

Shareholder's Questions at the 64th AGM (25 April 2024)

Contents

AGM Door Gift	2
AGM Matters: Voting and Administrative Matters	6
AGM Matters: Conduct & Cost of the AGM.....	9
Capital: Bonus Issue, Share Split and Share Buyback	11
Dividend Payout and Dividend Reinvestment Plan (DRP)	12
Board of Directors (BOD): Fees, Allowances and Succession Planning	15
Credit Cards.....	17
Performance & Business	18
Costs.....	21
Outlook: Interest Rates & MYR Depreciation	22
Strategy	23
Etiqa Listing/Spin-off.....	25
Workforce Management and the Use of Artificial Intelligence	26
Staff Salaries and Benefits	28
Digitalisation/Technology: Digital Banks and Strategy	29
Digitalisation/Technology: Payment Solutions and Ecosystems	32
Digitalisation/Technology: Cybersecurity, Fraud Prevention and Data Protection.....	33
Digitalisation/Technology: Maybank Apps (MAE and Maybank2u) & ATMs	34
Digitalisation/Technology: Service Disruption.....	36
Sustainability: Energy Efficiency, Renewable Energy and Staff ESG Training.....	37
Others: Shareholder and Senior Citizen Benefits	38
Others: Resolution 9	39
Others: Move to Menara Merdeka 118.....	40
Others: Requests for Printed Copies of the Annual Report.....	41
Others: Customer Related Matters.....	43
Others: Customer Feedback and Suggestions	45
Others: Miscellaneous	47

AGM Door Gift

Shareholder Name	Questions
LUM CHEE KONG	Good Morning Mr Moderator. Once log in meeting, shareholder entitle door gift already? Thank you
KOW LIH SHI	Can have cash value of gift like TNG ?
KANG BOON BENG	What is the door gift for shareholders participating virtually?
SABRINA OOI XU PENG	Good morning, do we need to wait for voting before we log out to be entitled for doorgift
TAN MEI TENG	Got gift?
	What gift?
TAN ZINJO	Morning, The door gift will send to our registered email address right? what if my old email is being hack and no longer in use, I also will update Bursa accordingly. But meanwhile, what should I do if the door gift send to my unuse email?
LIM AH LIANG	May I know what is door gift for AGM today?
SABRINA OOI XU PENG	Does it mean if you are registered already, even if you dont log in to the link provided for the virtual meeting , you are also entitled to the door gift already?
CHEW CHIN CHIN	Good day, what is the timeline for shareholder who have registered for the AGM to receive the door gift & will the shareholder be notified once the door gift has been distributed via email ?
MUHAMMAD AMIRUL FAHMI BIN ABDULLAH	what DG for this AGM
LEE SOOK WAN	Hello good morning, any door gifts for this year AGM meeting if join online?
HAW MER VIN	Is it compulsory to vote to be eligible for door gift?
KEE POH LENG	how do we get the door gift for those join meeting online ?
MOK KEE LAM	Must Log in and cast your vote to get door gift entitlement? what's the door gift?
LAM CHENG HAN	How to claim the rm50 for virtual joiner?
JAMES LING EN YIE	Any door gifts for shareholders who attending today AGM ?
THAM SEW MOOI	Would shareholder participate in virtual meeting receive gift also

LAW WEI YANG	Any door gift provided?
MOK KEE LAM	Register for virtual, but appear physically, door gift will be received in hard copy or later on via email? as i am aware that the doorgift giveaways are handled differently.
VOON CHEE HOW	When is the distribution of door gifts?
TOH KOK BOON	THANK YOU MR CHAIRMAN FOR GIVING AGM PARTICIPANT LOTUS VOUCHER, PLEASE ALSO GIVE AGM ON LINE ATTENDEE, IN THIS BULAN OF RAMADAN , BULAN YANG MULIA. TQVM
CHONG YEE SENG	Would shareholder who participate in virtual meeting also receive door gift?
KELVIN SIM KEE JUAN	Who can i contact this year in case i dont receive the email on door gift? It seem that I need to contact someone from Maybank to have the door gift email to me manually each year.
TUAN YUEN AI	Can Maybank consider increasing the value of the door gift considering the management has an increase in their remunerations and also in face of inflation and to make shareholders happy for attending the AGM ?
MOK KEE LAM	How many shares to be entitled for door gift? 100 units or min 500 units?
TAN SHAEW CHIEAN	Hi i just registered one min ago. Am i entitled to the door gift? Thanks
LOKE TAT YANG	How to get the door gifts? haha
LIM JIE	hi i just want claim the door gift only, do i need to stay for whole meeting?
YUP KUN LUM	Last year I did join the online meeting, but I didn't receive any email regarding the door gift. Who should I contact regarding this issue if it happen to me again?
WONG KAR SENG	To entitle for the door gift (i am attending virtual agm), do i need to stay online/in the meeting for the entire AGMA session?
TEO CHIN YOW	May I know what is the door gift for participants attend this AGM via virtual?
TAN CHIN YIN	Thank You Maybank also provides door gift to those attending Virtual AGM.
CH'NG SIEW PENG	What kind of door gifts will be given?
CHEA AH CHUN	Reward participant to encourage support for pool voting
NG SIN CHUAN	Do i received doorgift If only register today? Tqvm
TUAN CHUAN GOO	Considering the encouraging performance of Maybank and the increased remunerations for the management , why is that there is no increase in the

	value of door gift for shareholders attending the AGM in the face of inflation and also to make shareholders happy for their loyalty ?
CHAI SIAW YII	Please don't give Lotus voucher anymore, Sarawak can't use it.
LIM JIE	hi for people who from East Malaysia don't have lotus, how?
HUONG CHUNG YEW	Already feedback last year, why provide Lotus e-voucher again this year. Sarawak cannot use this useless voucher. If Maybank is so unfair to certain shareholders, it would be better you remove doorgift next year. I will vote to against all resolutions except for dividend, just because of this.
HUONG ING MIEW	How we use Lotus voucher in Sarawak and Sabah, do you really think it is fair to all shareholders?
ALVIN LAU LEE JEN	I live in Kuching, Sarawak. Lotus voucher not usable here. Can be substituted?
TAN HUI SHIM	Re door gift for virtual participants, please note that Lotus's has no presence in Sabah and Sarawak. In future, please find a vendor that has true presence throughout the country, including smaller towns. Thank you.
CHONG WEI CHOON	Can frequently asked questions (i.e. door gifts, etc) be compiled and published in advance for future AGMs to address repetitive shareholder queries?

Response

Shareholders and proxies who have registered for this AGM and attending the same physically will receive hardcopies of Lotus's vouchers with a value of RM50 during the registration for the AGM at the meeting venue.

Meanwhile, shareholders and proxies who have registered for this AGM and attending the same virtually will receive Lotus's e-vouchers with the same value of RM50. An e-voucher will be sent to the email address that the shareholder/proxy has used to register for this meeting, within seven days from the AGM date.

There is no minimum number of shares to be entitled for the door gift. You are entitled to the door gift as long as you have registered for the AGM. You do not need to wait for the voting.

If you have not received your e-voucher for our AGM in 2023 or for this AGM, please contact Encik Murtaza Osman of Corporate Services, Maybank at 03-2074 7822 or mbbsrs@maybank.com.

We are maintaining the same door gift as last year after taking into account positive feedback received from shareholders during our evaluation exercise. We are also not providing e-wallet cash considering the limitations/ challenges some shareholders face in using mobile applications or outdated mobile devices. Lotus's was selected because it is a hypermarket chain that has one of the largest networks in the country and we believe this will benefit the shareholders in terms of convenience when using the vouchers.

As for the value of door gifts, our view is that the AGM is an important platform for Maybank's directors and senior management to engage with shareholders to facilitate greater understanding of the company's business and performance. A door gift is provided as a token for participation of this event and not a

measure of shareholder's return. Instead, total shareholder's return would be measured through capital appreciation and dividend distribution.

For our shareholders in East Malaysia (Sabah and Sarawak), we take note of your feedback and we will look at other chain store retailers with wider coverage to provide e-vouchers for future AGMs.

Meanwhile, we take note of the suggestion to provide a detailed FAQ on door gifts to be published for shareholders beforehand.

