Mohd Hussain (left), Assistant Branch Manager, pula Nusantara (right), Senior Branch Manager, and Wong Siew Yen (center), Senior Branch Manager, Region Sabah! They successfully foiled a fraud attempt and protected a customer from falling victim to a "love-scam".

Modus Operandi:

A customer informed a friend of hers at "Global" who claimed he was from PDRM. She was very suspicious of this information as she was informed that her husband's account was transferred to an unknown account.

How was the fraud attempt foiled?

The customer informed the friend that the transfer for RM 100,000.00 was from the customer's account and was transferred to an unknown account. She inquired on the whereabouts of her husband and the customer informed her that she was to receive a bank draft.

Upon further investigation, the customer's husband is required to perform a cash withdrawal instead of a transfer. She advised that he had received very suspicious calls in which he denied and denied to proceed with the transaction.

Given the very suspicious amount, Lam advised for his assistance to handle the cash. Lam then advised the customer to bring along his ATM card to make a withdrawal and referred the customer to calling the phone and source his husband's whereabouts to the customer. Lam further questions for the customer to guide him on to receive the cash.

Regarding the cash withdrawal, Lam first sent the customer a message to inform him that there were two bank transfers amounting to RM 400,000.00 and RM 600,000.00. Melati then immediately informed Lam to cancel the cash counting.

The customer then sent "Melati" a WhatsApp message to take the money and he is to leave the "love-scam" on a piece of paper. He used his Facebook name and a "Dove" name. Aina then informed the customer that the transaction was successful and the cash was withdrawn.

After contacting the customer, the customer informed that he was the one who informed the receiver a "confidence" that he was the one who claimed that she was deceived in his account and he has no funding to handle legal issues. The individual refused to withdraw cash and after she came out from the branch.

Upon arrival, and before they leave, the customer is urged to file a police report. Due to their vigilance, they successfully prevented the customer from incurring further financial losses.

FRAUD ATTEMPT FOILED AT PRIMA SQUARE BRANCH!




Congratulations Tan Yih Lai (left), Assistant Branch Manager, and Wong Cheng Hoe (right), Personal Financial Advisor from Prima Square Branch, Region Sabah! They successfully foiled a fraud attempt and protected a customer from falling victim to a "love-scam".

Modus Operandi:

A customer came to the branch and asked to transfer RM 100,000.00 to an unknown account to collect a cash prize.

How was the fraud attempt foiled?

When inquiring about the customer for the transaction purpose, she claimed to have received a WhatsApp message followed by a phone call from an overseas number claiming that she had won a lucky draw.

She was also told that she must deposit RM 100,000.00 into a third-party account to receive a Visa to transfer her winning prize.

Feeling suspicious, Wong immediately referred the customer to Tan, who informed the customer that she must deposit RM 100,000.00 into a third-party account to receive a Visa to transfer her winning prize.

The customer was then advised to file a police report. Due to branch staff members' vigilance, the customer was protected from incurring financial losses.

HOW CAN WE CONTINUE TO PROTECT OUR CUSTOMERS FROM FRAUD?

Be vigilant of red flags for the following types of common scam methods:

1

The customer persistently did not want to reveal the purpose of the transaction whenever requested.

2

The customer requested to deposit or transfer funds to third-party account owners who are not related to them.

3

The customer appeared nervous when performing the transaction and avoided conversations.

4

The intent of the customer's transaction aligns with the common scam or fraud modus operandi. For example, helping a friend known through social media, renovation, parcel fees, customs fees, summons fees, insurance fees, court cases and many more.

5

The customer is always on the phone while performing the transaction.

6

The customer is accompanied by third-party individuals when performing the transaction.

7

The customer requested to withdraw a big amount and/or from all accounts including, but not limited to Fixed Deposits and ASN/B.

8

The customer requested to change mobile number without valid reason and/or the changed phone number does not belong to him/her.

WHY DO WE NEED TO PROTECT OUR CUSTOMERS FROM FRAUD?

It is our responsibility to safeguard our customers' financial well-being at all times by protecting them from fraud attempts. Such an act reflects how we live up to our humanising mission to be at the heart of the community and our Core Values, TIGER. This is also how we can continue to protect our customers' trust in us.

To safeguard their livelihoods, we cannot let our guard down. Let's continue to do our best to educate our customers about common fraud methods.

After all, this is one of the many ways we can continue to care for them and make a meaningful difference in their lives.



For assistance on fraud-related matters, contact:

- Zamri Mohammad
amribmoha@maybank.com | +603-2070 8833 ext 2488
- Nor Russidah Mohamed
norrussidah@maybank.com | +603-2070 8833 ext 5177
- Wan Muhammad Faizal Abd Aziz @ Ismail
wanmf@maybank.com | +603-2070 8833 ext 5981
- Nor Dharmira Md Din
nordharmira.mddin@maybank.com | +603-2070 8833 ext 7602
- Hanita Mohamad Talib
hanita.mt@maybank.com | +603-20708833 ext 2911



DIGITALISING WEALTH MANAGEMENT AND AMPLIFYING **HYBRID CUSTOMER EXPERIENCES**

2021 saw Retail Wealth Management Services' (RWMS) explore various hybrid initiatives to enhance its digital capabilities and CX by going the extra mile to cater to our clients' needs while making structural digital enhancements.

These initiatives were divided into two main thrusts — providing premium quality investment advisory for investors and amplifying CX through hybrid client engagements.

PREMIUM QUALITY INVESTMENT ADVISORY

FOR INVESTORS

An Enhanced Retail Wealth Advisory

Playbook for Enhanced Investment Advisory

Heading into 2022, investors were already contending with lower long-term growth expectations due to China's widening curbs that threatened global supply chains, high inflation and the prospects of rising interest rates. The Russia-Ukraine conflict too created even more turmoil in the financial markets, making it challenging for investors to navigate the current market landscape. To help these investors make better investment decisions, we equipped our Relationship Managers (RMs) and Personal Financial Advisors (PFAs) with an enhanced Retail Wealth Advisory Playbook. This playbook consists of the latest investment insights and ideas, Environmental, Social and Governance (ESG) and thematic investment avenues, and personalised investment solutions alongside the usual product information and key features, and Islamic and conventional portfolio recommendations.

Visualising Retirement Investment Plan via the Maybank Retirement Simulator

In February 2022, Maybank launched The Maybank Flexible Retirement Solutions — a first-of-its-kind retirement-solutions concept — which consist of the Maybank Global Wealth Moderate-i Fund and the Maybank Global Wealth Growth-i Fund.

These funds aim at supplementing investors' Employees Provident Fund (EPF) and Private Retirement Scheme (PRS) investments with targeted returns between 6% and 8%. From young individuals to retirees, these funds are catered to help them achieve financial freedom as a long-term saving scheme — through an accumulation share class, or as a regular source of income — through a distribution share class.

With the launch of these solutions, RWMS collaborated with the Digital Wealth team from Virtual Banking, Group Community Financial Services, to develop a Maybank Retirement Simulator which would help investors calculate their financial needs upon retirement based on their targeted retirement age and expected monthly expenses during retirement. It takes inflation and investors' EPF and other savings into consideration to give a more accurate calculation which is then generated into a graph to aid investors visualise their investment decisions.

While the simulator is currently only available to sales personnel, investors can also, through their RMs and PFAs, select available funds on the simulator to see potential additional savings they will accumulate with the funds selected, enabling the investor to gain a better understanding on whether their existing savings and investments will be sufficient to cater for their retirement and allow their RMs and PFAs to better guide them on their retirement investment plan.

Maybank2u (M2u) Goal Based Investment (GBI) — Personalised Portfolios and Risk Profiles for Achieving Financial Goals

The M2u GBI structures personalised investment portfolios tailored to each investor's ideal financial goals. With its range of risk assessments and strategies, GBI guides investors on their investing journey, protecting them from making impulsive decisions based on market fluctuations and helps them focus on achieving their financial goals.

Another collaboration between RWMS and the Digital Wealth team, GBI ensures clients have sufficient money to fund their respective financial goals.

The personalised risk profile differentiates GBI from traditional investments where investors share a common risk profile that is determined by tolerance towards financial losses from market volatility.

Accessible on M2u (https://www.maybank2u.com.my/maybank2u/malaysia/en/personal/wealth/digital_wealth/financialgoalsimulator.page), GBI allows investors to set their financial goal via the M2u Financial Goal Simulator. By inputting their financial preferences, the simulator will be able to recommend investment plans to help clients meet their financial goals and project their investment growth. GBI is also accessible through PFAs for clients who are unsure on setting their goals and require further guidance.

GBI's capability to personalise investment portfolios is a hallmark of great CX. Providing investors with the ability to self-monitor and self-set their investments give them the flexibility to grow their wealth and align their investments or savings to their goals and risk appetite.

AMPLIFYING CX THROUGH HYBRID CLIENT ENGAGEMENTS

Ensuring Effective Client Engagement through the Maybank Wealth Advisory Kit

In line with RWMS' mission and aim to be the preferred wealth partner of our Premier clients, our unique value proposition is delivering clients a holistic wealth management experience through personal advisory services, bespoke recommendations and solutions, as well as provide greater flexibility, customisation and options for their evolving needs.

To this end, the Maybank Wealth Advisory Kit — launched in October 2021 — serves as a tool to provide convenience and greater accessibility to up-to-date information. The kit empowers our RMs to be able to manage their portfolios better, review their current clients' investment holdings and propose products and services to new potential clients.

The Wealth Advisory Kit's Key Objectives

- Increase brand visibility and consistency by providing personalised advisory and pitching framework across Maybank Premier's full suite of solutions.
- Increase professionalism of RMs in preparing the wealth proposals for existing and prospective clients. These proposals also serve as an official document for pitching and portfolio reviews to maintain high professional standards.
- Enhance CX by providing clients with an overview of their current portfolio holdings which include their wealth reports, latest portfolio recommendations and market insights.
- Drive business revenue by providing an avenue for RMs to update, review and recommend suitable products and solutions according to clients' financial needs and investment time horizon.

WEALTH ADVISORY KIT'S COMPOSITION

Wealth Advisory Kit Guidebook

Guidebook for RMs to understand the process flow and usage of the Wealth Advisory Kit.

Maybank Premier Brand Book

Consists of the Maybank Premier value proposition, philosophy, available solutions and privileges.

Weekly Key Ideas & Retail Wealth Advisory Playbook

Go-to-market material that contains in-house research views, market updates, recommended portfolios and investment solutions.

Investment Advisory Portfolio Template

Helps RMs construct portfolio and perform portfolio review for their clients. The template generates an investment overview and graphical illustrations of the portfolio holdings.

Etiqa Virtual Insurance Advisor (EVIA)

EVIA gives an overview of a client's financial status and calculates the insurance gap for wealth preservation. It recommends the appropriate solutions to match the potential needs of clients.

To help promote the Wealth Advisory Kit, a two-month promotion dubbed 'Bean Talk – Smart Review' was held between October and November 2021 where the first 1,000 Premier clients to complete a virtual portfolio review by using the Wealth Advisory Kit were rewarded with a Starbucks e-voucher worth MYR20.

Virtual Wealth Talks with a Personalised Touch

Throughout 2021, RWMS continued to leverage on webinars via Zoom and YouTube to regularly update clients in Malaysia on topics of interest such as market outlook, the COVID-19 vaccine roll out, foreign property investments, and legacy planning.

While previous years featured talks catered to specific regions in Malaysia, webinars in 2021 were all broadcasted nationwide and featured both Maybank and external speakers for clients to engage with and gain knowledge from. Recordings of these webinars were also shared on social media for clients who were unable to attend.

As an added personal touch, clients who attended the webinars were treated to exclusive gourmet spreads, refreshments and even goodies from renowned hotels and restaurants, delivered straight to their doorstep!



Paving a Solid Financial Path with the Maybank Privilege

Financial Empowerment Series

At RWMS, we recognised the importance of having a financial plan and empowering our clients to take control of their financial future. Back in August 2021, Maybank Privilege launched its educational three-episode 'Financial Empowerment Series' which went live on YouTube Thursdays at 8PM, from 26 August to 9 September 2021.

Organised in collaboration with Retail Wealth Advisory and Etiqa, the series sought to guide clients in the various stages of their financial journey.

'Maybank Wealth Talk: Ingredients for a Happy and Fulfilling Retirement' with Amily Mak, Head of Maybank Premier & Affluent (top); Ms. Linnet Lee, Chief Executive Officer of the Financial Planning Association of Malaysia (left); and Mr. Danny Wong, Chief Executive Officer and Executive Director at Areca Capital Sdn Bhd.

VARIOUS STAGES OF CLIENTS' FINANCIAL JOURNEY

Wealth Creators

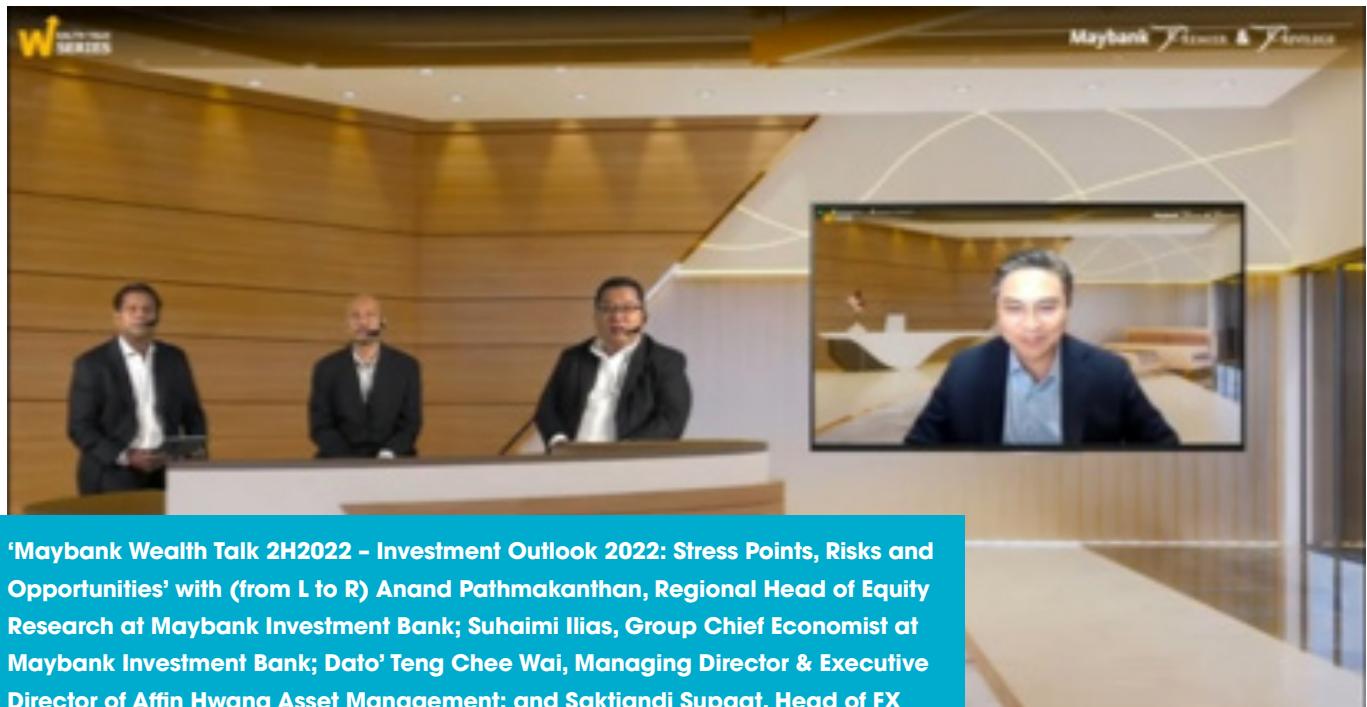
First-time individuals who are just getting started with their financial planning journey.

Wealth Accumulators

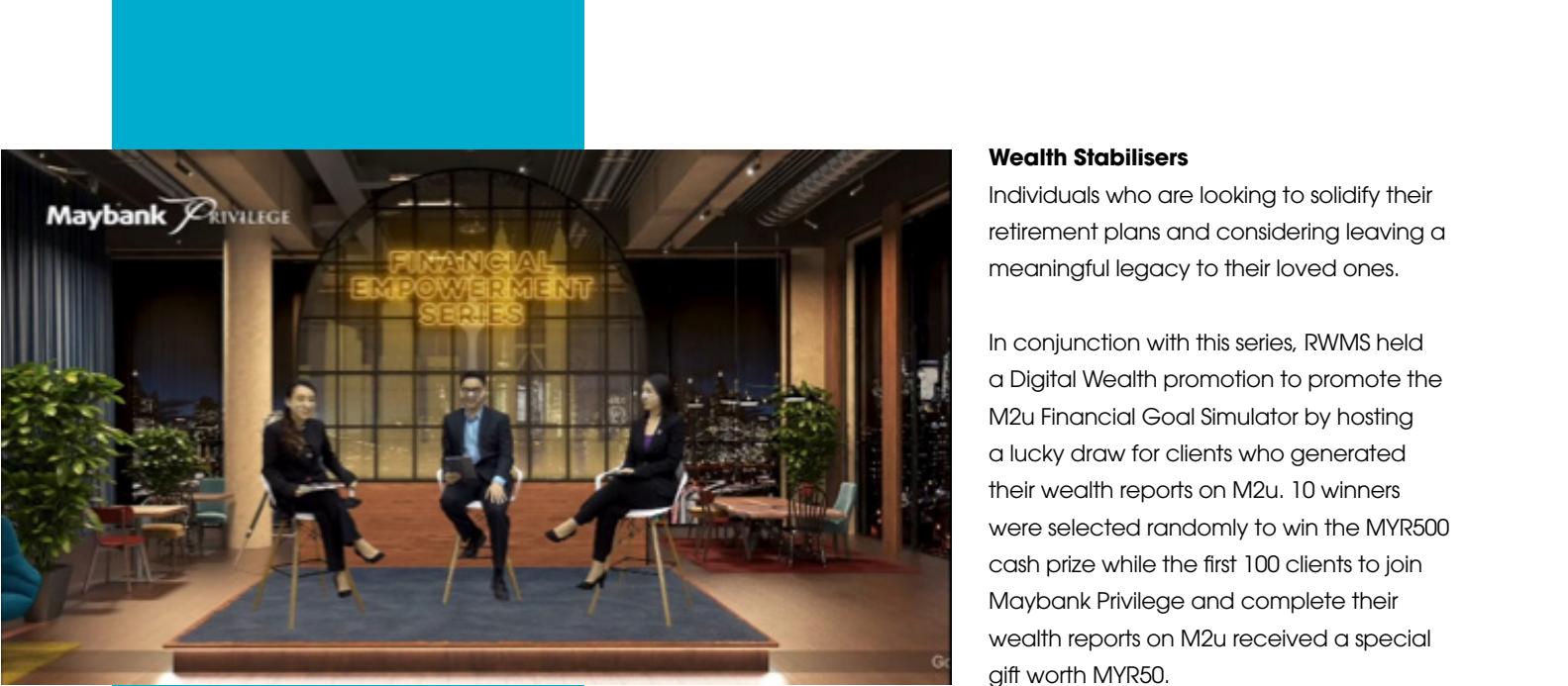
Individuals who have just started a family and are planning on building a more diversified wealth portfolio and thinking of enhancing their wealth

Wealth Stabilisers

Individuals who are looking to solidify their retirement plans and considering leaving a meaningful legacy to their loved ones.



'Maybank Wealth Talk 2H2022 – Investment Outlook 2022: Stress Points, Risks and Opportunities' with (from L to R) **Anand Pathmakanthan, Regional Head of Equity Research at Maybank Investment Bank; Suhaimi Ilias, Group Chief Economist at Maybank Investment Bank; Dato' Teng Chee Wai, Managing Director & Executive Director of Affin Hwang Asset Management; and Saktiandi Supaat, Head of FX Research & Strategy at Maybank Global Markets.**



#MaybankPrivilege Financial Empowerment Series Episode 3: Leave a Meaningful Legacy' with (from L to R) Joanne Lee, Head of Maybank Privilege & Emerging Affluent; Shandy Lee, Head of Retail Wealth Advisory; and Tay Eea Ling, Head of Channel Development at Etiqa Life Insurance Berhad.

Watch RWMS' 'Financial Empowerment Series' on YouTube by scanning the QR code below.



VARIOUS STAGES OF CLIENTS' FINANCIAL JOURNEY

Wealth Creators

First-time employees who are just getting started with their financial planning journey.

Wealth Accumulators

Individuals who have just started a family and are planning on building a more diversified wealth portfolio and thinking of enhancing their wealth.

Wealth Stabilisers

Individuals who are looking to solidify their retirement plans and considering leaving a meaningful legacy to their loved ones.

In conjunction with this series, RWMS held a Digital Wealth promotion to promote the M2u Financial Goal Simulator by hosting a lucky draw for clients who generated their wealth reports on M2u. 10 winners were selected randomly to win the MYR500 cash prize while the first 100 clients to join Maybank Privilege and complete their wealth reports on M2u received a special gift worth MYR50.

Ushering in 2022 with the Roaring Tiger Campaign

In the first quarter of 2022, Maybank Premier and Privilege launched the Roaring Tiger campaign to mark the beginning of 2022 and usher in the year of the Water Tiger. The festive occasion was a good opportunity to promote wealth management with a message of recovery and resilience to restructure and rebuild our financial strength.

The three-month campaign holistically covered wealth management, offering solutions ranging from investments and deposits to financing with MIGA-i and MAE, with many "roarsome" rewards to be won. Clients who participated in the campaign were also in the running for grand prizes such as a BMW 320i Sport for Premier clients and a Mazda 3 for Privilege clients.



Eunice Chan, Head of Retail Wealth Management & Segments (right) and Joanne Lee, Head of Maybank Privilege & Emerging Affluent, together with the Maybank mascot at the Taman Segar Branch

Additionally, and in conjunction with Chinese New Year, a ground activation was also held from 17 to 25 January 2022 at various branch locations where our own Maybank mascot — dressed up in traditional samfu — greeted and posed for photos with clients while offering them an MYR5 Grab voucher as well as a tumbler! This activation helped generate buzz and hype, driving traffic to branches and subsequently boosting sales and campaign participation.

Wealth Talks returns

On 23 July 2022, Maybank Premier held its first physical Wealth Talk since the start of the COVID-19 pandemic at the Sheraton Hotel Petaling Jaya in Selangor, Malaysia.

Marking the second half of 2022, Maybank Premier clients based in the Klang Valley were invited to get the latest investment and market insights and updates from experts flown in from Singapore which

Abd Razak Bin Kamardin (Regional Director for Selangor/ Negeri Sembilan) with fellow Maybankers at the Bandar Utama Branch.



included Dr. Chua Hak Bin, Regional Co-Head of Macro Research at Maybank Investment Bank; Saktiandi Supaat, Head of FX Research & Strategy of Maybank Global Banking, Singapore; and Ken Goh, Chief Investment Officer at Fullerton Fund Management. A panel session discussion was also held with these experts which was moderated by Anand Pathmakanthan, Regional Head, Equity Research, Maybank Investment Bank.



Scan the QR Code to watch a recording of the event.

AT THE END OF THE DAY, IT'S ABOUT OUR CUSTOMERS AND THEIR EXPERIENCES

Overall, RWMS is proud of our achievements over the past year especially during the trying times of the pandemic. Our efforts to digitalise wealth management and amplify customer experiences have empowered us with additional tools to better serve investors and clients, and thus take our CX to another level.

Our customers can be rest assured that we will always be by their side and go the extra mile to cater to their wealth management needs — whatever that might be.



AMANDA CHAN: **GOING DIGITAL WITH STRAIGHT- THROUGH PROCESSING FOR ENHANCED CX**

Maybank Islamic Berhad (MIB) goes for gold, literally.

Their first investment product, the **Maybank Islamic Gold Account-i (MIGA-i)**, is a Shariah-compliant gold account that allows customers to redeem the available gold balance in their account with physical gold, in denominations from as small as a 1g minted gold bar to a 1 kg cast gold bar — delivered right to their doorstep.

And the best part? With STP, customers can open an account in a matter of minutes, and start buying or selling with an initial investment of as low as MYR10!

Faster processing speeds and fewer human errors meant lower costs and greater efficiency down the road, plus very happy customers.

We spoke to Amanda Chan Pui See, Head of New Product & Business Development, about MIGA-i's development, the integration of STP, the end results, and customer reception.



Amanda Chan Pui See
Head of New Product & Business Development

So, tell us a bit more about MIGA-i. What's new, what's different?

Amanda: MIGA-i is a Shariah-compliant gold account service that allows customers to invest and own gold with 999.9 purity (as accredited by the London Bullion Market Association) without the whole hassle of finding a safe place to store the gold, or fretting over what to do should something unfortunate happen, as the Bank does the safekeeping for customers. They will always have the option to redeem the balance in their account with physical gold, of course, if they wish to do so. And we're the first financial institution in Malaysia to include a delivery service!

With the integration of STP, customers don't have to be at a branch for any MIGA-i transactions. From opening an account, to transferring gold to third parties, and setting future orders to buy and sell, or even closing their account — everything can be done online via Maybank2u.

How did the implementation change existing processes or operating models?

Amanda: Well, before STP — before MIGA-i — gold account transactions were only available and must be done over-the-counter at our branches. This is no longer the case now, as even the Know-Your-Customer process is streamlined and performed through a built-in pre-qualification customer check function. The MIGA-i landing page also displays account profitability for customers to refer to when making decisions about their investment.

What was the team's vision, in coming up with MIGA-i? How well do you think it's performing in that regard?

Amanda: Gold is something most would consider a stable investment, especially for risk-averse investors. And with the low interest rates and high inflation of late, more people are drawn to gold investment. But it could be daunting for first-timers who are completely new to the investment scene, and of course, the thought of having to visit selected branches to find out more or get started may be off-putting and frankly, risky where health is concerned.

We wanted to provide a hassle-free,

secure and convenient way for customers to buy, sell and invest in gold no matter the time and place, just like most other transactions or services; that's how MIGA-i came to be — or the initial idea of it, anyway. Months later, here we are! And doing quite well, if I do say so myself!

MIGA-i was trending on social media shortly after its launch, with great praise for its user-friendliness. Customers especially loved that it made gold investment much more accessible; now that the anxiety and hassle of going to a branch is no longer a hurdle for gold investment. We saw a huge spike of at least 500% in new gold accounts and transactions, compared to pre-STP. This overwhelming positive reception is further proof that digitalisation doesn't fracture our relationship with customers, and when leveraged, can enhance their experience with our products and services.

MIGA-i shows what can be achieved by putting the customer at the centre of our decisions. In your opinion, what is the core of customer-centricity?

Amanda: To never stop listening. There's a lot we can learn from what customers are saying or telling us. Some might give us insights into their lifestyle and help us understand their needs so we can better serve them; others could help us identify areas of improvement and potential growth. But it pays to pay attention!



Where does the team go from here?

Amanda: Currently, plans are underway to incorporate MIGA-i onto our MAE app, and moving forward, we are expecting new challenges. But we're always looking into what we can do better or differently, and how old methods can be improved while still maintaining the integrity of our processes, so who knows what we come up with next?

ADVERTISEMENT

ELEVATE, EMPOWER, ENERGISE: **A STRATEGY AND A PROMISE**



For a long time, we were known as Maybank Kim Eng Group. Today, we are Maybank Investment Banking Group (MIBG). This alignment reflects how we have evolved over the years, and how we want to move forward more cohesively to realise our ESG-first ambitions.

Elevate. Empower. Energise. This is our mantra towards fulfilling our mission of Humanising Financial Services for both clients and communities.

Elevate customer satisfaction by creating desirable experiences

Empower clients with the right tools and resources to better control their investments

Energise our people to be more responsive to shifts in the investment banking landscape by embracing Sustainability



"At the heart of what we do, it's all about humanising our clients' experiences, adding value to their journey instead of blindly pursuing the zero-sum game of competing on low fees. Our customers' success and growth drive ours, and investing in CX is how we deliver sustainable Return on Equity."

Dato' Ami Moris
CEO, Maybank Investment Banking
Group

ELEVATE — CREATING DESIRABLE EXPERIENCES

Enhancing Processes and Infrastructure

Disruptive technologies are bringing about profound changes in the way clients can invest, and we responded by improving our own technology infrastructure in Malaysia, Singapore, Thailand, Vietnam and Indonesia. Starting with the promise of making it easy for clients to on-board and trade, while ensuring seamless flow of funds, we are transforming front-to-back office processes, and upgrading platform speed and capacity. We are also migrating more processes online to create an integrated Investment Management platform in Malaysia and Thailand.

Leveraging technology:

- Trading is now more convenient, straight-forward and well within reach. Through the Share Trading (Cash Account) feature on Maybank2u, customers in Malaysia who fulfill all terms and conditions can apply for a trading account and receive approval within one business day, thanks to the integration of Straight Through Processing.
- Book-building is now more environmentally-friendly for our Investment Banking and Advisory (IBA) clients. For instance, we moved away from printing to digitalising Pre-Deal Investor Education (PDIE) research reports.
- Digital bond subscription was also introduced for the Malaysian government's Sukuk Prihatin. Retail and corporate investors alike can subscribe via JomPay and DuitNow, setting a precedent for replicable investor outreach.



"We want our clients — new and experienced — to have full control of their trading and investment decisions. That's what we always come back to, in our pursuit of impactful partnerships and product innovation, supporting clients in their personal aspirations and helping them reach greater heights."

Dato' Ami Moris

"The key to creating a stable and pleasant digital experience, is keeping it fuss-free for our customers from start to end. Even in the implementation of new features, upgrades, configuration updates or experimental changes, it needs to be done quickly and with minimal downtime. It should be a routine affair that customers expect and we can seamlessly perform on demand."

Ravinder Singh

Head, Delivery & Operations, MIBG under Maybank Shared Services, Group Technology

"Clients look to us for origination and ideation, and we're glad to deliver! Sukuk Prihatin was truly a game-changer as it allowed retail participation in a social sukuk during a pandemic. Distributing it digitally meant that we were able to leverage existing payments infrastructure while increasing reach. For these reasons, this landmark transaction was named by Islamic Finance News (IFN) as Deal of the Year 2020 (Overall), Most Innovative Deal, and Deal of the Year (Malaysia)."

Dato' Fad'l Mohamed

CEO, Maybank Investment Bank Berhad

Understanding Trends and Underlying Desires, and Democratising Investing

Our markets are unique, each with its own regulatory and competitive landscape. But one thing that's universal, is demographic shifts; the rise of a more educated, digital-savvy affluent middle-class, and intergenerational wealth transfer. It's crucial that we understand their latent needs against broader generational changes, and at this point, we are investing in a multi-channel strategy — online, in-person or high-touch — to meet this diverse range of demands and preferences that make CX great for each.

In Thailand, for instance, we launched an Investment Management centre for clients who prefer face-to-face consultation with our RMs. While, at the same time, we are working to integrate similar functions, features and more into our mobile app.



"What do we mean by "democratising investing"? Well, we keep it simple, accessible and unbiased by levelling the playing field between novice and experienced investors, utilising AI-powered solutions to better assess risk appetite and tailor investment offerings for every profile. This, of course, falls in line with our mission to be a trusted financial partner at every stage in life, from building wealth to transferring it down the next generation."