AGM Matters: Voting and Administrative Matters

Shareholder Name	Questions
ONG HONG CHIN	Good morning, how to vote in the meeting?
ONG HONG CHIN	How to use boardroom vote for the AGM, cant find the voting checklist
ELWEEN LOKE WEI JIE	Good morning, does that mean the QR code will be provided later during the meeting for virtual attendees to vote as well?
MARIE PHANG CHEW PING	There is not Next/ Submit button on the voting page
FONG JIN MING	hi, question on voting here? is there a submit button in the LUMI platform? how do I know if my vote has been received?
LIM CHOO SUAN	where do i click to submit after voting?
SOON HOR FAM	is there a submit button for the voting ?
TAN YIK LEONG	how to click submit for all poll
HIU CHEE KEONG	open the vote immediately on 10am, don't waste time.
CHONG KUM FATT	There is an issue today logging in. Kindly allow us to vote when the meeting starts
JASMINE LOO PIK KWAN ABDULLAH	Is there something wrong with the broadcast link? i get error message i still see player error, i cant listen to the broadcast
TOH KIM BENG	Broadcast seems to hang? on virtual
PANG HENG CHEONG	Why the Agm still not starts after 10am ?
CHEA AH CHUN	Where the physical meeting held
WONG SOONG CHUI	the live stream show offline
CHUI SIEW BOR	CANNOT ACCESS LIVE BROADCAST
LAU CHOOI PENG	Is the broadcast having issue? It's pause
TAN HOCK YONG	Virtual broadcast is hanging now ?

MOK KEE LAM	If i register for the virtual meeting, but i decide to go physically, is that possible?
PHAN SIAW FUN	Hi When the meeting going to start?
TEH YIN SHAN	why the broadcast not yet started?
BAK PENG KUAN	I can't get the broadcast, only music. What happen?
	I can't get the broadcast. Please check.
NG CHEONG PENG	No sound. Refleshed still same.
RAJENDHARAN A/L GENGATHERAN	Moderator, sorry the sound suddenly went off. please check
WONG SOONG CHUI	can we listen back the live
TAN HING HONG	Is the information/ documents on this online platform still accessible or downloaded after the AGM?
LEE ZHENG LIM	will Maybank summarize all the questions raised on virtual & physical AGM ? Thanks
WONG WAI LING	I have not received any email or physical mailing prior to this AGM to notify me for registration, not sure what happened this year because i used to receive physical mailing for the years before. Luckily my friend that receive email informed me to register for AGM.

Response

Please refer to the following instructions on voting: -

Physical Attendance

1. Please vote using your smartphone/ tablet with the QR code which will be provided upon registration on the day of the meeting.
2. Alternatively, you may submit your vote at the polling kiosks provided by the Poll Administrator at the back of the meeting hall.

Virtual Attendance

1. Once the voting is open, click on the voting icon. The resolutions and voting choices will be displayed.
2. To vote, please select your voting options shown on screen. A confirmation message will appear indicating that your votes have been received.
3. No QR code is required for virtual attendees to vote. Once the voting is open at 10 a.m., you may click on the voting icon in the virtual meeting platform to cast your vote.

There is no 'Submit' button. Please select your voting options shown on screen. Upon completion, you will receive a confirmation message indicating that your votes have been received.

Meanwhile, the AGM began at 10am and voting opened simultaneously.

The physical AGM is held at the Ballroom, Level 3, Malaysia International Trade and Exhibition Centre (MITEC), Kompleks MITEC, No. 8, Jalan Dutamas 2, 50480 Kuala Lumpur, Malaysia.

Shareholders who registered for our virtual AGM may also attend our physical AGM.

Our AGM service provider, Boardroom, contacted shareholders facing technical issues attending the virtual AGM or they could contact Boardroom's Helpdesk at +603 7890 4700.

A recording of the live / webcast AGM and all AGM-related documents (i.e.: presentation to shareholders, AGM Q&As, etc.) are available on Maybank's corporate website (<https://www.maybank.com/en/investor-relations/financial-overview/AGMs-EGMs.page>).

For shareholder Wong Wai Ling, our Share Registrar team has contacted you to address the issue. Thank you.

AGM Matters: Conduct & Cost of the AGM

Shareholder Name	Questions
ONG KEAN CHUAN	Please organise the AGM at location that easily access with public transport in the future.
TAN HONG WEE	Can set up booth to sell Maybank merchandise during AGM.
ONG HONG CHIN	appreciate to show us advertisement, corporates activity, ESG of Maybank for shareholder to understand more on Maybank before AGM
MOEY GIAN FUNG	I prefer virtual AGM. Will Maybank organize virtual in future combine with physical AGM?
WONG TUCK YEOW	Morning ,How is the respond to physical AGM. How many shareholders attended today. Appreciate Maybank continue virtual AGM to be fair to shareholders who live outside KL.
TAN HUI SHIM	Thank you for having the AGM in hybrid mode, this allows the many investors outside KL the opportunity to attend. Please keep doing this in the future.
LIM SAN KIM	Money spend on PHYSICAL meeting will remain in our country, but money spend on VIRTUAL will go to country that will use our money to WEAKEN our RINGGIT and ATTACK OUR ECONOMY
LIM SAN KIM	dont use hybrid meeting, very expensive, better to pay more dividend
WONG CHUN YEW	What's total the cost for holding the AGM. Would Maybank consider to hold both physical and virtual AGM next year so the investors would have opportunity to interact in the meeting more effectively.
LEE WOEI LIEH	Can agm conducted on weekend so tat more working investor can join tis meeting?
CHIA XIN YIN	What is the cost of this hybrid meeting?
HO CHUN KIT	Please dont consider 100% physical agm the shareholders at outststion not all from klang valley area thanks
TE YU CHUAN	I would like to suggest that for AGM, everyone should register themselves via online first so there is no wastage on food and door gift as the management can foresee the amount of shareholders that can participate in the face to face AGM.
NG SING YING	Please continue virtual AGM in future, thank you.
BAK PENG KUAN	I hope the Board will continue to have this RPV for future AGM.

CHUA SONG YUN	Maybank should continue to hold Hybrid Meeting, this show that Maybank is inclusive in treating shareholders, as it best serve both those shareholders who cannot attend the physical meeting due to distances or other reasons; and also to those who wish to attend physical meeting. We shareholders should also hold inclusive view, not to superimpose narrow-minded idea on others. Thank you.
CHONG LIM FAH	I propose adopting a hybrid format for our Annual General Meeting (AGM) to accommodate shareholders from remote locations. This will reduce travel, ease traffic congestion, and promote IT proficiency in our digital era.
MOOTHU KUMARAN BASS	Although Malaysia is currently free from COVID, around 20 GLCs are still hesitant to conduct physical AGM meetings. Therefore, I urge EPF, PNB, and Maybank to encourage these companies to resume physical meetings.
ASNINA ZAINAL ABIDIN	Refreshments at the meeting were inadequate (needs to be of greater value).
Response	
<p>Thank you. We will take your feedback into consideration when planning future AGMs.</p> <p>We decided to convene the 64th AGM using a hybrid mode to allow the Bank's shareholders to meet and communicate with the Board members and the Management more efficiently and at the same time, to also allow those shareholders who are unable to be physically present at the meeting venue to attend and participate in the AGM virtually. Regarding other companies, we cannot control their practices but hope to set a precedent through our actions.</p> <p>We do conduct our AGMs on a week day given that this is a business conduct/engagement and should be carried out on a week day, instead of the weekend.</p> <p>735 shareholders and proxies registered to attend the physical AGM with 218 attending in the hall. In total (physical and virtual), 6531 shareholders and proxies registered of which 5,858 attended the meeting.</p> <p>We have set aside a budget of about RM2.2 million (inclusive of the total amount of door gifts) for the convening of this AGM. We will only know the actual costs incurred once we receive the finalised bills from our vendors after the AGM.</p> <p>On refreshments, given that this is our first physical meeting post the COVID-19 pandemic, it was hard to estimate the number of attendees who would be present for the physical AGM. In the past, we typically had 5,000 to 6,000 registered attendees and therefore, we focused on ensuring there was sufficient quantity in the refreshment allocation for shareholders.</p>	

Capital: Bonus Issue, Share Split and Share Buyback

Shareholder Name	Questions
KOAY TZE XINN	Any chances of bonus issue
CHAN KEAN BOON	any chances to get bonus issue within 3years ?
MOHD HELMY RIZAL BIN ABDULLAH	Thank you to the management for a job well done. Keep up the good work. Maybe can reward shareholders with bonus shares soon as well.
CHONG YUEN SUN	Any chance for bonus issue in 2024?
TAN WAI KIT	Will MAYBANK consider to do bonus issue or share split to reduce the share price and increase liquidity?
TIONG CHUN YII	In near future is there any plan to have share split? Thank you.
LEONG JUN YEN	You mentioned that you don't issue DRP due to the shareholder dilution effect. Why don't you do share buyback at similar number of shares? There are other banks in Australia doing this.
TENG SIEW MOI	Has Maybank considered using part of its profits to repurchase shares on the market? to stabilize or increase stock prices
MOOTHU KUMARAN BASS	The last bonus issue was in 2008. Considering the profit of RM9.7 billion, why not distribute bonus issues to shareholders, allowing younger generations to participate by purchasing shares at cheaper/reduced prices?
Response	
<p>We believe our shares remain at an affordable price relative to other public listed companies in Malaysia. As such, we do not have plans currently to undertake a bonus issue or share split exercise in the foreseeable future. Instead, our priority will be to drive fundamental improvements and create value that will be reflected in the share price. Shareholders are also able to purchase shares on the local stock exchange in smaller units (i.e.: 1 unit is equivalent to 100 shares), making the purchase of shares more accessible.</p> <p>Similarly, we have no plans for a share buyback/ repurchase of our shares at this point. We believe that our focus should be on improving the fundamentals of our operations to drive share price performance as reflected in our YTD share price performance, with an increase of 12.4% to RM9.99 as at 21 May 2024.</p>	