Arapat Sangkharat
CEO, Maybank Securities Thailand

EMPOWER — THE RIGHT TOOLS & RESOURCES FOR OUR CLIENTS

Facilitating Investment Decisions According to Needs and Market Cycles

Our clients have come to expect only the best-in-class research from us. As ASEAN's leading home-grown investment bank, we pride ourselves on thought leadership in macro, sector, and company-level research, integrating ESG analysis with deep insights. Our new Quantitative Model portfolios have garnered much positive feedback, quickly becoming the benchmark in risk analysis for several sophisticated retail and institutional investors.

Maybank

Issue No. 31 | 10 Mar 2022

PORTFOLIO SEASONS

Malaysia:
Inflation,
Energy &
GE15
Tailwinds

THE REPORT HAS BEEN PREPARED BY MAYBANK RESEARCH PTE LTD.
SEE PAGE 47 FOR IMPORTANT DISCLOSURES AND ANALYST CERTIFICATIONS

Giving Clients More Control with the Right Tools and the Right Resources, In the Right Hands.

In Singapore, we launched Prime Brokerage to serve niche and growing market segments that include hedge funds, family offices and wealth managers. The prime brokerage capabilities we provide hedge fund clients are top-of-the-line, thanks to our partnerships with S-tier prime brokers. Meanwhile, for wealth managers, our collaboration with Allfunds gives our clients access to one of the world's largest fund distribution platforms, and last but not least, our alliance with FinTech research provider Smartkarma provides independent market insights for each differentiated client segments.

"We want our clients to recognise us for the strength of our platform. We understand the growing complexity of investment processes and the impact of rising market volatility. So, we are investing significant efforts in providing the right solutions and adding value to help our clients navigate this landscape. It's quite a straight-forward goal, really, we enable our clients to win. And when they win, we win."

Aditya Larioia
CEO, Maybank Securities Singapore



Leading the Way in Sustainable Investing

One of the biggest trends in recent years is sustainable investing, and we aspire to be ASEAN's leading Sustainability-first investment bank. Since mid-2020, we have published five ESG Compendiums (one each for Malaysia, Singapore, Thailand, Indonesia and the Philippines), and have completed ESG Tear Sheets

(analysis) of 304 (97%) of companies under our coverage, putting us ahead in thought leadership.

Our clients have found our ESG analysis to be very useful and comprehensive in catching them up to speed on where each country (and ASEAN as a whole) stand on sustainability issues, and what is being done at various levels — national policies, regulations, industry standards, and of course, the company's own stance.

ENERGISE — AND FURTHER FUTURE-PROOFING OUR PEOPLE

Our people are our best assets, and our talent management model revolves around keeping them engaged, motivated, and energised. We are continuously upskilling, future-proofing, and on the lookout for new talent beyond the traditional banking backgrounds. After all, banking as a whole is evolving; and we can learn a thing or two from highly competitive industries like retail and media.

Our priority has been to upskill employees on Sustainability and ESG-related topics. In 2021, MIBG organised about 30 learning sessions — a combination of internal teach-ins, corporate access discussions, and sustainable investing webinars — which were well appreciated by participants. The table on the right lists some of the many well-crafted sessions.

Month	Title	Speaker	Participants
July	ESG is the New Gold	Rajiv Vijendran, Regional Head, Investment Banking & Advisory, MIBG Esther Tsang, Bloomberg	Employees
December	Sustainable Finance: Financing a Greener Future	Dato' Fad'l Mohamed, CEO, Maybank Investment Bank Andrew Lim, Head of Sustainable Finance, Debt Markets, MIBG Valerie Ng, Director, Sustainable Finance, Debt Markets, MIBG	Employees
June	A Leading Organisation's Transformation Journey	Benny G Jakobsen, Orsted	Board members of MIBG and its entities
August	Integrating ESG In Investment Banking	Salvatore Santoro & Nina Ahkstrand, DNB	Board members of MIBG and its entities

By future-proofing our people, we enable them to confidently embrace change while feeling energised and excited about the endless possibilities and opportunities that will present itself as we continue to do our best for our clients and communities. Through our future-proofed, agile and competent people, we are able to make a greater impact and value to the markets we serve.



QUANT-DO! **THE GAME-CHANGING NATURE OF QUANTITATIVE INVESTING & MAKING RETIREMENT SOLUTIONS AVAILABLE TO ALL**

Without a doubt, digital technology now permeates almost every aspect of our lives, assisting us in ways we never thought possible only a decade ago. And tech growth, which was turbocharged due to the pandemic, continues to transform the way we live, work, and play.

This is thanks to advancements in the Internet of Things (IoT), artificial intelligence (AI), and machine learning, providing more effective solutions, accelerating innovations and breakthroughs as these technologies learn to understand us and our needs better. Its impact on analytics has resulted in the evolution of the Asset Management sector and the raise of Qualitative Investing — or Quant investing — which is a strategy that deploys mathematical techniques, quantitative modelling and automated algorithms to make investment decision and execute trades.

Quant Investing emphasises quantitative and statistical analysis — while reducing the influence of human emotions — to assess the value of a stock, bond, or any other asset. It quickly picks up trends and capitalises on market inefficiencies based on quantitative data. This powerful tool, when paired with active management by Fund Managers, assists customers to achieve optimal portfolio diversity.

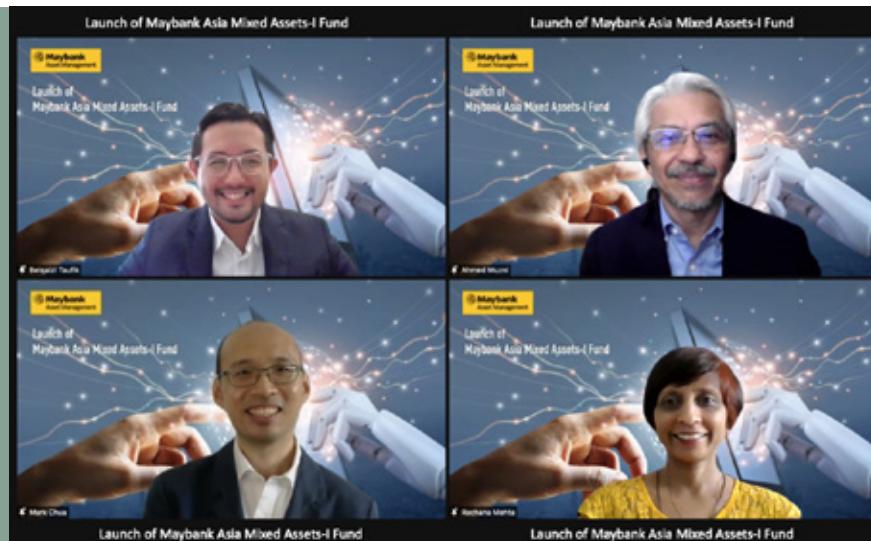
Understanding the game-changing nature of Quantitative Investing, Maybank Asset Management Malaysia (MAM Malaysia) launched the Maybank Asia Mixed Assets-I Fund (MAM-A.I.) in August 2021, enabling investors to access the enhanced intelligence and learning power of Quant Investing. The fund is MAM Malaysia's first shariah-compliant mixed assets fund that combines the expertise of our experienced Fund Managers and Quant Investing technology to provide the best outcome for the fund.



"With the rapid technological advancements, investors now have access to the enhanced intelligence and learning power of Quant Investing combined with active management by our Fund Managers to achieve optimal portfolio diversification. With this early mover advantage, investors can access markets in Asia to potentially achieve better returns."

En Ahmed Muzni Mohamed, Chief Executive Officer of Maybank Islamic Asset Management

MAM-A.I. feeds into the Maybank Asian Growth and Income-I Fund which is managed by Maybank Asset Management Singapore (MAM Singapore) — an open-ended unit trust constituted and registered in Singapore. To achieve its investment objective, MAM-A.I. will invest a minimum of 90% of the Net Asset Value (NAV) in Class I — USD of the Singaporean fund and a maximum of 10% of the MAM-A.I.’s NAV into liquid assets.



(From left to right, top to bottom)
Belqaizi Taufik, Head of Investment Specialist & PMO Office of MAM Malaysia; En Ahmed Muzni, Chief Executive Officer of Maybank Islamic Asset Management; Mark Chua, Fund Manager & Lead Data Scientist of MAM Singapore; and Rachana Mehta, Co-Head of Regional Fixed Income of MAM Singapore at the virtual launch of MAM-A.I.

MAM Malaysia followed up the launch of MAM-A.I. by launching a first-of-its-kind Shariah-compliant flexible retirement solution on 15 February 2022, with more than 400 attendees at the virtual launch event held over Zoom. Aptly named the Maybank Flexible Retirement Solution, it aims at helping customers to be adequately prepared for retirement regardless of when they decide to retire. Customers are now able to supplement their retirement planning according to their needs and goals.

The solution comprises of two new global Shariah-compliant funds and, for the first time, investors can choose between two Shariah-compliant mixed asset funds — the Maybank Global Wealth Moderate-I Fund and the Maybank Global Wealth Growth-I Fund — for their retirement planning.



**Your Future,
Your Choice**

Welcome To The Launch Of
**Maybank Flexible Retirement
Solution #ForYou**

The image shows four people: three men in dark suits standing in the foreground, and a young couple in the background. The woman is holding an orange and smiling. The Maybank Asset Management logo is in the top right corner.

(From L to R) Syhiful Zamri, Chief Investment Officer of MAM Malaysia; En Ahmad Najib Nazlan, Chief Executive Officer of MAMG and MAM Malaysia; and En Ahmed Muzni, Chief Executive Officer of Maybank Islamic Asset Management at the virtual launch of the Maybank Flexible Retirement Solution.

The Maybank Global Wealth Moderate-I Fund is offered in two share classes, namely MYR-Hedged Accumulation and MYR-Hedged Distribution Class, while Maybank Global Wealth Growth-I Fund is offered in MYR-Hedged Accumulation Class. Minimum initial investment for both funds are MYR1,000 and minimum additional investments are MYR100.

Against the backdrop of the economic crisis brought about by the pandemic, higher inflation, market volatility and longer life expectancy, the Maybank Flexible Retirement Solution provides investors with a first-in-market Shariah-compliant flexible retirement-focused solution to supplement and diversify their retirement planning. This gives investors the flexibility to choose and switch between two different funds and share classes to cater for their changing lifestyle and retirement needs. Even young working adults are able to invest in this solution which can be tailored to suit their needs as they go through one stage of life to the next — summed up aptly by the campaign's tagline: 'Your Future, Your Choice'.



To many working adults, retirement planning shouldn't only be something you think about when you are older. Given the rising cost of living and inflation, we need to inculcate the importance of supplementing one's existing retirement accounts as early as possible to ensure a comfortable safety net for their future.

Planning for retirement starts whenever you are ready, regardless of which stage of life you are at. And because life can be unpredictable, it is important that your retirement plan is geared towards attaining your goals, while still being flexible enough for changes along the way.

The beauty of Maybank's Flexible Retirement Solution is that we have reframed the traditional age-based approach to retirement planning and made it appeal to a wider audience by designing a solution based on understanding and targeting their various life stages, time horizons and financial goals.

Investors of different segments will be able to choose what levels of risk to take — moderate or growth — and have the flexibility to decide on how their retirement planning should fit their goals and needs.

**En Ahmad Najib Nazlan,
Chief Executive Officer of MAMG and MAM Malaysia**

The Maybank Flexible Retirement Solution's current total funds size for all its classes reached close to MYR365 million as at end July 2022.

Separately, together with our key partner and Investment Advisor, Schroder Investment Management (Singapore), we have been co-developing a range of specialised investment solutions since 2018 which includes Shariah-compliant Environmental, Social and Governance (ESG) funds for the growing wealth market in Malaysia. The funds aim to achieve capital growth over the medium to long-term, with a target return of 6% to 8% yearly. It incorporates a dynamic asset allocation and downside risk management, which is essential to ensure stability for investors when saving for retirement in the medium to long-term. Furthermore, in applying Shariah-filters to the investment process, the funds are able to capture better quality assets.

Investors can learn more about the Maybank Asset Management's funds at www.maybank-am.com. my or invest through Maybank's branches, and Maybank2u.

MARIA TRIFANNY FRANSISKA ON MAYBANK INDONESIA'S DIGITAL TRANSFORMATION

Customers' needs are ever-changing. These needs necessitate our commitment to constantly increase the quality of our CX. The "one-solution-for-all" approach has long expired. Customers now expect personalised solutions that cater to their specific needs.

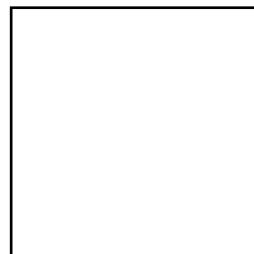


Understanding this, and answering the Group's call for superior CX, Maybank Indonesia (MBI) accelerated its transformation journey. Maria Trifanny Fransiska, or Maria, Head of Strategic Planning & Transformation Delivery, MBI, has been tasked to lead this transformation and revolutionising MBI's digital and business processes while ensuring the Bank remains relevant amid the ever-changing needs of its customers.



In this video interview, the graduate from BINUS University — a university famously known for its Computer Science faculty — updates us on MBI's transformation journey thus far.

Scan the QR Code below to watch the interview.



LEVERAGING DIFFERENTIATORS IN A COMPETITIVE BANKING LANDSCAPE



The banking landscape in Singapore is set to become more competitive with new digital banks entering the banking sector in 2022, testing the capabilities of traditional banks in the digital space where CX is of utmost importance.

One of Maybank Group's M25 strategic priorities is to accelerate growth by becoming pervasively digital to deliver top-rated CX. With more customers preferring digital platforms for their banking needs, Maybank Singapore saw the need to provide high quality CX, enabled by technology.



“Maybank Singapore is committed to realising the ambitions of the Group’s M25 plan by prioritising CX and emphasising on the dual pillars of having a customer-first service culture and streamlined digital and operational processes. We are proud to be known as a bank that builds and fosters relationships; central to this is our ability to provide the human touch. As the world becomes more digital, the Bank strives to cater to the demands of the digital world while maintaining the human touch. Thus, it is imperative to continue to serve our customers in our branches while extending digital services in order to solidify our position as a leading foreign financial services group in Singapore.”

**Dr John Lee, Chief Executive Officer (CEO),
Maybank Singapore**

DEFINING CUSTOMER-CENTRIC EXPERIENCE VIA THE ‘SIGNATURE MAYBANK EXPERIENCE’ PROGRAMME

Guided by the Group’s corporate mission of Humanising Financial Services, we take pride in putting our customers first and Maybank Singapore began formulating the ‘Signature Maybank Experience’ programme in late 2019 with the aim to define and drive a customer-centric culture, to serve and strengthen relationships with customers in a uniquely Maybank way, and to achieve consistency in the delivery of its services.

Launched in 2021, the ‘Signature Maybank Experience’ carried the ‘I & We #ForYou’ manifesto. This manifesto outlined a set of service standards for employees to embrace and deliver, in-line with Group Customer Experience Management’s ‘I am Maybank’ initiative which aims to ensure Maybankers have the competencies to deliver high-quality customer service.

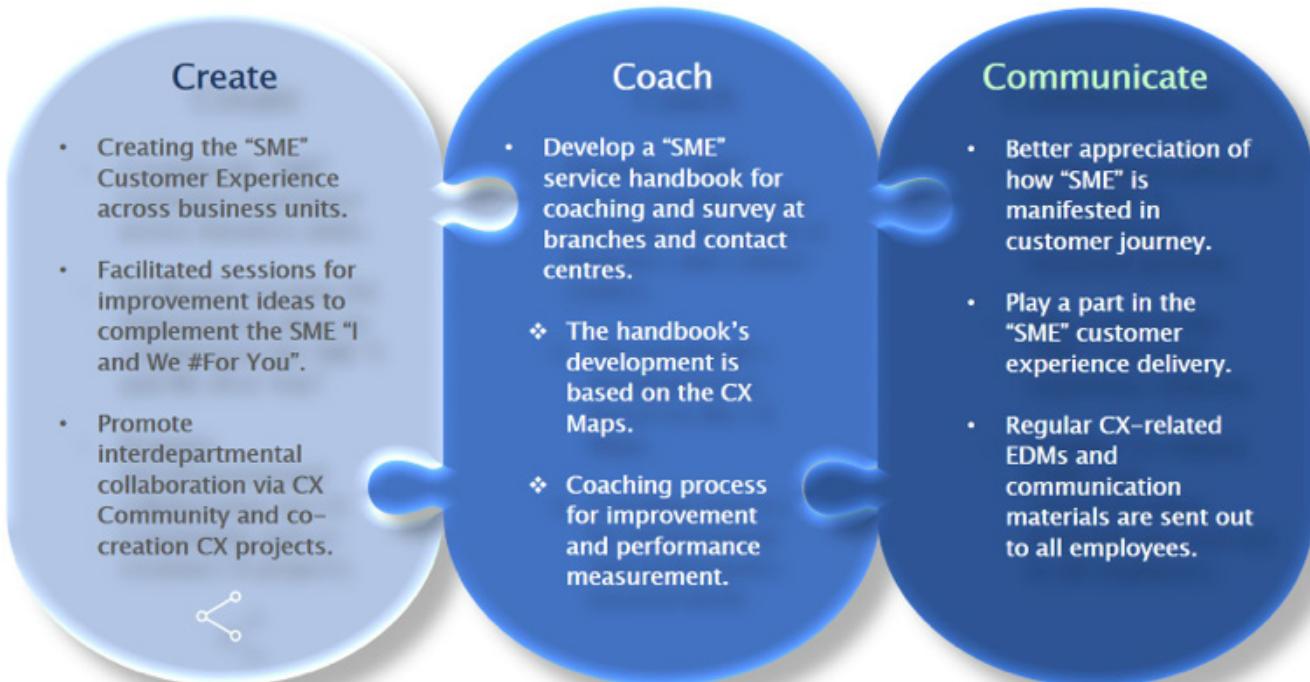
This programme, amongst others, and combined with a strong service ethos, saw Maybank Singapore top both Net Promoter Score (NPS) and Empathy Score annual surveys, in which Maybank customers rated the Bank favourably against three other local banks.



"In line with the Group's CX vision that everything we do starts and ends with customers at heart, the 'Signature Maybank Experience' was crystallised through the 'I & We #ForYou' manifesto. It requires each Maybanker to make a personal commitment to serve from the heart, and as a team, commit to doing everything possible to create exceptional service experience for our customers. The financial sector faces intense competition for the same group of customers, therefore, exceptional CX is a key differentiator. Maybank Singapore aims to deliver this through the 'Signature Maybank Experience' programme. The myriad of initiatives under this programme will help sustain the customer-centric culture within the Bank."

Corrinne Tan, Head of Customer Experience Management (CEM) and Corporate Affairs, Maybank Singapore

As at April 2022, more than 500 Maybankers in service and supporting roles as well as Contact Centre personnel have undergone learning and development sessions under this new programme. In these sessions, held since April 2021 and organised by the Customer Experience Management (CEM) team, Maybankers were provided with suggestions, tips, and ideas on how to improve CX based on the Bank's service ethos.



Sustaining the Maybank Signature Experience with a myriad of initiatives

For example, branch employees and relationship managers learnt how to provide a warm welcome to customers, be engaging when assisting them, take an interest in their needs, and to upsell or cross-sell as well as bid farewell with a personal touch. There were also discussions on ways to plug gaps in service delivery.

Knowing that the creation of the 'Signature Maybank Experience' programme is merely the starting point of the journey, the CEM team looked into ways to sustain customer-centricity within Maybankers through culture building exercises. For example, over 30 Maybankers who embodied the values of "I and We #For You" championed in the 'Signature Maybank Experience' programme were appointed as Service Champions to help other Maybankers internalise customer-centricity. They were tasked and responsible for spreading the programme's CX vision and knowledge, inspire and motivate colleagues, solve problems and map customers' journey.

INVESTING IN TECHNOLOGY AND FUTUREPROOFING THE BANK'S CAPABILITIES



Maybank Singapore will continue to roll out more digital initiatives to enhance the Bank's digital capabilities and support its business units with the ultimate aim of providing banking convenience to customers.

In January 2022, the M2U SG (Lite) app was launched. Similar to the MAE app in Malaysia, M2U SG Lite is a lifestyle and payments mobile banking app, which was developed to help customers level up their money management skills and ingrain good financial habits. The app offers helpful tools such as an automated expense tracker that provides insights into a customer's spending habits and pattern, a set and track savings goal and e-ang pow (money packets) gifting, among other money management features. It also complements the existing Maybank2u SG mobile banking app.

"The launch of M2U SG (Lite) was timely as it facilitated e-gifting during the pandemic. It provided customers with an additional mode of gifting digitally and seamlessly during the festive seasons and special occasions. The app is slowly gaining momentum in terms of new sign ups, and we expect this to continue as we progressively enhance the app and introduce new features."

Helena Ooi, Head of Strategy, Maybank Singapore

Not just for individuals, our investment in technology also extends to providing convenience to Small and Medium-sized Enterprises (SMEs). Maybank Singapore introduced a new digital banking service where SMEs are able to open a corporate current account on Maybank Singapore's website via end-to-end STP. Depending on their needs, SME clients have several options at their disposal. From Flexibiz Account, PremierBiz Account, Singapore Dollar Current Account, or with an optional Foreign Currency Current account, these clients will be afforded 24/7 banking convenience. They can also apply for a Maybank Business Platinum Visa debit card, Business Internet Banking access and cheque book in the same application.

Maybank Singapore is the first to launch this SME Current Account STP project within the Maybank Group, and its predicts that at least 1,800 new-to-bank customers will open an SME Current Account online in the first year of the project's launch.

These digital initiatives are encapsulated in its revamped online banking platform which is designed to be user-friendly, optimised for mobile devices and strengthened with additional security features such as a QR code log-in and a Secure2u digital banking token. Maybank Singapore has left no stone unturned in its quest to make the platform as user-friendly as possible and this is epitomised by the new 'Keyword Search' feature. Through this feature, customers are now able to quickly find a particular transaction performed from their saving account, current account, or credit cards.

Through its efforts to strengthen CX, Maybank Singapore seeks to enhance its customers' end-to-end banking experience. From providing customers with digital access to banking services that is secure and instantaneous, to accelerating digital onboarding and enabling online self-servicing, our seamless digital banking experience was built with the customers — individuals and businesses — at heart.

FOR ETIQA, **EXCELLENT CX IS ALWAYS A TOP PRIORITY**



Industries all over the world are racing towards digital, transforming their entire business operations in response to the increased expectations from customers for a seamless digital CX experience. For Etiqa, providing exceptional CX has always been a top priority and essential for their success.

Underlying Etiqa's strategy for excellent CX is the utilisation of market research matrices and the ability to rapidly adjust their processes and operating models in response to customers' expectations.

Here, Ahmad Rizlan Azman, Etiqa's Chief Operations Officer shares his perspective on how exactly is Etiqa doing this.



Ahmad Rizlan Azman
Etiqa's Chief Operations Officer

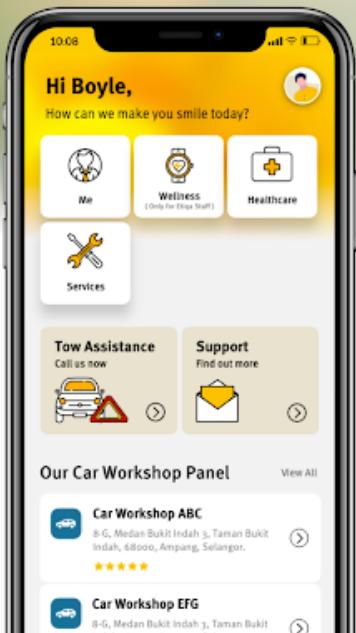
How has Etiqa fared against our M25 strategic goal of providing excellent CX?

Ahmad Rizlan: We have fared commendably thus far. However, we understand that providing excellent CX is progressive. We constantly set the bar higher with every achievement and this is the essence of our commitment to putting our customers' needs first.

For example, we've managed to enhance the turnaround time when it comes to resolving customer complaints. Additionally, root cause analysis were executed after resolving complaints which has helped improve our internal process and CX.

We've also been tracking complaints regularly and consistently shared insights with the relevant business channels to increase our customer advocacy culture where we strive to get things right for customers by focusing on what is the best for them. This has nurtured a sense of responsibility among employees which has led us being ranked in the top-3 for best complaint management.

An insurance app that give
you all you need



**Etiqa also
leverages
on its digital
platforms such
as the Smile App,
Robotic Process
Automation and
Agent-On-The-
Go (AOTG) App
to bring CX to a
whole new level.**

We are also working to achieve a Net Promoter Score (NPS) score of 36 for Etiqa in 2022, building upon our score of 30 in 2021, and 24 in 2020.

We aim to achieve this via continuous tracking of customer satisfaction and sharing this data with the relevant business channels to improve our processes and service delivery.

While doing so, we are expanding the Transactional Net Promoter Score (TNPS) across Etiqa for business users to understand and improve based off the voice of customers.

On top of all this, Etiqa also leverages on its digital platforms such as the Smile App, Robotic Process Automation and Agent-On-The-Go (AOTG) App to bring the CX to a whole new level. As of May 2022, there are more than 20 digital initiatives introduced by Etiqa to ensure our customers receive nothing but the best CX.

We will continue to provide training and refresher courses to all Etiqa employees to improve customer advocacy throughout the business, reaffirming our commitment towards our customers as dictated in our revised client charter which is available on our website (<https://www.etiqa.com.my/v2/corporate-governance/client-charter>).

What changes have been made to Etiqa's processes and operating models to accommodate the shift in expectations from our stakeholders?

Ahmad Rizlan: We strive to deliver the highest standards of services to our customers, so that we are able to maintain and preserve long-term and mutually beneficial relationships.

To this end, we've moved to better understand and alleviate our customers' pain points by seeking their feedback via surveys which gauges their satisfaction with our services. Through this survey, each business channel at Etiqa is able to review their respective Net Promoter Score, Net Easy Score, Customer Satisfaction Score and any other metrics provided by customers via an interactive dashboard system that automatically updates itself when new responses are received.

By studying these scores, the business channels are then able to identify areas of improvements and take appropriate action.

We also make an effort to understand customers' expectations by leveraging upon The Annual Net Promoter Score (ANPS). This ANSP score is shared with Etiqa's Senior Management committees and the relevant business channels to better understand customers' expectations, enhance CX and predict customers' behaviours to allow for the biggest impact on the bottom line. Using this data, we adapt our call-back exercises so that they are more engaging to customers, helping us retain them and where opportunity arises, cross-sell products to them.

We are continually enhancing our operational excellence through the Robotic Process Automation initiative, and fully utilise our digital platforms such as Etiqa's Direct Sales Portal, Agent on-the-go App, Etiqa Virtual Customer Service, Customer web portal, e-Customer Relation Management, Frontline Agent System (FLAS) and the Etiqa's Partner Portal to provide our customers with the best CX directly or via our intermediaries.



How do we ensure that we remain humanising while we prioritise investments in technology and futureproofing for improved flexibility, agility, and speed?

Ahmad Rizlan: Etiqa continues to be proactive in ensuring that we remain humanising. We encourage our employees to think about the customers by putting the customers' needs first and to be customer obsessed in their day-to-day decision-making. To do so, we organise an annual employee training for our front-liners where we promote customer advocacy. During this training, employees learn how to deliver quality CX, overcome barriers, turn customers into advocates, and upsell and cross-sell products.

We also leverage upon the Transactional Net Promoter Score (TNPS) where feedback from customers are carefully addressed, and at the same time, used to customise our internal processes to better suit customers' needs. The voice of the customers is important to ensure all internal processes meet customers' needs.

Refresher courses are also organised year-round to help refresh employees' knowledge on our commitment towards our customers. Circulars are also sent to all employees to help them better understand customers' pain points while, the revised client charter and annual employee training will help motivate employees to always help customers and potential customers.

What does it take (and mean) to remain customer-centric for the months to come?

Ahmad Rizlan: In order to remain customer-centric for the long-term, Etiqa will continue to focus on ensuring that the voice of our customers are heard. This will ensure that the services we provide will delight our customers.

We will also be working on tailoring internal processes to meet customers' needs as we believe that to forge ahead successfully, we have to stay agile, be forward-thinking, and not be afraid of challenges. We will continue to be innovative in driving technology across the organisation for reliable, relevant, hyper-personalised, and integrated digital initiatives for our customers.



With the revised client charter, we strive to deliver the highest standards of services to maintain and preserve long-term and mutually beneficial relationships.

Employee engagements on customer advocacy through training and refresher courses will also be held to equip and cultivate employees on the values and the importance of putting customers first in what we do.

Uncovering unmet customer needs is critical for growth. We must be customer obsessed, pick up on signals through our data and research to understand better what our customers are saying and how they're behaving. CX is everybody's business. We need to constantly rewire our people to enable agility that will unlock efficiencies that can be reinvested in new opportunities for performance and growth. This allows us to improve experiences and give customers exactly what they desire without trading our profitability and sustainability. We have done this and we will continue to do this.



GROUP TECHNOLOGY - BIG ON DATA, CYBER SECURITY AND FUN!

At the foundation of any digital transformation is data. Every interaction performed in the digital space involves and produces data. Gender, age, income, interests are all data which can be used to garner insights and trends. For us at Maybank, customer data collection is the process of gathering quantitative and qualitative information about customers by leveraging various data collection methods. But the amount of data we have opens us up to the risk of cyber-attacks, making it imperative that we strengthen our cyber security capabilities in every country we operate in.

SHAPING MAYBANK'S DIGITAL CUSTOMER EXPERIENCE THROUGH STRATEGIC DATA MANAGEMENT

As tech experts of Maybank Group, Group Technology (GT) is driving a number of strategic initiatives that are built on and around data. These projects help our internal clients — termed Data Users — who are usually businesses that use these data to elevate their operations, develop or customise their products and services.

The Data Science Platform Project

Built as a platform to support our data science analytics, this centralised platform provides a development space along with a set of data analytics tools, libraries, and of course, data, for our data scientists to quickly get a project off the ground without having to wait for approvals.

The Enterprise Metadata Management Project

This project seeks to provide a self-service environment where Data Users are able to access the data we have via a business glossary or data dictionary system. Data Users are also able to better understand the context of each data with the help of a data catalogue.

The Data Quality Management System (DQMS)

A system that allows users to report data quality issues, DQMS also provides Data Users — through a tracking and monitoring feature — with oversight of their logged reports and where these reports are in the resolution process.

The Basel Committee on Banking Supervision data principles (BCB 239) Project

Alongside DQMS, this project seeks to ensure data integrity via the proactive application of data quality rules. This allows Data Users to safely use our data with confidence.

These projects illustrate GT's capability to play a key role in shaping the Group's digital customer experience by utilising data and providing Data Users with a better understanding of the Bank's customers through data-driven insights.

Unfortunately, being data rich brings both opportunity and risk. Data can be abused if handled without ethics and principles. There are real-life cases of data being stolen

and sold with little regard to the impact of doing so and we regularly hear of information being manipulated with malicious intent.