Dividend Payout and Dividend Reinvestment Plan (DRP)

Shareholder Name	Questions
CHOY YAU KEE	Will the bank increase dividend payout for 2024?
KOU CHAN KAI @ KOW CHEE FOO	Can pay more dividend. In this or this years ?
CHAI MING CHIUAN	Which Maybank can remain Reinvestment plan for dividend
WONG YOOK LOON	Any plans to revive Dividend Re-investment Plan in a near term?
LIM JIE	will Maybank increase the dividend payout ratio in future?
LAI JING HOA	The dividend not bad this year. Hope to increase next financial year
ONG CHONG BOON	Will be have reinvestment plan for next dividend?
KENG POH WEE	Will DRP be take place again this year? hope it can be resume.
KWONG KUM HON	Why Maybank did not continue previous practices where part of the dividend will be converted to shares n given back to their investors
HOR KAH HING	Good morning, Will there be Optional Dividend Reinvestment Plan in Year 2024? I am looking forward to the plan. If yes, could MBB allows up to full dividend income be reinvested in Maybank shares? Thank you.
TENG SIEW MOI	Why did the dividend payout decrease after this CEO came to power? Is this CEO's mismanagement?
LAW WEI YANG	What is Maybank dividend policy?
CHIN LEE CHING	dividend
LEE LAI TIAM	What's the expected dividend for year 2025
WONG JUN LEONG	Considering the benefits of the Dividend Reinvestment Plan (DRIP) for both shareholders and the company, I propose/request the company to absorb the stamp duty and any processing fees associated with the DRIP. This step would not only make the plan more attractive by reducing the cost burden on shareholders but could also encourage greater participation, thereby enhancing shareholder value and supporting our commitment to long-term company growth.

	Could the board consider this proposal or provide insights into the feasibility and potential impact of such an initiative on our financials and shareholder relations?
CHOY WING LUN	Thank you Maybank for providing high dividen
LIM SAN KIM	WHEN TO PAY dividend and distribute TREASURY SHARES
ANG JOON WEE	Could dividend payout by quarterly?
BONG WEE KHONG	Why did the Company propose DRP when it is EPS dilutive in the long-term? What are the safeguards put in place to protect minority shareholders who are granted mere odd lot entitlements on top of higher transaction costs (per unit) under DRP?
WONG SIEW TONG	Is there any plan to distribute dividend on quarterly basis? Thank you.
LEE LAI TIAM	What's the expected final dividend for this year 2024?
GOH SU LOOI @ GOH PEK LENG	A higher dividend wld be much appreciated for the current year
GOH PEK BENG	A higher dividend for the year 2024 will be much appreciated. TQ
TAN KENG CHOK	As Maybank is making huge profits, can the Board consider giving higher dividends for shareholders?
LIM TECK TING	Issue new shares for DRP will dilute existing shares. Why not just buy from open market?
WONG SHIOU QIAN	shareholder need to manually do DRP ?
CHIN LAN FONG	MBB Dividend Reinvestment Scheme: I suggest the Bank absorbs the Stamp Duty & Registrar fee. Shareholders just need to directly subscribe. No further payment required.
WOO SIONG VOON	May I know when DRP will be restart again?
CHEAH SWEE PENG	I noticed that when DRP are done by MBB, it is always not for the whole dividend declared. The portion allowed is sometimes so small that it doesn't become viable for small shareholders after taking into account the processing and stamp duty.
SIAH YONG WEI	With the increase of net profit every year, does the Board consider to bumper up dividend payment as Singapore banks counterpart? Is there any dividend policy on Maybank group?
LIM WEI KIAN	In terms of Maybank financial performance year 2023 has been increased compared to last year, hope this will be same for future and many years. Dividend policy and pay out hope can be maximize to our

	shareholders wealth and in line with the financial performance. Thanks
YAU MIN SIN, ALVIN	Comparing investments in other local banks, Maybank's capital appreciation seems lower. Can we expect it to exceed RM20 or RM100 in the coming years, similar to UOB or DBS? Unlike capital, Maybank's dividend seems reasonable.
Response	
<p>Before deciding on a dividend payout to reward our shareholders, we take into consideration our profitability, capital adequacy levels, peer benchmarking, historical payouts, future business growth, macroeconomic conditions and external ratings' requirements.</p> <p>This is evident via Maybank's strong dividend yield of 6.7% in FY2023, which is one of the highest in the banking industry in Malaysia as well as the region. We remain committed to rewarding our shareholders by driving continued improvement in our financial performance as explained earlier as part of the M25+ corporate strategy while also taking into consideration the Group's capital adequacy levels for growth and resilience. Our long-term dividend payout policy rate remains unchanged at 40% to 60% based on reported net profit attributable to shareholders. Further details about our dividend policy can be found here: https://www.maybank.com/en/investor-relations/dividends.page</p> <p>Maybank's dividend payout has increased yearly post-pandemic in tandem with its improved profitability i.e.: total dividend payout for FY2023 was RM7.24 billion compared with RM6.97 billion in FY2022 and RM6.84 billion in FY2021.</p> <p>The latest dividend payout was in March 2024. For now, we have no plans to pay dividends on a quarterly basis and will maintain our half-yearly payments.</p> <p>The dividend reinvestment plan (DRP) is an option for us to apply to conserve capital. However, given the dilution to earnings per share impact, we will endeavour not to use the DRP. Other suggestions related to stamp duty and processing fees will be evaluated for appropriateness for any future DRP.</p> <p>At this time, we are not considering distributing treasury shares.</p> <p>We take note on the view on capital appreciation improvement but also wish to urge our shareholders to look at overall return. Overall, we achieved a return of 9.29% on both dividends and capital appreciation in FY23.</p>	

Board of Directors (BOD): Fees, Allowances and Succession Planning

Shareholder Name	Questions
NG IT SZE @ NG JOO SAI	directos fee & allowance are a bit too much amount, maybe can reduce
KONG CHONG HIN	directors & executive their fee are too high , can reduce so that shareholders will have better dividends
CHING CHUN KEONG	Since the NEDs are receiving monthly fees (and it will be increased should we approve it today), what is the rationale of paying the NEDs meeting allowances? I believe attending meetings and allocating time to prepare for meeting is the fiduciary duty of NEDs, and they are paid monthly fees?
WONG PING SUM	Around 10% increase proposed on remunerations and benefits for BOD and I am wondering why dividends to shareholders not increase in tandem and accordingly? Same with Lotus vouchers to attendees of Maybank AGM, why no increase in tandem too? Thank you
CHONG WEI CHOON	Regarding Board of Directors' remuneration, attendance should not be the sole factor for increments. Will a KPI system be implemented?
OH FENG MING, ALAN	What is the succession plan for the Board of Directors?
Response	
<p>The overall remuneration (fees and benefit provision) of the BOD should be sufficiently competitive to attract and retain the right calibre of board talent. Changes in the regulatory and financial environments where Maybank group operates, and increasing stakeholder expectations and scrutiny means that non-executive directors have to spend time and effort to keep abreast of developments, review and analyse issues in depth. They have to draw on their professional experience, knowledge and expertise to robustly debate issues to ensure decisions are well informed and protect stakeholders' interest.</p> <p>Paying directors both a monthly fee and meeting allowance serves different purposes. The monthly fee compensates directors for their ongoing responsibilities and time commitment to the company, while meeting allowances cover the extra time and effort spent on attending specific meetings. This dual-payment approach recognises the continuous and intermittent nature of a director's duties. Maybank's current Non-Executive Directors Remuneration Framework is in line with market practice.</p> <p>Unlike management, the BOD's remuneration is not driven by KPIs nor are directors rewarded with shares to avoid a conflict of interest. Instead, the BOD provides oversight to management by setting KPIs at the Group-level to drive organisational performance. The BOD's remuneration takes into consideration their time commitment including preparation for meetings and active participation. Maybank has also recently increased its number of Board committees to seven in total, as advised by the respective authorities.</p> <p>Consideration on dividends and door gifts are not based on increases in the remuneration of the BOD. Dividends are distributed yearly and generally see an increase in total payout based on the improved profitability of the organisation. Dividend payout is also based on the growth projections that include expansion plans of the businesses. On the AGM door gift, we periodically review its value and based on our findings, have increased its value in previous years. As mentioned earlier, a door gift is provided as a</p>	

token for participation in the AGM and not a measure of shareholder's return. We also note that some public listed companies are no longer providing door gifts at their AGMs.