To mitigate any risk of our data being stolen or manipulated, GT has taken proactive actions to protect them. We have put in place policies and privacy statements to uphold our data privacy and protection practices as reminders for Maybankers across the Group to handle data with utmost care.

Deployment of machine learning and Artificial Intelligence (AI) also comes with its own risk as their data models have been shown to contain biases. Group Tech has been developing an AI Ethics framework to help identify, rectify and eradicate any biases in data models deployed by Maybank businesses.

Customers' data plays a crucial part in shaping the Group's customer experience, and while we utilise these data to maximise our impact to the community we serve, we must always handle data with care and remember that customers have placed their trust in us to keep their data safe.

18 Cyber Defense Initiatives



The four phases of the CDC programme

STRENGTHENING THE GROUP'S IT SECURITY ACROSS BORDERS THROUGH THE CYBER DEFENCE CAPABILITIES PROGRAMME

As part of a vision and mission to ensure all Maybank entities are equipped with essential IT security controls to safeguard the Bank's assets, GT introduced the Cyber Defence Capabilities (CDC) programme. It focuses on three key aspects — enforce, expand and enhance — to strengthen the Group's overall IT security.

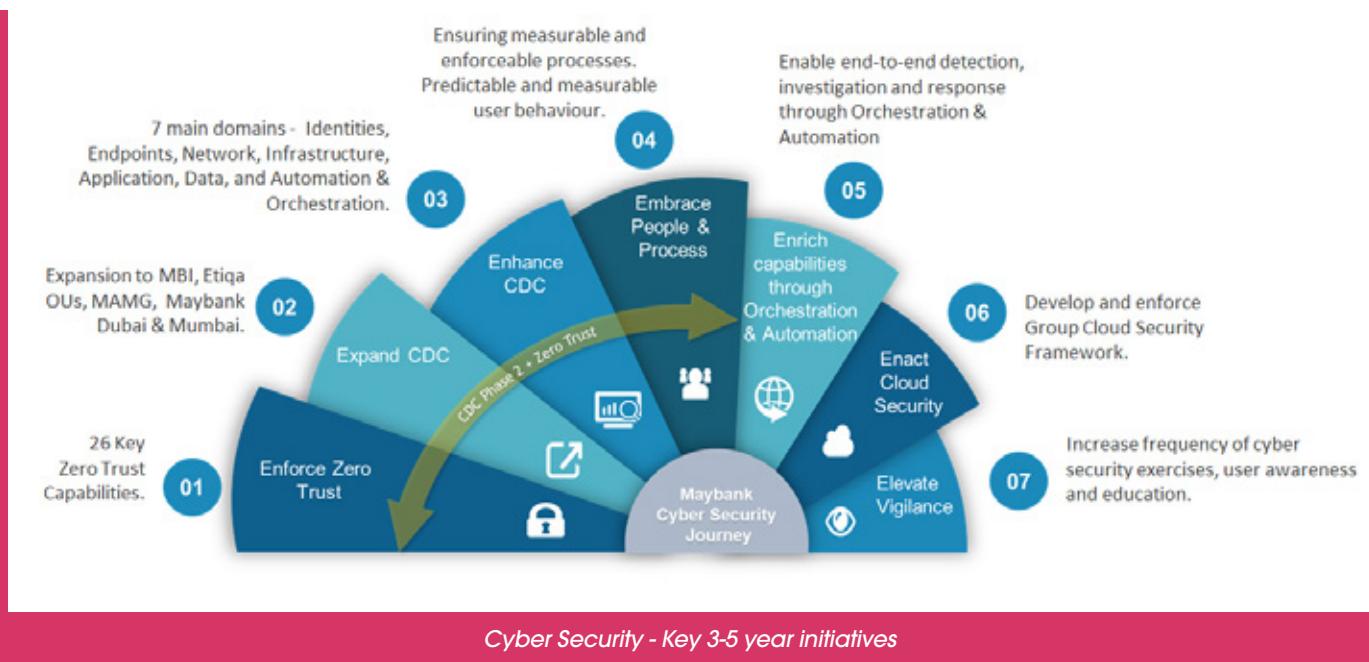
In 2018, Group IT Security conducted a Cyber Security Maturity Self-Assessment (CSMSA) questionnaire across the Group with the purpose of determining the current security maturity posture of each Maybank entity.

Based on the CSMSA result, Group IT Security formulated 18 cyber defence initiatives which were required to be implemented in four phases across the Group to ensure a holistic security coverage of Maybank's technology pillar.

But then, COVID-19 struck. The pandemic caused major setbacks to CDC as movement restrictions and lockdowns by governments across the world impacted the delivery of hardware critical for phase one of the CDC project. The project team were forced to review the project's original implementation plan and timeline. With logistics being a nightmare, the team focused on other parts of the project which weren't dependent on logistics.

Eventually, in 2021, the project team was finally able to complete the first phase of the project thanks to the support from Senior Management and their GT colleagues from the Microsoft Shared Services Infrastructure and Network, and IT Security teams.

Phase 2 of the CDC programme — People, Process Technology — is well underway and is expected to be completed in 2023.



Once completed, the CDC programme will create a secure link between the Maybank head office in Malaysia and all other Maybank entities across the Group. With its 24/7 Security Operations Centre which will serve as a detection and response hub, CDC enables IT employees across the region to better collaborate, and significantly reduce the turn-around-time when it came to identifying and eliminating potential cyber threats.

Additionally, the centralisation and standardisation of security tools and software licenses across the Group will reduce the unit cost for security-related hardware and software in every country Maybank operates in.

Group Technology Fun @ Work!



GT works hard but we are also fun-loving! We believe that a good work-life balance is key for a happy and fulfilling working life, and thus, we organised the GT Fun @ Work initiative to inject a little fun and laughter. With Mobile Work Arrangement (MWA) enforced in 2021, the physical contacts and office interactions that we used to enjoy together were put on hold. GT Fun @ Work was a way for GT to provide its employees with an avenue to have some fun and interact socially. It broke the monotonous daily life Maybankers were forced to adapt to and helped relieve some of the pent up stress from movement restrictions and lockdowns.

GT Fun @ Work was a competition of sorts where GT-ians from all departments and across countries submitted videos that showcased their talents in a wide range of categories which included Fashionista, Master Chef, Superstars, Animal Lovers, Fitness Freaks and Green Fingers.

It received tremendous support from everyone with many praising it as an incredible stress buster. A total of 297 videos were received from Cambodia, India, Indonesia, the Philippines, and of course, from Malaysia. Since most were working from home, almost 60% of the videos included participation from family members.

For internal circulation only

GT FUN @ WORK GRAND FINALE



VOTE YOUR FAVOURITE CONTESTANT!

CONGRATULATIONS TO ALL WEEKLY WINNERS!

Vote your Favourite contestant using your Mobile Phone!

>>  <<

VOTE NOW UNTIL FRIDAY, 3 SEPTEMBER 2021 5PM (MYT)

**GRAND PRIZES
RM200 x6** **ULTIMATE PRIZE
RM1000 x1**

Group Technology - "The Trusted Partner to Drive business value@speed"
Humanising Financial Services.



It proved to be a source of great entertainment to all GT-ians as everyone looked forward to watching the submitted videos and finding out who won the weekly prizes. The judges — made up of GT's Heads of Department (HoD) — were left amazed by the creativity and diversity of the submissions.

For internal circulation only

GT FUN @ WORK GRAND PRIZE WINNERS



Fitness Freaks
WAZ BUDZMAN
ETDIA

Superstars
REXIE GERINA PADAL
GTS & CORE BANKING

Master Chef
BISAL KUMAR JAGJAL
MSB LABS

Green Fingers
WORSYUDAH BINTI MOHAMMED
IDH

Fashionista
NUR AZWAN AFZAN BT AHMAD
IDH

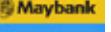
Animal Lover
RALPH PATRICK PARADES
GTS & CORE BANKING

ULTIMATE CHAMPION

Fashionista
NUR AZWAN AFZAN BT AHMAD
IDH

Congratulations to ALL WINNERS!

Group Technology - "The Trusted Partner to Drive business value@speed"
Humanising Financial Services.



It all culminated in the 'Grand Finale' where the weekly preliminary winners in each category competed for the grand prize. For the final, gone were the HoD judges, replaced with votes from all GT-ians. With 745 votes registered for the final alone, it comes as no surprise that GT Fun @ Work will return with more attractive prizes!

EMPHASISING THE 'HUMAN' IN HUMAN CAPITAL

As a purpose-led, values-driven organisation, people have always been the heart and soul of our strategy and success. Combining human ingenuity, experience and innovation, our efforts over the years — from delivering sustained outcomes, to building trust, to making positive and long-lasting impact — are driven by each and every Maybanker's dedication to our humanising mission; a journey that begins and always comes back to our people.



Today, we are witnessing an at-scale shift to remote and hybrid work, dynamic reallocation of resources and the acceleration of digitalisation and automation to meet changing individual and organisational needs. Amidst all these, GHC is committed to maintaining our human touch in the tech-powered 'Future of Work' — and hey, basics aren't always "obsolete"!

MAYBANK'S 'YEAR OF HYBRID WORK'

For over two years now, most of us have had to adopt new work routines and ways of living. Some may thrive working from home, while some prefer a more structured space like the office. With both aspects considered, we have been reconfiguring the 'Maybank Office' to facilitate more meaningful conversations and collaborations between employees, with proper safety measures in place, of course. Our priority has not changed; that is, we aim to continue enabling flexibility in how employees do work, and further enhance our infrastructure so that employees are productive and have the means to deliver value without compromising their health and well-being.

In fact, our new alternate site, Mercu Maybank spots a redesigned workplace with hot desks, facial recognition, and Zoom-enabled meeting rooms, to name a few — in line with the guiding principle that access to and within the workplace is contactless where possible, and powered with the right tools and technologies.

LEARNING, GROWING, AND GOING AHEAD

With remote-working here to stay, we are seeing an increased emphasis on learning that is 'just in time, just enough and just for me', providing the knowledge and skills that employees need in a timely and accessible way — an objective greatly enabled by technology and kept going through our #LearningNeverStops (LNS) platform.

Given equal chances and the right opportunities, people want to learn. But we all learn at different speeds, and don't necessarily need to learn the same things. LNS allows employees to personalise their own training (or "learning journey"), and empowers them to self-direct their growth with the content that best fits their purposes and/or interests.

Developed to encourage Maybankers to continuously learn, stay resilient and be mentally fit as they adapt to Mobile Working Arrangements, LNS, became the go-to platform for Maybankers to access educational resources whenever needed.

Customer Excellence - New Value Drivers	Pervasively Digital	Sustainability
Highly Skilled & Capable Professional	Effective Global Leaders	New Value Drivers

The six categories of LNS activities

These LNS activities, divided into six categories, were advertised in a weekly calendar through Maybank's internal communications platform, EMPCOMM, and open to all Maybankers across the Group.

The framework proves to be extremely effective and is well-utilised by employees across the Group. Thanks to its wide choice of capability-building programmes delivered by industry and internal subject-matter experts, LNS has become Maybankers' reference point for educational insights that they can easily access.

In 2021 alone, the programme recorded 40,644 unique learners from across 16 countries with over 538,000 learning activities covering various skills and knowledge. This year, as of 20 August 2022, 36,011 unique learners have completed 237, 959 learning activities.

The success of LNS showcased how we were able to smoothly transition from classroom to virtual delivery and contribute to the Group's M25 aspiration of becoming Pervasively Digital.

Learning and Development initiatives also play a huge role in building awareness and equipping employees with the right knowledge when it comes to understanding Sustainability. We recognise the need for Sustainability to feel personally relevant to each employee; so that not only will business decisions at every level of the organisation be conducted through a Sustainability lens, but that employees will continue to live the same values outside of work.

This particular learning journey were supported with additional reading materials and stories on EMPCOMM; for example, the Sustainability Matters interactive newsletters, the Sustainability Insights series, and Sustainability Speaks podcast, featuring voices from Maybankers around the world. These publications are available on MaybankCares, our one-stop online platform for all things Sustainability, as well as group-wide collaboration on Sustainability-related initiatives and projects – so do check them out!



Realising Potential through the M25UP Programme

As we pursue our M25 aspirations, it is crucial to ensure that Maybankers are equipped with strong digital knowledge and possess a customer-focused and Sustainability mindset. For those in leadership positions, it is even more important for them to be able to navigate the hybrid working landscape, equipped with the necessary tools and skills to manage and lead a team in a digitalised world. We understand that our future success depends on our ability to combine human capabilities and innovative technologies — to create a bionic workforce, if you will. This will allow us to be more productive and innovative in our efforts to provide quality customer experience.

Growth is often the result of forces working together, and as such, leadership is about how you build up the team around you. It all starts from the foundation and this is where our in-house programme, M25UP (Unlimited Potential), comes in.

To build leaders at every level, we need to begin from the grassroots — with a vision of the future — by preparing our leaders to be able to further understand the mind-set shift required to make the leap to be more digitally inclusive, dynamic and solution-oriented.

Rolled out in June 2022, M25UP looks to build agile “lighthouses” across the Group, lighting the path to growth aligned with our M25 strategic plans. Through this programme, our leaders will benefit by learning from the curated modules conducted by international speakers from the Asia School of Business, with additional support provided by the team of facilitators and relationship managers. This holistic support is targeted to assist participants to effectively utilise the learning opportunity, furthering the growth mind-set required to continuously adapt to the ever-changing business landscape brought about by an accelerated digital transformation.

“We must be retooled to be more inclusive, dynamic, to be an enterprise thinker and solution oriented”.

Dato’ Khairussaleh Ramli
Group President & CEO

“Challenges come with opportunities. If we do not have a learning mind-set, we wouldn’t even recognise an opportunity.”

Datuk Nora Abd Manaf
Group Chief Human Capital Officer

Participants are enrolled in three learning sessions: Enterprise Leadership and CX Mindsets, Inclusive Leadership, and Managing and Leading Teams Sustainably in a Digitalised World. These sessions were designed to be interactive with demonstrations and collaborations on how participants could apply the tools, knowledge and skills in their daily tasks. 1908 participants attended the official hybrid launch of M25UP on 1 June 2022, which was officiated by our GPCEO. The first cohort of the programme, took place on 15 August 2022. Throughout the four days of the programme, participants got involved in several learning modules in collaboration the Asian School of Business which covered topics such as Enterprise Leadership, the Customer Experience mind-sets, and Inclusive Leadership. This was complemented with industrial visits to organisations that are leaders in their respective industries.

A total of 35 cohorts of 3,500 leaders from across the Group are expected to take part in the M25UP programme with the last cohort expected to complete the programme by the end of the second quarter of 2023.

CULTIVATING A SENSE OF BELONGING AND INCLUSIVENESS IN OUR BIG, DIVERSE FAMILY

Our strength lies in the diversity of our over 42,000-strong workforce operating in 18 countries, and we are committed to raising the value of Diversity, Equity and Inclusion (DEI) for all our employees.

An inclusive and fair workplace makes for a more innovative space. When everyone receives an equal chance to have their voices heard, they are happier, more productive, and more collaborative. Our #HUMANISINGworkplace is one where we are all seen and treated as equals, and are given the same respect without discrimination.

Through the Maybank Allyship Programme, we have established a group of top talents with various backgrounds/experiences — multigenerational, professional experiences, and length of service — who volunteer and pledge to champion DEI in Group-wide engagements and within their own area of influence. Whether it's calling out biases, challenging toxic beliefs, or sharing their experiences to encourage those under their wings to be their best and authentic selves, these Allies play a huge role in driving Maybank's DEI objectives further. 28 Allies were introduced during the programme's launch with 149 Maybankers participating in the first Allyship Programme.