Succession planning is a constant process, considering various factors such as tenure, capabilities, subject matter expertise, diversity and technological expertise, among others. We aim to attract the best talent in these areas for our board committees. As part of succession planning, the Nomination and Remuneration Committee has established a talent pool which comprises potential candidates to be considered for appointment as independent non-executive directors on the Boards of Maybank and its subsidiaries. This talent pool is reviewed regularly. Further details on our succession planning are elaborated on page 132 of the Maybank Integrated Annual Report 2023.

Credit Cards

Shareholder Name	Questions
CHOO TECK WOUI	<p>Comment on Product: Maybank 2 Cards Reserve Credit Card.</p> <p>Please review the benefits to maintain market competitiveness of your premium credit cards:</p> <ul style="list-style-type: none"> i. significant dilution of TP conversion to air miles [5,000TP to 1,000KF (prior) vs 7,000TP to 1,000KF (present)] ii. significant reduction in TP earnings for Amex [5X TP (prior) vs 2X TP (present) for local spend]. <p>The annual fee of RM800 may not commensurate the benefits subsequent to the dilution. Similarly, the annual spend of RM80,000 for annual fee waiver is too high considering the benefits dilution.</p>
ALVIN LAU LEE JEN	Vendors using credit card machine always say add how much because they get charge from the bank. True?
PO KWANG HUEI	what is the bank doing to allow the government to abolish the rm25 credit card tax?
LEE SOO YINN	what is bank doing to let the government to cancel the rm25 credit card tax?
MOK KEE LAM	<p>About customer satisfaction, why SST of credit card cannot be subsidized while other banks have initiative to absorb? This is part of customer satisfaction to continue using MBB credit card looking at there's devaluation of treat points and also no treats points for e-wallet top up? As the government encourages and promotes the usage of e-wallets while most of the e-wallet player has imposed extra service fee for using cards to reload, i see removal approach has obsolete and should be reviewed.</p>
Response	
<p>The changes in the treat points for Maybank 2 Cards Reserve Credit Card reflect industry trends and economic conditions, taking into consideration the sustainability of this programme. We actively review these adjustments alongside the card's annual fee and spend requirements for fee waivers, to ensure they commensurate with the benefits provided while remaining competitive in the market. We are also exploring enhancements to increase the card's value proposition.</p> <p>Meanwhile, all banks charge a merchant discount rate for all credit card transactions. This is accepted contractually by merchants as part of the convenience of receiving credit card payments. Merchants in Malaysia are not supposed to impose a surcharge for credit card payments and action will be taken against these merchants if it is reported and proven that they have imposed a surcharge.</p> <p>Finally, the RM25 tax for credit cards is determined by the Government and the SST for credit cards cannot be waived as it is governed by the Service Tax Act 2018. Maybank is required to comply with the Act by collecting the tax from our card members. Card members may opt to pay the tax using Maybank Treat Points or Membership Reward Points.</p>	

Performance & Business

Shareholder Name	Questions
TEH KIAN LANG	WILL 2024 BE BETTER THAN 2023 OR WILL BE WORSE DUE TO NEW CHALLENGES?
LEE LAI TIAM	CASA ratio expected next year
	Non interest income projected in year 2024 and 2025
KENG SING	What's the growth prospective?
OH FENG MING, ALAN	Non-Interest Operating Income increased by 30% this year. Can you provide a breakdown between conventional and Islamic, as well as by products?
LOH LAI CHEE	MAYBANK's FY23 suffered from severe NIM compression of 27 bps from a tighter deposits landscape. Will this trend continue into FY24? If so, what is the quantum would be? Are there any measures taken to mitigate the protect NIM? Thanks
WONG SOON WAI	the FD scene is heating up with competitors' giving higher rate and longer lock in period while MBB still lagging behind. any plan to improve or compete to protect the customer base?
LIM YEE GOON	Is mbb expecting more write back over the next 12 months, given that Sapura has just announced a major disposal?
ANG JOON WEE	Could MBB give forward guidance during quarterly report?
MOOTHU KUMARAN BASS	With Maybank's assets totaling RM 1 trillion and equity of RM 94.6 billion, is the bank's position secure?
TAN WAI GUAN	Why the net profit margin for MAYBANK are relative lower compared to other bank like PBBANK, CIMB etc since MAYBANK have more assets and capital?
NG SIAW CHEEN	Q1. May i know what is the revenue forecast for ebanking products in upcoming 2 quarter till end of 2024. Will this development bring significant revenue to the company? Q2. May i know the revenue growth in Indonesia segment. What is the revenue forecast from Indonesia to the company?
Response	
Global GDP growth is likely to moderate to 2.9% in 2024 (2023: 3.2%) on softer outlook for major economies such as the US and China. However, ASEAN growth is set to be firmer at 4.5% from 4.0% in	

2023, supported by resilient domestic demand and sustained tourism as well as recovery in some parts of the manufacturing sector and exports.

Across Maybank's home markets, Malaysia's economy is anticipated to grow faster at 4.7% in 2024 from 3.7% in 2023 driven by a rebound in exports amid sustained consumer spending and investment growth. Meanwhile, Singapore's GDP growth is expected at 2.4% in 2024 (2023: 1.1%) as the manufacturing sector recovers while spending in the services sector normalises. Indonesia's GDP growth is projected to remain stable at 5.1% versus 5.0% in 2023 from steady household expenditure, a resilient labour market and policy support.

In anticipation of improved ASEAN economic growth, Maybank will continue targeting credit growth in our home markets across key segments such as mortgage, auto financing, non-retail (retail and small and medium enterprises) and mid-market corporates. Maybank has guided for loans growth of between 6% and 7% for FY2024. To support asset growth, Maybank will maintain optimal funding through diversification and defend its current and savings account (CASA) balances.

The Group will also focus on expanding its wealth management, cash management and bancassurance businesses to support income uplift, especially for non-interest income (NOII). Maybank's NOII increased 38.3% YoY to RM8.06 billion in FY2023, of which treasury and markets income contributed RM4.15 billion while core fees accounted for RM4.04 billion of NOII. Close to 20% of NOII can be attributed to Islamic products, mainly driven by the core fee segment breakdown detailed in the AGM presentation by the President & Group CEO.

For FY2024, the Group will continue its M25+ momentum to drive better productivity and efficiency, improve customer experience, digital offerings, IT infrastructure, and sustainability capabilities. M25+ investments will be made to support our five M25+ strategic thrusts and 13 strategic programmes. As such, we have guided for a CIR of $\leq 49\%$ in FY2024. To balance the rise in M25+ related investments, the Group will undertake cost optimisation initiatives including automation of work processes and business operations as well as resource utilisation.

Asset quality management will remain a priority for the Group, as we remain vigilant over our loan portfolios. We will work towards a net credit charge off rate of $\leq 30\text{bps}$ as we continue to proactively monitor high risk sectors and improve recovery efforts across our home markets, although we are unable to comment on the potential of specific borrower recoveries/ writebacks (i.e.: Sapura).

We have guided for potentially up to a five bps NIM compression at the Group level in FY2024. While our current cost of deposits has moderated slightly, we expect cost of funding to reduce in the later part of this year should the Overnight Policy Rate (OPR) remain unchanged in Malaysia and subject to the industry's overall liquidity position. The Group is also working towards lowering its cost of funds by not relying on costlier short-term deposits or paying up excessively to attract current and savings accounts. However, the ability to price upwards on asset yield will remain challenging given the anticipated competition for asset growth. As such, NIM could continue to remain under slight pressure in 2024.

The general decline in CASA across markets in FY2023 can be attributed to an increase in consumer and business spending as well as customers switching their funds to higher interest yielding deposits. To strengthen our CASA franchise this year, the Group will continue to work on improving the stickiness of these funds by targeting the operational accounts of our retail, SME, business banking and global banking customers. Having said that, we do acknowledge that market interest rates remain high and given normalised economic activities post pandemic, there could be downside risk to the Group's CASA levels.

While some peers have chosen to pay high interest rates to attract CASA, Maybank is mindful of not engaging in paying excessive rates, which will then result in higher cost of funds.

For FY2024, we have set a headline key performance indicator for return on equity of 11%.

Any changes to the guidance above due to developments during the year (i.e.: macroeconomic) will be communicated during our quarterly results briefings.

In terms of asset coverage, our total capital ratio was 18.56% indicating our robust capital adequacy against risk-weighted assets and continued ability to reward shareholders with stable dividend returns.

Referring to our Malaysian peers' performance in FY2023, Maybank had the second highest net profit growth YoY in FY2023. Our net profit growth was slightly behind a close competitor as we have increased our investment spend under our M25+ strategy to improve our digitalisation and technology capabilities to support our business growth and profitability over the medium term.

On digital revenue, its contribution is growing significantly annually (i.e.: above 50%) although contribution levels are still small. We are encouraged by the number of sales transactions processed through our digital channels which accounts for 76% of the total transactions in 2023. As we innovate at a faster pace and bring features to help our customers resolve pain points or delight them in their customer journey with us, we will be able to attract new customers.

On Maybank Indonesia's revenue growth, it is expected to be in the high single digit for FY2024, following FY2023 growth of 4.9%. At the Group level, we expect a similar contribution from Maybank Indonesia of 10% to overall Group revenue as seen in FY2023.

Costs

Shareholder Name	Questions
CHUA SONG YUN	The cost increased in FY2023 by 11.8% YoY to RM13.39 billion following the conclusion of the collective union agreements in Malaysia, which resulted in personnel costs increasing due to inflationary-related adjustments (page 20). Are this a one-off cost? Do management expect the personnel costs will continue to stay elevated and increase at faster rates in coming years?
LIM EU PIN	Cost to income ratio in 2023 is 48.9 vs 45.2 in 2022. what is the target for 2024 and how do u plan to achieve it?
LOH LAI CHEE	Cost to income ratio in 2023 is 48.9 vs 45.2 in 2022, and this year is targeted at <49% hovering around the industry average. What is the target for the next three to five years?
PHANG GUANG HUI	is that possible to close down those not performing branch to saving cost?
Response	
<p>Collective agreements are renewed every three years and we continue to ensure that we maintain industrial harmony with all stakeholders. We do expect progressive increase in staff cost in tandem with market as well as cost of living. However, we will continue to ensure that staff cost increase in tandem with Group performance and staff productivity, as evidenced by our financial results over the years.</p> <p>Our cost to income ratio (CIR) in FY2023 was higher due to the finalisation of several collective agreements as well as M25+ related costs. As we continue to ramp up our M25+ investments, we anticipate our CIR to remain elevated up to FY2025 before gradually tapering down over the medium-term to around 45%. For FY2024, we are guiding for CIR of ≤ 49% on continued investments for M25+ programmes and other revenue-related costs.</p> <p>Branches are an important part of our customer touch points. We are continuously assessing better ways to serve our customers and meet their evolving needs, and this includes evaluating and helping our branch to improve their productivity and effectiveness as well as looking for new growth opportunities to support our business communities. Over time, we have optimised our branch network to its current size after considering the footfall, location and services offered in branches while rolling out more self-service terminals for customers to fulfil simple banking transactions.</p>	

Outlook: Interest Rates & MYR Depreciation

Shareholder Name	Questions
SING CHAW @ SENG KONG CHOO	how Federal Reserves Intrest Rate decision affect Maybank business?
MARK CHING TAT	Foresee any drop in interest rates in 2024/5?
ONG POH GEOK	How's weak ringgit affect the business?
LEW JIA MING	How is Maybank preparing to manage the potential risks associated with the Malaysian Ringgit weakening against other currencies, particularly in terms of foreign exchange exposure and its impact on the international operations?
Response	
<p>Our house view is that the OPR will remain unchanged at 3% for 2024, even if the US Federal Reserve cuts its interest rate potentially up to 75bps. The reasons behind the OPR expectation include:</p> <ul style="list-style-type: none"> • The OPR before the pandemic averaged about 3%-3.5%. As such, the current rate of 3% is a normalised rate for Malaysia. • The gap between the US Fed Rate and the OPR currently stands at over 250bps, which is the widest it has ever been. There is room for this gap to close, which would imply that even if the Fed cuts rates, Malaysia need not move on its OPR, given that Bank Negara Malaysia (BNM) was not as aggressive in raising the rates as the Fed. • BNM forecasts Malaysia’s headline inflation of 2-3.5% in 2024. Inflationary risks are tilted to the upside from a) a potential review of fuel subsidies, b) higher input costs due to exchange rates, c) higher global commodity prices due to worsening geopolitical tensions and weather disruptions. As such, these inflationary risks need to be monitored before there are any adjustments made to interest rates. <p>Cuts in interest rates typically lead to short-term NIM compression for banks, given that lending rates tend to adjust first before deposit rates. Banks in Malaysia went through a challenging period in 2023, as NIMs compressed due to stiff deposit competition. Since we expect interest rates to remain status quo, and given that deposit competition has eased somewhat, banks should see relatively stable NIMs this year, which would be overall positive for the sector.</p> <p>On ringgit depreciation, we measure the foreign exchange sensitivity based on the foreign exchange net open positions under an adverse movement in all foreign currencies against the functional currency i.e. Ringgit Malaysia (RM). Based on the sensitivity analysis performed, the Group and the Bank may be subject to additional translation gains which will impact profit after taxation by RM40.2 million and RM35.5 million respectively, if RM depreciates by 1%.</p> <p>We are constantly monitoring our foreign exchange exposure and portfolio. We take proactive management to ensure we are not overly exposed on FX. Kindly refer to note 53(f)(6) of the financial statements for further details.</p>	

Strategy

Shareholder Name	Questions
MAH MING KIT	What is Maybank's strategy in continue growing and maintain sustainable dividend policy?
CHIA PERN LEE	How is the company positioning itself to capitalize on emerging trends or new markets?
LAW WEI YANG	What is Maybank next 10 years future plan?
TENG SIEW MOI	Our distinguished CEO said that the RoE target is 13, but now there is no way to achieve the target.
TIANG MIN YAO	Did Management plan to bring Maybank to top 10 banking in the word? How many year to achieve?
MARK CHING TAT	What are MBB's growth prospects in the next five years, considering recent changes and acquisitions by CIMB in China?
TEOH KENSEN	As compared to its regional peers in Singapore they are often have a wider international presence, potentially beneficial for those who travel or do business overseas. It would help to turn the nation into a regional financial hub. In contrary, Maybank does not have the strong presence internationally e.g. smaller branch network in Singapore, potentially limiting in-person services. What are step taken by the Group to improve on this?
ONG HONG CHIN	Since now Maybank Singapore is the 4th largest bank of Singapore, any plan to public listed Maybank Singapore division in Singapore Share market in order to accumulate more fund to expand business at Singapore?
TEH KIAN LANG	WHAT IS MAYBANK OVERSEAS STRATEGY GIVEN LIMITED GROWTH OPPORTUNITIES AT HOME
KANG SHIEN NEN	could you shed some light on upcoming tactical strategy to further strengthen asean regional position (i.e. Vietnam)?
Response	
<p>Our long term M25+ strategy takes into consideration changes that are reshaping our operating landscape, and how these would affect the Bank. Maybank is renewing our DNA by adopting Agile@Scale to enhance collaboration as well as rapid ideation based on customers' journeys to differentiate our solutions and propositions, futureproofing the Group. M25+ is anchored on five strategic thrusts:</p> <ol style="list-style-type: none"> 1. Intensify Customer-centricity 2. Accelerate Digitalisation and Technology Modernisation 3. Strengthen Maybank's Position Beyond Malaysia 4. Drive Leadership in Sustainability Agenda 	

5. Achieve True Global Leadership in Islamic Banking

A total of 13 strategic programmes (SPs) have been developed towards the attainment of goals set under these strategic thrusts and we have made good progress in all initiatives undertaken – especially on the focus of enhancing customers’ journeys and improving our productivity. Details of this was shared during the President & Group CEO’s shareholder presentation at the AGM.

Under our M25+ strategy, the target for ROE is at 11-12% by FY2025. It was revised from the earlier ROE target announced under the M25 plan in FY2021 to reflect the changing macro and microenvironment we are in today. With our ROE guidance of 11% for FY2024, it will place us on track to achieve our M25+ target.

Maybank is the largest bank in Malaysia and among the top 4 banks in ASEAN by assets. Our focus is to continue to take a leadership position in the ASEAN region and strengthen it by focusing on growth opportunities across our businesses within the ASEAN franchise to uplift revenue, whilst preserving asset quality. The Group will also continue to drive its M25+ strategy momentum, leveraging targeted investments to meet business and operational needs.

We prioritise organic growth and have no immediate plans to expand further outside the ASEAN region. Our primary focus is on our home markets, emphasising both regional play and performance enhancement. With respect to our competitor’s move, we maintain our commitment to stockbroking as a vital component of our customer offerings, alongside other wealth management services.