Championing Diversity, Equality and Inclusion Across the Maybank Group

Every year, International Women's Day (IWD) reminds us to celebrate exceptional women and their achievements, and appreciate the beauty of our diversity, which is vital for our drive to be an agile and inclusive business. It also affirms our commitment to continue raising the values of diversity, DEI, aligned to our M25 plan and in particular, our Sustainability agenda.

This year, we had the opportunity to deep dive into conversations on how to #BreakTheBias and dispel stereotypes as well as discriminations, towards a world where our differences are valued and celebrated. Carrying the theme: 'The Great Re-Invention: Thriving in the Age of the Human' and organised via Zoom, the event was attended by close to 2,700 participants including external guests from among our corporate clients, business collaborators and partners; women networks, the United Nations and other NGOs, institutions of higher learnings, plus CEO@Faculty Programme Fellows.



Maybank has been celebrating International Women's Day (IWD) since 2010. It is an annual platform for us to recognise women's contributions and challenges, to educate and inspire, and to empower and elevate. Our IWD celebration continues to reaffirm our position as a leading organisation that champions the advancement of women in the future workplace and is committed to continue raising value of Diversity, Equity & Inclusion (DEI).

TODAY!

Maybank's International Women's Day 2022

Tuesday, 8 MARCH 2022 | 4.30PM - 6.00PM (MYT) | Virtual Event

The Great Re-Invention:

Thriving in the Age of the Human

To register, click the link or scan the QR code
https://maybank.zoom.us/webinar/register/WN_157x02M8Lay14Ok#hH9w



Welcome Address by Maybank Chairman
 Tan Sri Dato Sri Zamzamzarian Bin Mohd Isa

Conversationists:

Eileen Burbidge
 Partner at Passion Capital, described by Fortune Magazine as 'The Queen of British VC'

Datuk Noor Abd Manaf
 Maybank Group Chief Human Capital Officer, Member of the Group Executive Committee and Executive Sponsor, Women Mentor Women (WMW) Council

Dr Jamess Begum
 Director of Legal, Corporate & Government Affairs for ASEAN and New Markets, Microsoft Malaysia

Kartik Sawhney
 Founder of i-Stem, Young Leaders Winner, Iclif Leadership Energy Awards 2021

Siti Nurafif Ismail
 Winner of Royal Institute of British Architects (RIBA) Norman Foster Traveling Scholarship 2019

Moderator:
Melissa Idris
 Assistant Vice President, Editor, Astro Awani

Maybank

In a panel discussion with Datuk Nora Abd Manaf; Eileen Burbidge, Partner at Passion Capital; Kartik Sawney Founder, I-Stem; Dr. Jasmine Begum, Director of Legal, Corporate & Government Affairs for ASEAN and New Markets, Microsoft Malaysia; Siti Nurafaf Ismail, Winner of the Royal Institute of British Architects (RIBA) Normal Travelling Scholarship; and moderated by Melisa Idris, Assistant Vice President, Editor, Astro Awani; the experts delved into a conversation around women's economic empowerment in the changing world of work and hybrid careers. They also discussed how hybrid working leads to sustainable business practices; gap biases and how to dismantle systemic barriers and include underserved and traditionally ignored communities/groups; and nurturing an inclusive culture to optimise women's opportunities.

STORIES OF IMPACT An inspiring video of Maybankers from around the globe who have successfully embraced change and reinvented themselves one way or another; examining biases, challenging systemic barriers and inequalities, while inspiring and empowering others around them to do the same. They have volunteered time, energy, and creativity too towards building peaceful, just and inclusive societies through even the smallest of actions.

Watch the video here:



(QR Code)

Missed the LIVE event? feel free to revisit the conversations here on the VOD:

https://maybank.zoom.us/rec/share/xksRvyQUfmcWiJg1n1Vmfl7yXdbNO0_ss3rdoR4T9Uw9yHFP-ZOhTld5xk932S7.Gq9J8Wz403-3WNh0?startTime=1646726441000

Access passcode: IWD@2022

In line with our DEI commitment and illustrating the theme of 'The Great Re-invention', we also announced during the celebration, the eventual launch of our very own Returnship Programme – designed to empower those who went on a career break, and help them re-enter the workforce feeling supported and confident. Careers need not be linear and the idea of career breaks should be normalised. This programme will take us one step closer to our M25 goal of curating a culture of empathy and cultivating a sense of belonging for employees – new, existing, or returning - throughout the organisation. In addition to IWD, we will also be celebrating Diversity Day (DD) in October 2022. Held in conjunction with the Global Awareness Diversity month, DD 2022 will focus on inclusion and belonging. It seeks to build up organisational understanding of what inclusion is and how it looks like at Maybank. Keep an eye out for more details on our DD celebration on EMPCOMM!

Promoting DEI Through Festive Celebrations

Celebrating festive celebrations together are another way for us to raise the value of DEI within the Bank. These celebrations are all about celebrating the values that bring us, our family and friends closer together. In appreciating our diverse cultures through togetherness, generosity and gratitude, we strengthen the bond between us. This is what our festive celebrations are all about. Adapted for the new normal to drive inclusivity by way of hybrid engagements and connect Maybankers across the Group, our celebrations are also a way for us to be as a 'Force for Good' by assisting the underserved in our communities.

Our first opportunity in 2022 to celebrate diversity came with Chinese New Year (CNY) where 576 Maybankers from across the group came together to celebrate the auspicious occasion and share well wishes of abundance and prosperity.

Named 'Happy Zoom – Chinese New Year celebration 2022', the virtual event over Zoom had various CNY-themed activities to celebrate and appreciate the diverse culture of our Maybank Family. These include the customary lion dance, quizzes with amazing prizes, and even a segment on how to wish others a happy new year in different dialects.



Maybankers exchanged festive greetings and celebrated Chinese New Year together over Zoom



In conjunction with the festivities, and in line with our continuous efforts to be a 'Force For Good', we reached out to the underserved in our communities to spread some joy. An annual tradition, our Maybank CNY Donation Drive 2022, is an opportunity for Maybankers in Malaysia to contribute towards a good cause. Thanks to Maybankers generosity, a total of MYR7,405.80 in donations was collected and used to purchase essential items such as non-perishable food items, toiletry kits, cooking oil, and rice for 94 children from Rumah Kebajikan Anak Yatim Mary, Kuala Lumpur; Pertubuhan Kebajikan Kanak-Kanak Seremban, Negeri Sembilan; and Pertubuhan Kebajikan Cheng En, Johor Bahru.



Maybankers' generosity was captured by these boxes of essential items delivered to the beneficiaries of our donation drive

"Words cannot describe how grateful we are of Maybank's contribution. We were overwhelmed with happiness when we learnt about the donation drive the generosity of Maybank's employees. We are humbled to be one of the beneficiaries and we thank you for your support. We pray that Maybank continues to be successful in the future."

Saraswathy A/P Howdier

Caretaker, Pertubuhan Kebajikan Kanak-Kanak Seremban Negeri Sembilan

"Thank you Maybank for recognising us. Receiving these items and Ang Pows really made our CNY brighter. We are forever grateful for your generosity."

Irene Loh

Caretaker, Pertubuhan Kebajikan Cheng En, Johor Bahru

A few months after CNY, we celebrated Hari Raya. After a couple of years celebrating Hari Raya virtually, this year's celebration was made memorable as we were finally reunited physically with our families and friends for a warm, joyous celebration. Back were the age-old traditions of Hari Raya: cooking Rendang, Ketupat and Lemang; shopping for new clothes and gifts; and giving our homes the Hari Raya makeover. As if impatient to receive us all, Aidilfitri was announced a day earlier causing families to hastily

prepare their homes. Moms firing up the stove, Dads vacuuming the living room, and children playing with fireworks when they should have been helping. This was a throwback to Aidilfitri of yesteryears, and we're all glad to have it back.

On the first two days of Raya, Maybank Group EXCO members went to visit Maybankers working on-site as a sign of their appreciation and to extend festive greetings in-person.

Amongst the Group EXCO members who participated in the walkabout were Dato' John Chong, CEO Group Community Financial Services; Dato' Mohamed Rafique Merican, CEO, Maybank Islamic; and Puan Khalijah Ismail, our Group Chief Financial Officer. They also distributed food packs to 171 Maybankers in Menara Maybank and MGCC Bukit Jelutong.



Dato' John and Dato' Rafique distributed Raya food packs at MGCC Bukit Jelutong

Near the end of Syawal, Maybankers from across the Group came together to celebrate Hari Raya. The celebration was held at Menara Maybank with an array of Hari Raya-themed activities including Mini Raya Goodies Giveaway, the Soda Can Roll Challenge, Batu Seremban, Ketupat Weaving, Kukur Kelapa, Kelapa Bowling and Joget Lambak — all on top of a generous spread of traditional Malaysian Raya food. With SOPs in place and invitees visiting in staggered time slots, approximately 1,200 Maybankers came and joined in the celebration.

Being the first hybrid festive celebration we have ever hosted, Maybankers from other regions and countries were also invited to the celebration through a live broadcast to join in on the excitement.



Maybankers with our Group Chief Human Capital Officer, Datuk Nora Abd Manaf

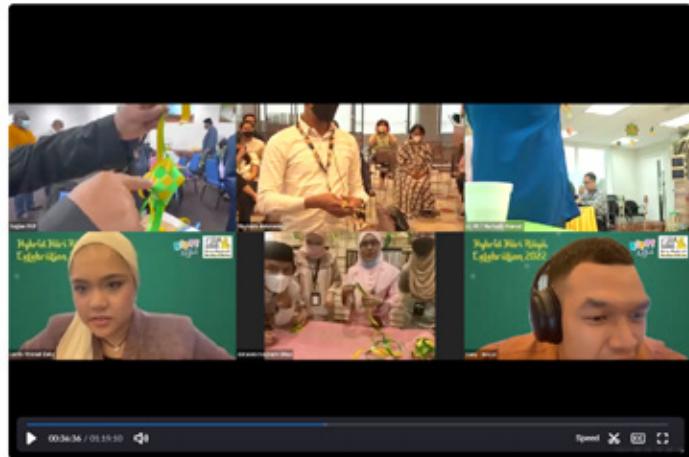


Dato' Khairussaleh Ramli competed with Datuk Nora Abd Manaf in a game of Boling Kelapa



Group EXCO members and Board of Directors danced their way through the Joget Lambak session

Additionally, and to celebrate better with our colleagues from across the Group, we hosted a virtual celebration via the Happy Zoom series. Maybankers from Mercu Maybank, Dataran Maybank, Region Penang Kelantan Terengganu, Region Penang Kedah Perlis and Maybank Indonesia tuned in to the celebration. Entertaining them was a combination of on-site and virtual activities.



Ketupat Weaving Competition - Maybankers from across the Group battled on who can weave a ketupat in under two minutes.

We also reached out to the underserved in our communities. Similar to what we did during CNY, we launched the Maybank Hari Raya Donation Drive 2022, so that Maybankers in Malaysia can do their part to help. In another show of generosity, a total of MYR5,872.98 was donated, enabling us to purchase essential items such as non-perishable food items, toiletry kits, cooking oil, rice and others for 93 children from Pertubuhan Anak Yatim Al Khair, Seremban, Negeri Sembilan; Rumah Kebajikan Anak Yatim Dan Dhuafa' – Lilbanat Darul Huffaz, Kelantan; Rumah Kebajikan Anak Yatim Sri Peraksi, Kelantan; and Rumah Kebaikan Anak-Anak Yatim Al Hijrah, Terengganu.



Bringing a little Aidilfitri cheer to the underserved communities

"We are grateful for the contribution. Thank you, Maybank. We wish you all a prosperous future."

Erma Nafisah Abd Rahman
Caretaker, Pertubuhan Anak Yatim Al-Khair,
Seremban, Negeri Sembilan

"Thank you Maybank for your generosity. We are delighted to receive the essential items and it will certainly help us in the months to come. Selamat Hari Raya to all employees of Maybank."

Mohd Fauzi Bin Pilus
Caretaker, Rumah Kebajikan Anak-Anak Yatim Al Hijrah, Terengganu

AN EMOTIONAL CONNECTION – FROM ONE MAYBANKER TO ANOTHER

People crave warm, friendly, easy-to-absorb communications – and our employees have told us as much! So, where possible, our internal communications are delivered through informal, casual language; sometimes in the form of video messages and podcasts that feature employees across all levels, and hopefully in the future, senior leaders as well.

Meanwhile, our dedicated Mental Well-being team has been making consistent efforts towards encouraging and normalising 'letting your heart out', speaking up or seeking help for mental health; fostering a workplace that is inclusive and understanding — a safe environment for employees to excel in both their personal and professional lives. Needless to say, every organisation wants their employees to be mentally healthy. A workforce with poor mental health is detrimental to the organisation and leads to significant reduction in productivity, and potential loss of labour supply and key talent.

Indeed, the mental health of all Maybankers is fundamental to the Group's success and is the basis of building a psychologically safe work environment where everyone can flourish. Managing mental health is not an easy task, it requires care and expertise from the handler and readiness and willingness from employees to disclose and seek mental health support.

Protecting Those That Come Forth for Help

Understandably, there are privacy and confidentiality concerns amongst Maybankers that seek help. Unfortunately, Mental health support comes with stigma, prejudice, and discrimination — be it subtle or obvious. This has led to many Maybankers — who are in need of help — preferring not to disclose details of their declining mental health state; and this can lead to harm.

To tackle this, the Group has developed a Mental Health Policy which provides established guidelines in respecting Maybankers' rights to privacy and confidentiality. Endorsed on 15 July 2021, it specifies action plans and guidelines to achieve policy objectives with hope that it will build trust and encourage those needed help to come forward.

Providing the Right Type of Support to the Right People

To raise awareness of mental health issues and encourage Maybankers to take steps to protect their mental well-being, GHC has regularly published articles on mental health and well-being topics via the Well-being Bytes series on Empcomm.

An Agile Mental Health Support System

With Maybank now a hybrid work environment, and coupled with the Group's M25 aspiration of becoming Pervasively Digital, it only made sense that our #WeCare support channels are also available virtually and physically, and in some cases, both! By making it so, we showcased the channels' flexibility and agility to become more

inclusive. Maybankers are now able to choose between an in-person or a virtual counselling session with our certified MFHAs based on their preference and convenience.

Our operating model of identifying Maybankers with declining state of mental health has also been adjusted for better productivity, made possible through a collaboration between Business Human Capital (BHC) and the Mental Well-being team. Little did we know that this collaboration effort was a preparation for a pending tragedy that would test our agility.

In late 2021 and early 2022, Malaysia was hit by torrential rain for three days, resulting in severe floods in eight states. Anxious for the safety of Maybankers, the Mental Well-being team, in collaboration with BCM, moved to make contact with affected employees throughout Malaysia to ensure their safety and provide comfort and relief. Personalised assistance was provided to individuals traumatised by the catastrophe which extended beyond physical and monetary aid.

Mental Health is Not Taboo; It is Just as Important as Physical Health

Understanding that mental health is not merely about counselling, and in a move to create a more progressive culture, we have put in place a support system where employees in need of greater and emotional support are brought to panel hospitals for check-ups, accompanied by an MHFA. We also moved to not only cover treatments by psychiatrists, but also treatments from psychologists — expert consultation, proper course of treatments and behavioural therapies — as we strongly believe that mental health is just as important as physical health. This is our commitment to continuously provide genuine and empathetic support to those who are in need of psychiatric interventions.

Taking Mental Health Seriously — Our Very First Maybank Health Day Celebration

On 30 November 2021, we held our very first Maybank's Mental Health Day to raise awareness on mental health issues across the Group. Attended by our Chairman and several EXCO member, the celebration was kicked off with a panel session discussing Maybank's action to support employees' well-being, how one can stay positive and resilient when challenged mentally and how one can rise above limiting beliefs and focus on building back better.