On our international markets, Singapore continues to be a key home market with a focus on growing our wealth business, trade and sustainable finance, while deepening our core capabilities in this market. Maybank Singapore is well-positioned to take advantage of Singapore’s position as the regional financial hub. We have dedicated resources to support key corridors between MY-SG-ID and Greater China to support our customers’ growth and expansion.

Our intent is not to keep the number of branches high but to have them in the right locations. We have relocated several branches to precincts of high population density. We will supplement the branches with improving digital banking services. We are also a partner of a wider ATM network that allows Maybank customers to have access to over 200 ATMs of other banks within this network.

We have no plans to list our Singapore operations at the moment.

Meanwhile in Indonesia, we intend to improve our market position to Top 10 in the next three years. For FY2024, our areas of expansion and growth include Shariah wealth management, auto finance, digital ecosystems, the large corporate and SME portfolios and improving transaction banking capabilities.

We will accelerate our positioning in Vietnam by refining our operating model for a focused play footprint and upgrading IT platforms. We are also building a mobile app for Vietnam to enhance the trading customer experience in 2024.

Etiqua Listing/Spin-off

Shareholder Name	Questions
KENG POH WEE	Is there any plan to spin off Etiqua?
CHOW KOON LAM	Do Maybank consider to Public Listing its Etiqua? in order to release its value?
Response	
We have no plans at the moment to list/spin off Etiqua.	

Workforce Management and the Use of Artificial Intelligence

Shareholder Name	Questions
HIU CHEE KEONG	in this digital and ai age, will Maybank cut down some workforce to save cost in long run ?
PANG HENG CHEONG	A) As many transactions performed digitally, will MBB reduce manpower cost ? B) Any plan to further enhance the manpower skill in digital ?
FOO VOON DIH	How is Maybank leveraging on AI to improve efficiency and lower staffing cost?
CHAI JIA MEI	Will MAYBANK increase the use of AI and technology to overcome the shortage of manpower since people are willing to work in Singapore rather in Malaysia due to higher currency conversion rate?
CHAI JIA MEI	What approach or method will MAYBANK use to attract younger generation to work in MAYBANK since younger generation now are keen to work as Youtuber/Influncer online rather than physical work place at office? Will MAYBANK consider hybrid workplace like work from home?
Response	
<p>Our approach is to leverage advanced digital tools to optimise our workforce and increase productivity. At the same time, this creates the need for a different set of skills and capabilities.</p> <p>Maybank focuses primarily on re-skilling and up-skilling our employees in new ways, to produce new value that is competitive and impactful for our customers. As part of our social and moral obligation to our employees, we believe that all employees should be given the opportunity to re-skill themselves. As such, we are investing in and have made available world-class training and upskilling programmes to ensure our workforce is equipped with the necessary digital skills for this, in areas such as data analysis, digital marketing, cybersecurity, etc. to continuously ensure high employability.</p> <p>Some of the upskilling programmes launched include Generative AI, Metaverse, Web 3.0, Blockchain, Non Fungible Tokens (NFTs), and Central Bank Digital Currencies (CBDCs). These gives a sense of the various initiatives being undertaken to manage our workforce responsibly.</p> <p>It is our intention to ensure that “no-one gets left behind” as we digitalise, and therefore our programmes are designed to be inclusive. Out of 1,263 Maybank employees who enrolled in data analytics, AI, and machine learning courses, 84% were from non-technical backgrounds and 69% of them were women.</p> <p>We continue to identify and adopt AI use cases to grow the bank and improve productivity. We are exploring the potential of generative AI to enhance productivity across various areas, including branch operations, customer service, and compliance.</p> <p>Our view is that AI is a useful tool for specific tasks to enhance our capability development and to augment the work of our employees in serving our customers effectively.</p> <p>Some of our examples include:</p>	

1. Robotics Process Automation (RPA) upskilling since 2019 where over 120 staff were upskilled (achievements include a reduction of cycle times by 85% in an implemented RPA Bot and the elimination of many manual processes across the Bank)
2. Newly on-boarded sales staff with zero sales experience in 2023 generated up to three times the sales conversion rate as compared to sales staff who underwent the same training but without the practice with ChatGPT in 2022.

Workforce management which includes staffing rightly from all aspects of numbers and skill type has been and continues to be our focus and is managed proactively.

On attracting the younger generation and offering workplace flexibility, Maybank offers mobile work arrangement to Maybankers, whereby they can opt for either 3+2 or 4+1 work-from-home vs office arrangement.

Over 52% of Maybank's workforce is below 35 years old. Our recruitment attraction realisation to offer as well as retention of this group is above 80%, which is on the high side. This indicates that Maybank remains relevant and attractive to the younger generation, and we will continue to improve our employee value proposition.

Staff Salaries and Benefits

Shareholder Name	Questions
LEE MUN HOE	What kinds of assistance / aid payment extended to the staffs in view of escalating cost of living? Kindly elaborate in details
DEVINDER SINGH A/L TEHAL SINGH	Dear Chairman, any idea when Maybank will issue staff esos. Thanks
MOOTHU KUMARAN BASS	Regarding board directors' remuneration in the resolutions proposed vs the FY2023 profit of RM9.7 billion, what incentives are provided to staff and management?
ASNINA ZAINAL ABIDIN	Regarding Board of Directors' remuneration and workers' salary scheme, many employees are still below certain bands. I have worked for 30 years (in Maybank) and have not been offered a promotion or any upskilling opportunities. What initiatives are in place for upskilling or promotion?
	Upon retirement at 60/61 years old, employees have received watches, some of which have been fake. Can alternative options such as shares, FDs, or Gold Bars be considered?
WILLHAM SIAU	Please be very sure that there is no "not genuine Rolex"!
Response	
<p>Maybank proactively and annually reviews the salaries and benefits across all grades of employees, to ensure fair and sustainable rewards and benefits that are market competitive. Performance-based bonuses are also provided annually. Furthermore, a significant portion of our expenses (~58% in FY2023) is allocated to Human Capital, with various training programmes available. We also provide additional aid such as ex gratia payments and festival aid, from time to time, for the lower income groups.</p> <p>We do not have plans to establish an Employees' Share Option Scheme (ESOS) programme. Instead, we have been providing Special Awards to Maybankers in mid management level and below, since 2018. We also established a long-term incentive plan, Employees' Share Grant Plan for senior management and above, since 2011.</p> <p>Maybank strives to offer competitive remuneration, acknowledging the competitiveness of the market. We pride ourselves on being the leading employer in Malaysia and the region and will strive to maintain our competitiveness. Details on our Human Capital programmes, including upskilling and reskilling, as well as remuneration approach can be found on pages 67 to 71 of the Maybank Integrated Annual Report 2023. We also welcome any inquiries by staff to directly discuss career development and upskilling opportunities with us (Group Human Capital).</p> <p>On the matter of retirement gifts, we would like to clearly state that the bank does not present fake watches to retiring staff. This allegation is inaccurate. Meanwhile, we take note of and will consider the request for alternative retirement gift.</p>	

Digitalisation/Technology: Digital Banks and Strategy

Shareholder Name	Questions
KANG BOON BENG	Morning. What is the bank strategy in response to competition from new digital bank (GX, Boost), for deposit and spend wallet?
HIU CHEE KEONG	how the management going to compete with the digital bank that offer better interest rate ?
CHEAH CHOY LING	What is the impact to Maybank as E banking is rolling out and obviously their high interest rate savings account.
LIM KIAN HONG	What is Maybank view of digital banking?
CHEAH KWOK FU	The popularity of using digital bank(such as GX bank) is getting higher, i do understand that maybank has its MAE app/ saving account, but there is no interest given like digital bank(GX bank) with flexibility to withdraw fund at anytime. May I ask the emergence of digital bank will be affecting future revenue/profits of Maybank? And if yes, what will Maybank do to overcome this?
PO KWANG HUEI	alrajhi rize savings account was offering 5%. gxbank savings account is now offering 5%. are you offering 5% 6% soon?
LEE SOO YINN	alrajhi rize savings account was offering 5% to attract new customers. gxbank savings account is now offering 5% for duitraya to attract new customers. are you offering anything soon to attract new customers?
CHUA SONG YUN	Understand that the new digital bank GX bank offers deposits at an interest rate of up to 5%. This is significantly higher than what traditional banks are offering. (a) Do Maybank experience significant outflow of deposit customers so far? (b) How do Maybank compete?
KHOW TONG CHUN	Is digital banking a threat to you?
HO CHUN SERN	good morning How does the company view those new banks that offer high interest rates, such as gxbank ?
FOO VOON DIH	What are the impacts of digital banks to Maybank and how is Maybank responding to them?

CHOY KIM SOOI	How the company get more cash flow from saving compare to the company like tngo+ and gxBank which offer higher interest rate.
TENG SIEW MOI	Now that digital banking is a trend, why hasn't Maybank taken transformation and cost-saving measures?
WONG CHUN YEW	I'm still confused with the direction for Digitalisation of Maybank. Considering Maybank as a leading bank in the industry, the momentum and improvement of the digital to capture the users in the banking, especially young gens doesn't look impressive. While some young digital banks such as GX banks are expediting faster compared Maybank. What are your take in slow pace digitalisation. Is it a time for Maybank to have a look into this, etc, cutting down non-meaningful campaigns such as "sama-sama lokal"
	I wish to see Maybank be more aggressive and creative in its digitalisation strategy. Please utilise your investor's money wisely to attract digital talents to speed up in the banking ecosystem.
HEE SEOW CHENG	will Maybank operates a digital bank?
TAN WAI KIT	Based on the presented information on account opening, time taken was reduce, but the waiting time at the bank are still longer than expected. What are the initiative will MAYBANK take to reduce customer waiting time and increase customer satisfaction level?

Response

As at April 2024, GX Bank went live with more than 200,000 customer onboarded, while AEON and Boost Bank are currently undergoing an internal testing phase and inviting some customers to test. Sea Bank and KAF Bank are expected to be launched in the second half of the year. The digital banks are expected to focus on basic core financial products and the underserved segments for the immediate future.

We recognise that digital and technology trends are having a more transformative effect on the banking environment as digitally savvy customers are exploring financial service providers across all fronts. Also, digital banks will use modular/scalable tech stacks and are able to utilise data more efficiently to personalise offerings to customers proactively. This is the reason why accelerating digitalisation and technology modernisation is one of the five strategic thrusts under our M25+ corporate strategy. We are also focused on delivering top customer experience for all our core product offerings. This is to ensure that we remain true to our purpose of being a values-driven platform, powered by a bionic workforce that Humanises Financial Services.

Maybank aims to be a leader in digital banking, fostering a digital business and culture within the company. In order to achieve this, we have developed the three-pillar digital strategy that ensures our focus in achieving the following aspirations:

1. Intensify end-to-end customer journey through ecosystem play at scale regionally
2. Embrace true digitalisation among Maybankers
3. Create new value through innovation and partnerships

We will continuously intensify our capabilities to provide more value added services to our customers. Maybank will focus on its current first-mover advantage in terms of offering digital solutions (as we have done with Maybank2u, MAE, Sama-Sama Lokal, SME Digital Financing and Maybank2uBiz) and building ecosystems to strengthen our competitive edge. We will leverage our large customer data base to develop

hyper-personalised solutions while expanding our ecosystems within and beyond banking through partnerships to be more pervasive. Our expansive touchpoints, digitally and physically, will be a strong advantage to drive differentiated customer experience as we are able to provide a more holistic omni-channel experience to our customers. One such example would be our Agile Customer Experience (CX) @ Branch initiative, mentioned during the President & Group CEO's presentation. It simplifies the account opening process, standardises service quality and enhances our infrastructure for faster, hassle-free transactions and an overall better experience for customers.

We also offer a broad range of investment products including goal-based investment, fixed deposits, unit trusts, share trading, and wealth management services, easily accessible through our digital and mobile banking platforms. For example, we have launched numerous promotional campaigns for our fixed deposit products across the year with attractive interest rates.

Ultimately, we do not adopt the approach of competing on interest rates to attract savings accounts as this will drive up cost of funding and impact medium-term profitability, which is not sustainable over the long run. Instead, we focus on delivering holistic offerings across various customer segments that aim to fulfil our customers' needs or solve pain points that they may have across their various financial moments. We will keep pushing the frontier to deliver a customer journey that delights and constantly adds value to our customers.

Given our approach above, we do not require a separate digital banking license to be able to function as a digital bank.

On cost saving measures, some of our focus areas include adopting paperless transactions as this will help reduce our environmental footprint and operational costs, automation e.g. enhancing onboarding of new customers through online channels and self-service options by enhancing our MAE app.

Regarding the question on reducing waiting time at the branches and initiatives undertaken to improve customer experience, we introduced e-KYC CASA account opening to enable customers to open accounts without having to visit a physical branch.

Maybank is focused on meeting our customers' needs across all business lines by enhancing end-to-end customer experience and boosting their satisfaction. We inculcate a customer-first mindset and embed a customer-centric culture across the organisation, guided by our Maybank Customer Service Charter.

At the core of our M25+ strategy lies an unwavering dedication to continually enhance our customer-centric approach, delivering a top rated Customer Experience (CX). We aspire to transcend conventional standards by setting ambitious goals, aiming to elevate customer experience by 10% year-on-year. This commitment underscores our pursuit of excellence, providing unparalleled value and satisfaction to our valued customers.

Digitalisation/Technology: Payment Solutions and Ecosystems

Shareholder Name	Questions
WONG JUN LEONG	<p>As Maybank continue to embrace digital banking solutions, I am keen to understand the performance of the collaboration with Apple Pay. Could the board provide insights on the impact of Apple Pay integration on Maybank's recent financial performance? Specifically, how has Apple Pay contributed to the profit margins, and what is the bank's strategy to enhance or expand digital payment solutions to further capitalize on this success?</p> <p>Given the growing trend of integrating technology with financial services, I am curious about Maybank's plans in the digital finance space, particularly in partnership with technology companies like Apple. Is there any plan underway for Maybank to collaborate with Apple to launch the Apple Card in Malaysia? What are the potential challenges and opportunities you foresee with such a partnership?</p>
WONG CHOON KIAT	When will Maybank support for google pay ? Is this service cost Maybank alot?
PO KWANG HUEI	when can use applepay googlepay samsungpay?
LEE SOO YINN	when credit can use nfc function on all3 applepay googlepay samsungpay?
ALVIN LAU LEE JEN	SPay by Sarawak Gov't. Please consider to be part of bank's digitisation strategy. Thanx.
Response	
<p>Over two million of Maybank customers have provisioned their credit/debit/charge cards to Apple Pay and the transactions from Apple Pay represents about 10% of our total credit / debit / charge card transactions volume. In terms of financial contribution, it is still small at the moment.</p> <p>We will be launching the next Apple Pay Payment for Android phone users this quarter. There are no immediate plans to launch Apple Card in Malaysia.</p> <p>Samsung Pay has been available to Maybank customers since 2017, Apple Pay since 2022 and Google Pay effective May 2024.</p> <p>Thank you for your suggestion and we will look into opportunities to implement S Pay Global (formerly Sarawak Pay).</p> <p>We view such partnerships as enablers to broaden our payment ecosystem and customer experience in payment.</p>	

Digitalisation/Technology: Cybersecurity, Fraud Prevention and Data Protection

Shareholder Name	Questions
MOON MEE LEE	How Maybank enhance its security since there is quite many of online fraud?
CHIANG SZE YIN	What measures does Maybank take to prevent fraud?
SZE KOK SING @ SEE KOK SENG	How many Maybank account holders and total amount had their money transferred out of their accounts by scammers and fraudsters in 2023? What efforts are being made by Maybank to educate their bank customers on the types of frauds and methods used by scammers?
MOOTHU KUMARAN BASS	What measures are in place for data protection?
Response	
<p>Maybank remains resolute in its mission to combat scams and safeguard customers' financial well-being through comprehensive counter-fraud education and awareness initiatives. This includes extensive training programmes to ensure that its frontline employees are equipped with the necessary knowledge to recognise signs of distress in customers and identify potential scam targets, enabling them to offer real-time support and assistance.</p> <p>Our digital channels continue to be enhanced to counter online scams, which includes migrating away from SMS OTP to Secure2u, cooling off period when customers change mobile devices, enabling kill switch as well as tightening our banks fraud detection methods. There will be more such measures put in place to protect our customers.</p> <p>We collaborate closely with regulators to combat banking scams and work with the Association of Banks Malaysia to actively communicate and educate our customers to be vigilant against scammer tactics. We continue to focus on empowering customers with the knowledge and tools to protect themselves from evolving threats. We prioritise customer education and invest around RM10 million annually in this regard.</p> <p>Maybank has successfully protected customers from losing RM6.4 million to financial scams via branch channels in 2023.</p> <p>On cyber security, to ensure seamless and secure digital experience, we are continuously enhancing our cyber security capabilities as well as Zero Trust in line with global standards.</p> <p>On data protection, we adhere to the provisions of Personal Data Protection Act (PDPA) and Financial Services Act (FSA).</p>	