This was followed by five parallel topic-specific sharing sessions which ranged from using expressive dance as therapy, to beating stress with exercises and nutritious eating, and ways to understand your child better.

The 2022 Maybank Mental Health Day will be celebrated on 1 November 2022.



The Mental Health Day 2021 Discussion Panel 'Mind Matters: Taking Responsibility and Accountability of Our Own Mental Health' with Datuk Nora Abd Manaf, Maybank Group Chief Human Capital Officer; Dr. Anjhula Mya Singh Bais, International Psychologist; and Yang Mulia Che Puan Sarimah Ibrahim, Mental Health Advocate. The session was, moderated by Syafiq Borhanuddin, Anchorperson, IKIM Radio's "Shaping Tomorrow" programme.

Challenges and the Way Forward

Managing mental health is not an easy task. But the support from Maybankers and the appreciation we've received from those that we have helped make it all worthwhile.

It is crucial for all of us to safeguard our mental health and well-being and we firmly believe that assimilating mental well-being into the overall scope of Employee Well-being and Productivity is essential to a stronger, more sustainable, and agile workforce.

But let's be honest. There are critics who believe that mental health requires fully certified psychiatrists and practitioners and refuse to play their part in building a mentally healthy Maybank.

While unfortunate, our DEI agenda has taught us that we need to understand and accept that everyone has a right to an opinion. Exhausting resources to persuade them otherwise is a waste. These resources can be used to explore alternative — and sometimes unconventional — solutions that could benefit those actually seeking help. This is our way forward, to identify and execute long-term value creation to elevate mental health strength and resilience for those that need them, in line with our M25 Sustainability aspirations.

Reach out to us at ***thrive@maybank.com*** if you have any mental health-related queries, concerns or requests.

UNLOCKING HIDDEN POTENTIAL FOR A FUTURE THAT TRULY LEAVES NO ONE BEHIND

In light of all that has happened in recent years, a lot of people have had to take stock of the changes in their world, think about their priorities — what they want to gain from life and how — perhaps even reconsider their career paths.

We rolled-out the Maybank GO Ahead. Take Charge! (GATC) platform in 2018 for this purpose — empowering employees to unlock their potential, discover new passions, and capitalise on new opportunities for a sustainable livelihood. It consists of various FutureReady initiatives designed to help employees adapt and be agile; at the same time, formalising several other initiatives/offerings that were already in practice.

Through this platform, employees are empowered to 'take charge' of their career by reskilling, tailoring their working arrangements to their needs, exploring external job opportunities, or pursuing their own business venture while on a 6-month paid leave (as long as there is no conflict of interest).

AT A GLANCE: GATC FY2021

Also in 2021, we kicked off an 8-month reskilling programme designed to provide non-clerical employees with new skills, to enable them to accelerate their career progression and take on greater responsibilities as Workplace Enablers (WE). This includes providing them an opportunity to be reassigned to other parts of the Bank where they can further apply their newfound capabilities. The programme is part of our continuous efforts to upscale our employees and equip them with necessary skills to be relevant, thrive in the evolving work environment, and provide greater contribution to the Bank.

The programme is a key component of our efforts to re-design our workplace. It is a nationwide initiative in Malaysia to redesign non-clerical jobs into a new role and improve employees and organisation adaptability to the ever-changing environment — particularly, the disruptions brought about by digitalisation and the pandemic.

To enable the right and smooth transition for non-clericals into WE, a dedicated four-phased reskilling programme was designed — believed to be the first of such kind in Malaysia.

A total of 353 Maybankers enrolled in the programme with 93% (329) of them going on to successfully complete the programme in March 2022. A virtual graduation ceremony was held to celebrate the successful participants who were promoted to Clerical grade which carries the WE title.

But their graduation does not mean that their learning journey is completed. These newly promoted WEs continue to upskill themselves via the Moblrn platform — a dedicated mobile learning application that allows instant access to relevant learning content when needed. It provides flexibility for learning and similar to LNS can be accessed at anytime, anywhere.

how to use these tools in more detail. The teachers were wonderful in supporting and helping us learn and increase our knowledge.

Rohaizad Rusli

WE, Bukit Bintang Branch

The programmes helped me to further improve myself and increase my knowledge. The computer skills programme especially, has helped me learn new skills and I'm able to do much more with a computer now more than ever. I learnt so much from the WE programme and I'm thankful for the opportunities that have opened up for me because of this programme.

Ramessh Kanna Palany

WE, Taman Connaught Branch

The programme equipped me with in-depth knowledge in English writing, computer, and time management skills. Thanks to the WE programme, I am now more productive as I applied the skills I learnt in my daily work.

Agapitus @ Kopong Laga,

WE, Inanam Branch

PHASE 1
Context Setting & Setting the Right Mindset

PHASE 2
Reskilling & Capability Building

PHASE 3
Supplement Learning & Advisory

PHASE 4
Peer Learning & Continuous Support

The four phases of the WE programme

The WE programme showcases our commitment to not only retain non-clericals but to also upscale the value of their jobs, motivating them to perform better in the workplace of the future. Their successful conversion would translate to higher impact in delivering great customer experience, leading to the realisation of the Group's M25 aspirations through improved performance and operational excellence.

WINNING ACCOLADES — AND HEARTS — ACROSS THE REGION

Thank you, Maybankers! It is through your resilience and hard work that the Bank continues to achieve outstanding success. Your commitment to doing your best day-in and day-out to uphold our Core Values, TIGER and Maybank's culture of excellence has resulted in our success and recognition across the region, as well as winning the hearts of our customers! No matter what the future holds, let us continue to stand tall and steadfast for Our Maybank, Our Future.



PWC'S THE BUILDING TRUST AWARDS 2021

- Winner: FBM KLCI

MARKETING MAGAZINE'S EXPERT CHOICE AWARDS 2021

- Top: CNY TV Commercials of 2021

COMMUNITY FINANCIAL SERVICES**ASIAN BANKING & FINANCE RETAIL BANKING AWARDS 2021**

- Marketing & Brand Initiative of the Year — Malaysia

ASIAN BANKING AND FINANCE RETAIL BANKING AWARDS 2022

- Mobile Banking & Payment Initiative of the Year — Malaysia
- Online Banking Initiative of the Year — Malaysia
- Service Innovation of the Year — Indonesia
- Credit Card Initiative of the Year — Singapore

GLOBAL FINANCE'S 2021 WORLD'S BEST CONSUMER DIGITAL BANKS AWARDS

- Best Consumer Digital Bank in Malaysia
- Best Website Design — Asia-Pacific

MALAYSIAN e-PAYMENTS EXCELLENCE AWARDS 2022

- Best e-Payments Bank
- Best DuitNow QR Transfer Participant
- Best DuitNow QR Acquirer (Bank)
- Best FPX Acquirer (Bank)
- Best JomPAY Bank

THE ASIAN BANKER EXCELLENCE IN RETAIL FINANCIAL SERVICES INTERNATIONAL AWARDS 2021

- Best Retail Bank in Malaysia
- Most Recommended Retail Bank in Malaysia (and top-10 in Asia Pacific)
- Best Credit Card Product

GROUP GLOBAL BANKING**ASIA ASSET MANAGEMENT BEST OF THE BEST AWARDS 2021**

- Fund Launch of the Year

ASIA MONEY BEST BANK AWARDS 2021

- Best International Bank in Cambodia

ASIAN BANKING & FINANCE CORPORATE & INVESTMENT BANKING AWARDS 2021

- Equity Deal of the Year — Malaysia
- Debt Deal of the Year — Malaysia
- Syndicated Loan of the Year — Malaysia

EUROMONEY AWARDS FOR EXCELLENCE 2022

- Best Investment Bank in Malaysia

FINANCEASIA COUNTRY AWARDS 2022

- Best Investment Bank — Malaysia
- Best Sustainability Bank — Malaysia
- Best Equity Capital Markets (ECM) House — Malaysia
- Best Debt Capital Markets (DCM) House — Malaysia

GLOBAL PRIVATE BANKING INNOVATION AWARDS 2021

- Outstanding Private Bank for Growth Strategy
- Most Innovative Business Model
- Best Young Private Bankers: Jason Yue An
- Critically Acclaimed Rising Star: Isaac Tan
- Relationship Manager of the Year — Private Equity: Wu Yulei
- Best Wealth Management for SGD500 Thousand – SGD1.5 Million Asset Under Management (AUM)
- Relationship Manager of the Year: Cynthia Quek
- Best Wealth Management for SGD100 Thousand – SGD250 Thousand AUM

LOYALTY AND ENGAGEMENT AWARDS 2021

- Finalist: Best Loyalty Programme — Launch/Relaunch

MARKETING EXCELLENCE AWARDS 2021

- Gold: Excellence in Personalisation Marketing

PRIVATE BANKER INTERNATIONAL GLOBAL WEALTH AWARDS 2021

- Outstanding Private Bank — Southeast Asia

RETAIL BANKER INTERNATIONAL ASIA TRAILBLAZERS AWARDS 2021

- Winner: Best Credit Card Initiative
- Highly Commended: Excellence in Mass Affluent Banking
- Highly Commended: Best Advertising Campaign

THE ASSET TRIPLE A ISLAMIC FINANCE AWARDS 2021

- Best Advisers and Issuers Awards
 - Best Islamic Investment Bank: Asia Pacific
 - Best Islamic Investment Bank: Malaysia
 - Sukuk Advisor of the Year: Asia Pacific
 - Sukuk Advisor of the Year: Malaysia

- Best in Sustainable Finance
 - Best SRI Sukuk — Sovereign
 - Best Green Sukuk — Sovereign
 - Best ASEAN Sustainability SRI Sukuk — Corporate

Best Deals by Country

Malaysia:

- Best SRI Sukuk
- Best ASEAN Sustainability SRI Sukuk — Corporate
- Best New Sukuk — Quasi-Sovereign
- Best New Sukuk — Corporate
- Best Local Currency Sukuk
- Best Bank Sukuk
- Best Structured Financing
- Best Structured Product
- Best IPO
- Best Secondary Placement

Indonesia:

- Best Green Sukuk
- Best Banking Product and Solution, and Best Treasury and Trade
 - Best Mobile Banking Product — Malaysia

THE ASSET TRIPLE A PRIVATE CAPITAL AWARDS 2021

- Best Bank for Investment Solutions, Equity — Malaysia

THE ASSET TRIPLE A SUSTAINABLE INFRASTRUCTURE AWARDS 2022

- Project Finance House of the Year — Malaysia
- Transport Deal of the Year — Malaysia
- Power/Utilities Deal of the Year — Malaysia
- Renewable Energy Deal of the Year — Malaysia

THE ASSET TRIPLE A SUSTAINABLE INVESTING AWARDS 2021

- Best Domestic Custodian — Highly Commended

THE GLOBAL ECONOMICS AWARDS 2021

- Most Innovative Islamic ESG Fund

MAYBANK ISLAMIC**THE ASSET TRIPLE A ISLAMIC FINANCE AWARDS 2021**

- Islamic Bank of the Year: Asia Pacific
- Islamic Bank of the Year: Malaysia
- Islamic Bank of the Year: Singapore
- Best Islamic Retail Bank: Malaysia
- Best in Sustainable Finance
 - Best ASEAN Sustainability SRI Sukuk — Corporate
 - Best ASEAN Sustainability SRI Sukuk — Quasi-Sovereign

GROUP INSURANCE & TAKAFUL**CX EXCELLENCE ASIA AWARDS 2021**

- Honorary Mention: Best Digital Experience

INTERNATIONAL CX AWARDS 2021

- Finalist: CX Professional of the Year

MYCUSTOMER INTERNATIONAL AWARDS 2021

- Winner, Special Judge Award: Employee Engagement category

GROUP HUMAN CAPITAL**HR EXCELLENCE AWARDS 2021****Gold**

- Excellence in Corporate Wellness
- Excellence in Employer Branding
- Excellence in Learning & Development
- Excellence in Workforce Mobility
- Employer of the Year

Bronze

- Excellence in Talent Management

Finalist

- Excellence in Diversity and Inclusion
- Excellence in Graduate Recruitment and Development
- Excellence in Workplace Well-being

MALAYSIA'S 100 (M100) LEADING GRADUATE EMPLOYERS AWARDS 2021

- Graduate Employer of the Year
- Winner: Banking and Financial Services category

GRADUAN BRAND AWARDS 2021

- Malaysia's Most Preferred Employer
- Winner: Banking and Finance category

GRADUATES' CHOICE AWARDS 2021

- Winner: Banking category
- Winner: Investment Banking category

OUR **SUSTAINABILITY** **STRATEGY**



Sustainability is one of Maybank's three key strategic priorities under M25. Our approach is guided by three overarching pillars through which we aim to deepen our efforts to humanise financial services.

Responsible Transition

Enabling transition to a low-carbon economy by balancing environmental and social imperatives with stakeholders' expectation.

- Supporting the Transition to a Low-Carbon Economy
- Developing Sustainability-Focused Products and Services
- Systemic Risk Management
- ESG Integration in Financial Analysis
- Engaging our People in Sustainability
- Business Ethics

Enabling our Communities

Building community resilience across ASEAN and undertaking responsive action to promote economic development and social well-being.

- Empowering Communities
- Financial Inclusion
- Climate Resilience
- Transparency and Trust
- Diversity, Equity and Inclusion

Our House is in Order & We Walk the Talk

Leading by example with good management practices and ensuring that Maybank's ESG strategy is based upon a strong foundation.

- Governance and Compliance
- Privacy
- Our Supply Chain
- Our Environmental Impact

OUR COMMITMENTS

To ensure that we create tangible impact with our Sustainability initiatives, we have established clear commitments that are aligned to these pillars which build upon the steps we have taken in our Sustainability journey over the years. All four of our headline Sustainability commitments were approved

by the Board of Directors in April 2021. Additionally, we have incorporated Sustainability Key Performance Indicators (KPIs) as part of the Group Scorecard and Group EXCO members' Scorecards. These KPIs are linked to our four Sustainability commitments. We will track our progress against our commitments throughout this journey to ensure we deliver on our intended outcomes.

COMMITMENT 1:

Mobilising MYR50 billion in Sustainable Finance by 2025

Our Intention

Facilitating the movement of capital towards sustainable financing and investments, through direct lending, investments, syndication, fundraising, underwriting and advisory, while integrating ESG criteria to bring about sustainable development outcomes.

2021 Progress and Performance

The Group mobilised more than MYR13.6 billion in sustainable finance.

Of this, over MYR4.3 billion was mobilised by Group Community Financial Services, while over MYR9.3 billion was mobilised by Group Global Banking.

2022 Progress (up to 30 June 2022)

The Group mobilised more than MYR10.3 billion in sustainable finance.

Of this, over MYR2.4 billion was mobilised by Group Community Financial Services, while over MYR8 billion was mobilised by Group Global Banking.

COMMITMENT 2:

Improving the lives of one million households across ASEAN by 2025

Our Intention

Leveraging our regional presence and our flagship programmes, we aim to contribute towards the betterment of communities across ASEAN. We aim to create a more equitable society by equipping communities with lifelong financial skills and knowledge, addressing communities' current and situational needs, as well as building their financial resilience.

2021 Progress and Performance

Improved the lives of 502,759 households across ASEAN through our financial services and community programmes.

2022 Progress (up to 30 June 2022)

Improved the lives of 215,945 households across ASEAN through our financial services and community programmes.

COMMITMENT 3:

Achieving a carbon neutral position of our own emissions by 2030 and Net Zero Carbon equivalent position by 2050

Our Intention

The Carbon Neutral by 2030 commitment refers to the Group's own emissions, while the Net Zero by 2050 commitment refers to maintaining a balance between all direct and indirect CO₂ emissions and removals, encompassing our operations and the business activities we finance across the Group.

We will work both internally and with our external suppliers to minimise the environmental impact of our operations across the entire value chain. Additionally, we are committed towards lowering the financed emissions of our business portfolio.

2021 Progress and Performance

Became the first bank in Malaysia to purchase Malaysia Renewable Energy Certificates from TNBX Sdn. Bhd., for an equivalent of 70% of our Malaysian Operations' Scope 2 emissions.

Implementing energy efficiency initiatives to reduce the remaining 30% of Scope 2 emissions.

Commenced the Climate Resiliency Project to establish our baseline Scope 3 financed emissions.

2022 Progress (up to 30 June 2022)

41.1% reduction in emissions(against baseline of 2019):

- Completed purchase of Malaysia Renewable Energy Certificates (mREC) from TNBX, a subsidiary of Tenaga Nasional Berhad (TNB), in May 2022. Carbon emission reduction of 51.1 kilotonnes of carbon dioxide (ktCO₂) — equivalent to 39% of the Group's 2019 baseline emission for Scope 1 and 2.
- Completed replacement of LED lighting to 423 Maybank premises nationwide in March 2022. Estimated carbon emission reduction of 2.8 thousand total carbon dioxide (tCO₂) in FY2022 (equivalent to 2.1% of Group's 2019 baseline emission for Scope 1 and 2)

COMMITMENT 4:

Achieving one million hours per annum on sustainability and delivering one thousand significant UN SDG-related outcomes by 2025

Our Intention

Our employees play a pivotal role in ensuring that we embed sustainable actions and thinking across the Group. We are committed to fostering a Sustainability culture among Maybankers, by strengthening our business ethics, policies and practices, embracing diversity and inclusivity, and scaling up our employee volunteerism programme.

2021 Progress and Performance

Achieved 1,636,652* hours on Sustainability in 2021.

2022 Progress (up to 30 June 2022)

Achieved 848,354 hours on Sustainability as at 30 June 2022.

**UN Global Compact Network Malaysia & Brunei has provided independent Second Party Opinion on the approach and processes that Maybank has undertaken in reporting the Sustainability hours and Sustainable Development Goals.*



MAYBANK FOUNDATION: **CREATING NEW OPPORTUNITIES IN THE POST COVID-19 ERA**

The COVID-19 crisis has shed a glaring light on the inequalities that exist in our society. While for most of us, the economic impact has been challenging to bear, it struck disproportionately so for vulnerable groups in society – women, children, youths, persons with disabilities and minorities. The unique situation of an ongoing pandemic has required Maybank Foundation to adopt inclusive approaches in creating new opportunities and executing our current regional programme through the global disruption.

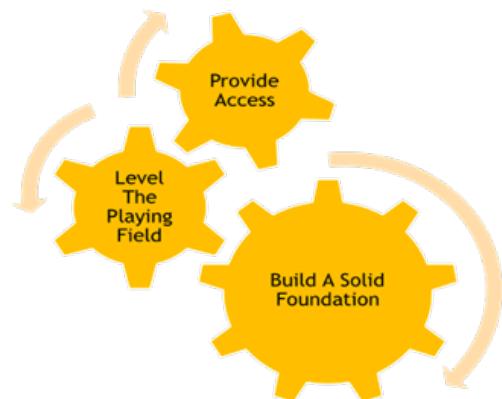
MAKING MATHEMATICS FUN AND ACCESSIBLE FOR YOUNG LEARNERS

The language of mathematics appears ubiquitously in our daily lives. We regularly encounter situations where we are faced with multiple choices, strategies and reasoning in which a solution will need to be made ultimately. Mathematical knowledge encourages analytical thinking and problem-solving skills in day to day applications.

Maths for Rural Kids (MARK) is an education assistance programme that focuses on providing Mathematics tuition to primary school students in rural communities in Malaysia with the aim of elevating their understanding while enhancing their love for the discipline.

The programme is vital to inculcate good habits from a young age, by fostering a positive attitude towards maths by way of a customised approach, tutoring or motivational methodologies of learning Mathematics. MARK was made possible through partnerships with other organisations such as Yayasan Pelajaran MARA, leveraging on expert teachers and the availability of the Maktab Rendah Sains MARA nationwide to conduct the classes. Meanwhile, the education faculty of Universiti Teknologi MARA were enlisted for their digital contents creation and website development of an open online learning platform intended to promote the notion of fun learning outside of the classroom.

Selected communities have been identified for the pilot roll-out of the programme in 2022, with the potential to expand the coverage to other subjects such as English and other core subjects under STEM (Science, Technology, Engineering and Mathematics) in the future.



Given our M25 strategy and regional focus, the development of the MARK programme was designed to be scalable. The pilot in Malaysia will serve as the basis for developing and fine-tuning of the framework for national and regional expansion.

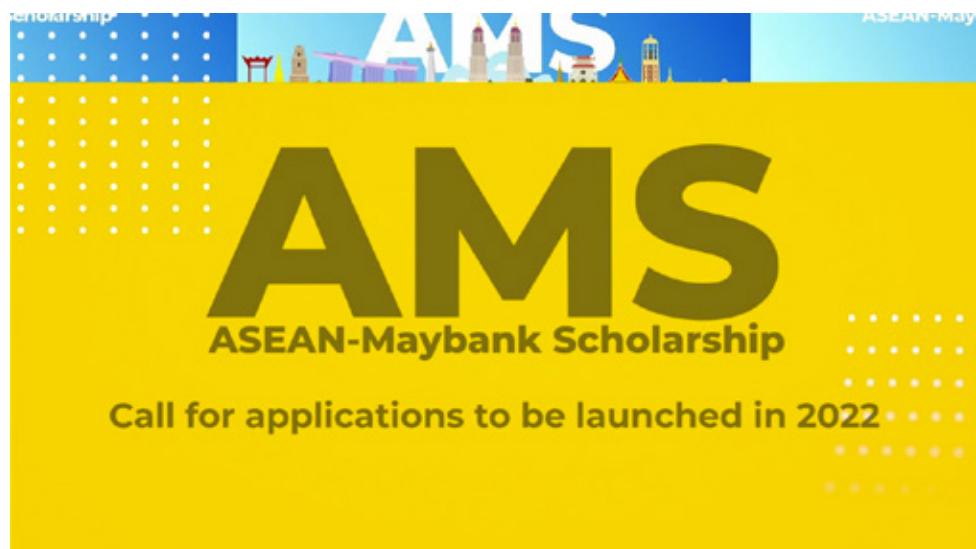
EDUCATION PAVES THE WAY FOR A BRIGHTER FUTURE

Maybank is cognisant that by investing in the future generation through education, it sets the foundation for sustained economic development. The ASEAN — Maybank Scholarship programme is designed to provide young, talented and deserving ASEAN nationals with full scholarships and the opportunity to pursue their undergraduate education in prestigious universities outside their own countries, but within the ASEAN region, and in the process, promote intra-ASEAN integration.

Launched last year in conjunction with the 54th ASEAN Day celebration, the regional scholarship programme is a partnership between Maybank Foundation and the ASEAN Secretariat. It is one of the ASEAN-level initiatives undertaken by Maybank Foundation, an accredited ASEAN entity, with the aim to “promote an innovative ASEAN approach to higher education”, which is one of the strategic measures listed in the ASEAN Socio-Cultural Community Blueprint 2025.

The first intake of scholars under the ASEAN-Maybank Scholarship programme will begin their tertiary studies in late 2022, in cooperation with the ASEAN University Network. The focus for this year will be on placing selected scholars in top public universities in Malaysia, Indonesia, Singapore, Thailand and the Philippines and gradually expanding to the remaining ASEAN countries in years to come. The ASEAN University Network membership currently stands at 30 member universities in the 10 ASEAN Member States with its Secretariat based at Chulalongkorn University in Bangkok.

The call for applications received more than 2,400 applicants for the 16 March deadline of the ASEAN-Maybank Scholarship programme. This initiative will set apart Maybank as a regional financial institution and equally as important, highlights Maybank and Maybank Foundation as a true enabler of measurable community impact investments.



THREADING HOPE IN THE ASEAN WEAVING COMMUNITIES

Maybank Women Eco-Weavers programme continues to find exciting ways to champion the preservation of the ancient art of textile weaving whilst improving the lives of the weaving communities. Over the weekend of 15 – 17 October 2021, Maybank Foundation organised the TENUN Fashion Week, the first ASEAN-supported online fashion show dedicated to handwoven textile, which saw more than 40 weaving communities across seven ASEAN countries share their iterations and interpretations of the intricate art of weaving.



The digital fashion show was a partnership effort with Tanoti House, a programme partner in Malaysia, as well as the ASEAN Handicraft Promotion and Development Association (AHPADA) served as an inspiring resource hub for individuals, artists, entrepreneurs and organisations alike to connect with the talented weavers scattered across Southeast Asia.

Over the course of the 3-day event, a series of weaving-related discussions were interwoven between the fashion presentations ending with an engaging conversation with special guest Bangie anak Embol, Master Weaver of Pua Kumbu in Sarawak, on the final day.



Riding the coattails of TENUN Fashion Week, a physical TENUN runway show organised by Tanoti House took place at the Borneo Convention Centre, Kuching, in early December. As COVID-19 restrictions loosened in the country, guests were treated to a night of haute couture as the garments make their runway debut following the initial virtual show at TENUN Fashion Week. Models strutted down the catwalk in custom-made handwoven pieces with the name of the weaving community responsible for the collection projected onto the big screen in the background.

The fashion event ended with Karen Shepard, one of the winners of the Maybank Women Eco-Weavers' "Weaving Tales" Short Story Competition, reading her work titled "The Spark and The Fuse". In an effort to help the weaving communities commercially, the beautiful pieces are available for purchase on the event's official website: <https://tenunfashionweek.com/shop/>



Additional, on 8 August 2022, a book on the Maybank Women Eco-Weavers programme and its success since 2016 was published in support for the weaving communities in the region and towards the preservation of the weaving heritage of ASEAN.

The Book named "Weaving Communities, Transforming Lives: An ASEAN Story" was launched at the 55th ASEAN Day Celebration held at the ASEAN Secretariat Building in Jakarta, Indonesia. It was launched by Maybank Group's Chairman, Tan Sri Dato' Sri Zamzamzairani Mohd Isa and the Secretary General of ASEAN, Dato Paduka Lim Jock Hoi.

The book will be made available for purchase from Maybank Foundation by the end of September 2022.

OVERCOMING OBSTACLES AND ADVERSITY IN LIFE

Ng Kim Loong, affectionately known as "Uncle Kim", contracted polio when he was three years old and was left paralysed from the hips down. Unable to find permanent work due to his disability, Uncle Kim worked odd jobs as a tailor, craftsman, and even had a stint as a florist to make ends meet. With the little savings he had saved over the years, he decided to take the plunge and start a rattan business from his home.

Slowly but surely, Uncle Kim amassed a fairly decent clientele and soon, the orders started coming in which provided him with a sustainable income. Fast forward 30 years, his business grew stagnant as demands and sales of rattan products were lacklustre. Not one to sit idly, Uncle Kim went and got himself enrolled in the Reach Independence & Sustainable Entrepreneurship (R.I.S.E) programme.



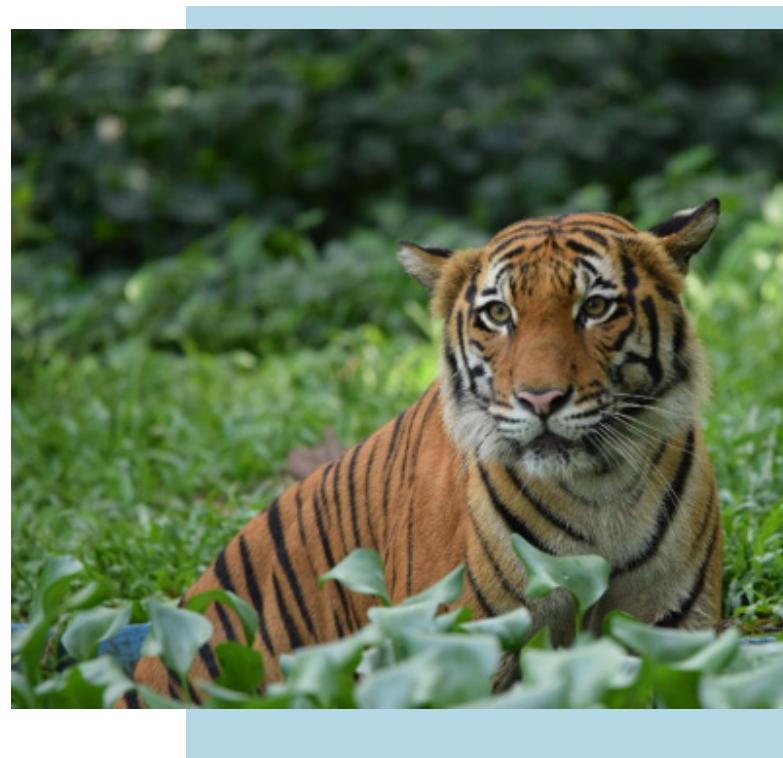
The community empowerment programme aims to empower disadvantaged and disabled entrepreneurs and small business owners across ASEAN through training, coaching and mentoring so that they may improve their lives and the lives of their families. When lockdowns threatened to put the programme on halt, Maybank Foundation swiftly made the transition to online training in order to avoid forsaking the participants' progress. To date, the programme has impacted 13,889 people across Malaysia, Indonesia, Laos, and the Philippines since its inception in Malaysia in September 2014.

Uncle Kim credits R.I.S.E. with boosting his mindset for success and helping him wade through his business concerns. He also felt that R.I.S.E. reinvigorated his fading enthusiasm for work and taught him to focus on what really mattered, providing a better life for his family.

With the increase in sales and profits, Uncle Kim was able to put his children through university, which he revealed was one of his most rewarding accomplishments. Today, Uncle Kim is able to bring in a stable income and continues to make every rattan craft by hand for his regular customers.

PLAYING DEFENCE FOR OUR MALAYAN TIGERS

According to a recent report, there are an estimated 3,900 tigers left in the wild across the world. Sadly, the Malayan tigers, a subspecies native to Peninsular Malaysia, are on the verge of extinction. Recognising what is at stake, Maybank took action and partnered with World Wide Fund For Nature Malaysia (WWF-Malaysia) in 2016 through the 'Strengthening Tiger Conservation in the Belum-Temengor Forest Complex' programme.



In conjunction with Global Tiger Day on 29 July 2021, an annual event dedicated to raising awareness for tiger conservation, Maybank in partnership with WWF-Malaysia kicked off the 'Score For Tigers' challenge which saw players attempt to juggle a football for one minute with the aim of hitting 200 juggles as a show of support for the less than 200 remaining Malayan tigers in the wild.

Since its launch, the #ScoreforTigers challenge has gone viral on TikTok with over 9.6 million views. Although the month-long challenge has ended on a high note, Maybankers can still play their part in helping save our Malayan tigers by donating via the QR Code below.



 **adamleeofficial** AdamLee - 7:28
Support @WWFMY and selamatkan Harimau Malay pupus. jom join #ScoreforTigers challenge #ScoreForTigersDay #GlobalTigerDay
♪ original sound - WWF-Malaysia



 **bungalsme.1** Bunga - 7:28
Hi semua jom support @WWFMY dgn nak selamatkan Harimau Malaysia yang semakin pupus. jom join challenge #ScoreForTigers #WWFmy #GlobalTigerDay
♪ original sound - WWF-Malaysia



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