Digitalisation/Technology: Maybank Apps (MAE and Maybank2u) & ATMs

Shareholder Name	Questions
REBECCA SIEW PIK KEI	Now that there is an option to link overseas Maybank2U account. What are the future MAE improvement strategies or plan especially for the Wealth and Investment feature which is most are currently only available on the web page, ATM or a separate app. Any options allow IPO purchase over the MAE app?
CHEONG GZE WEI	Any plan MAE eWallet to enable oversea nearby Asean country cashless transaction?
TAN WAI GUAN	Will MAYBANK enhance the apps features to include like EPF self contribution, IPO application etc into the new MAYBANK's mobile apps?
MOEY GIAN FUNG	Does Maybank plan to combine the mobile app such as MAE saving account holder with Current account holder? Secure2U is good security system but inconvenience and unfriendly use for sole proprietorship current account holder. Because they need to buy two phone for MAE separately just for saving account MAE and current account MAE due to Secure2U during making fund transfer.
FOO VOON DIH	TnG is still the main e-wallet Malaysians are using. What is Maybank doing in this space to compete to gain market share as leader?
LEE JUN SHEAN	Comparing MAE and touch and go, one of the interesting part of TNG is their daily interest. Is this something MAE can mimic?
SIA PEI JING	What is the preventive measure from Maybank on ensuring the stability of the MAE App? Is this App build in house or comes with vendor support?
YONG WOON NGIAP	May I ask, is M2U app being developed in house or external vendor? is it possible to share us the technologies that being used? why question has not addressed? my question was: May I ask, is M2U app being developed in house or external vendor? is it possible to share us the technologies that being used?
CHING CHUN KEONG	With Maybank aggressively digitalize products/solutions, how competent is Maybank internal resources i.e. hardware and software to keep up with the new digital products
MOHD RIDZUAN BIN MOHD NOOR	1. Pls share the ATM transactions usage over last 3 years period. 2. Did apps cannibalise ATM usage?

	<p>3. What is the future plan for ATM?</p> <p>Thank you.</p>
<p>Response</p>	
<p>Maybank is enhancing the MAE app to streamline banking and simplify wealth management, demonstrated by our latest Goal Based Investment feature. We are committed to an intuitive digital banking experience.</p> <p>It is our plan to introduce IPO and other services within the MAE app to ensure a seamless and comprehensive user experience for all. Overall, we have an ongoing programme to continuously improve our offerings on MAE to ensure we keep abreast of the latest customer needs and demands.</p> <p>Today, MAE can be used in Singapore, Thailand, Indonesia & China. We will be introducing MAE to more countries in the coming months.</p> <p>On the current practice of requiring separate MAE apps for savings and current account holders, the measure was taken to protect and minimise the risk of customers having more than one account compromised at the same time. However, we take note of the inconvenience posed and will soon be enabling a feature that allows for both the individual & sole proprietor account to work on the same device.</p> <p>MAE's features and functionalities that are available and planned, serve the various needs of our customer segments - from a simple wallet, to a full-fledged savings account to more sophisticated investment products.</p> <p>There are plans to provide different permutations to our Tabung feature to add more value for our customers. Ultimately, we want to ensure sustainability and focus on delivering holistic offerings to fulfil our customer needs. Our mobile banking today commands 56% of the banking market share. We will continue to improve our offerings to keep abreast of our customers' needs.</p> <p>Maybank2u and MAE App are fully built in-house to provide our customers with the latest capabilities and features. We will continue to intensify our efforts to boost our technology resiliency and the robustness of our systems to ensure stability and performance. This includes having features which allow for Stand-in, an alternative infrastructure. This will allow for continued services to customers.</p> <p>We are also ensuring that everything new is built of the new technology stack and micro services with stand-in capability. Rest assure, we will continue to invest in new technologies to ensure that our digital services continue to be leading edge as part of our M25+ strategic thrust.</p> <p>Meanwhile, our ATMs are heavily used with a total of several hundred million transactions per annum. Over time and with the expected change in customer behaviour, we anticipate a shift to mobile, and we are already seeing a 30% increase in mobile transactions YoY. However, ATMs will continue to play an integral part of our omni-channel touch points, to serve our various customers' preferences and needs.</p>	

Digitalisation/Technology: Service Disruption

Shareholder Name	Questions
THAM YING WAI	The online banking issues which happened recently , how to prevent it to happen in the future ?
WONG YOON LOON	"News article: BNM Directs CIMB, Maybank to Explain Recent Service Outages" What are the concrete measures to be taken by the management to address the frequent service outages recently?
CHIN WEI HUN	I noted that on 9 April 2024 BNM have demand explanation from Maybank over recent service outages, can we know on this matter more? https://theedgemalaysia.com/node/707585
SIEW YING YEE	Maybank continued to be affected by service disruptions affecting online banking (Maybank2u) and debit/credit card transactions for the last one year. Have these issues been resolved?
NGU CHIE KIENG	On the service disruption that happened on 5th April 2024, what specific measures have been taken to make sure that it does not recur? What was redundancy system, or the contingency protocol not activated to quickly resolve the disruption?
LEE JUN SHEAN	Regarding to online banking service disruptions, what are the action taken by the board of director? How much additional was spend on technology enhancement and what are the details? Looking at DBS in Singapore, they are fined due to service disruptions too.
LIM YEE GOON	Given that some major Singapore Banks were recently fined by MAS for non compliance issues and system breakdown, what is Maybank doing to avoid these possible issues?
Response	
<p>On 5th April 2024, Maybank experienced service disruption in Malaysia at approximately 9.20pm for three of our services, namely debit card, online banking and ATM services. The disruption temporarily prevented our customers from making online payments as well as performing banking transactions. Our services were restored by 11.34 pm as Maybank worked diligently to rectify the service disruption.</p> <p>We will continue to intensify our efforts to boost our technology resiliency and the robustness of our systems to address such an incident from recurring, and are actively engaging with the regulators (BNM). We extend our sincere apology for the inconvenience caused to our customers and stakeholders arising from this service disruption.</p>	

Sustainability: Energy Efficiency, Renewable Energy and Staff ESG Training

Shareholder Name	Questions
QUAH SENG SUN	May I know what steps Maybank has taken to reduce energy wastage at the branches?
TAN HUI SHIM	What percentage of Maybank's staff is trained in ESG, at various competency levels? How does Maybank plan to increase the percentage as well as the competency levels?
	How does Maybank plan to increase the percentage of Maybank's staff trained in ESG, as well as their competency levels?
Lee Teck Hong	There should be more advertising on renewable energy to align with the Government Transformation Programmes.
Response	
<p>Maybank has embarked on energy efficiency programmes across our operational footprint. This includes modernisation of air conditioning, energy management in all premises, installation of LED lights at all Group premises and signages as well as installation of solar panels at strategic and key premises.</p> <p>In 2023, more than 33,000 (75.7%) Maybankers were involved in sustainability related capacity building initiatives/programmes including face to face training, e-learnings, external training and certifications, with more than 65,000 engagements Group-wide.</p> <p>Our Maybank Sustainability Practitioners Certification programme launched last year is the first of its kind in the industry. Developed in partnership with UN Global Compact Network Malaysia & Brunei, the programme aims to build capacity, provide credibility to Maybankers with specific sustainability knowledge and experience.</p> <p>We note the suggestion to be more visible about our initiatives in renewable energy. Further information about Maybank's sustainability efforts is available in our Sustainability Report.</p>	

Others: Shareholder and Senior Citizen Benefits

Shareholder Name	Questions
LIM ZHE XIN	<p>In light of various incentive programs offered by banks to enhance shareholder value, including discounted rates on financial products like credit cards and loans, I am curious whether Maybank has considered implementing similar benefits for its shareholders. Such initiatives not only promote shareholder loyalty but could potentially increase the utilization of Maybank's financial products among its shareholders.</p> <p>Could the management shed light on any current considerations or future plans to offer such incentives to Maybank shareholders? What might be the potential impacts on customer engagement and the bank's financial performance?</p>
NG JO WEN	<p>Maybe an invitation to PW for shareholders holding value of shares equivalent or more than PW requirement.</p>
AIK YIN CHIEN	<p>Hi, I would like to suggest to the grant of a special loan rate for MBB users. Thank you.</p>
KEE POH LENG	<p>can i suggest that to give special loan rate for Maybank share holder</p>
TAN KENG CHOK	<p>Will Maybank consider giving higher FD interest rates for shareholders, as the current FD interest rate offered by Maybank is the LOWEST amongst all banks in M'sia!</p>
MOOTHU KUMARAN BASS	<p>Some banks offer Fixed Deposits for senior citizens, such as Public Bank with rates of 4-5%. Can you provide information on Maybank's offerings, particularly for seniors?</p>
Response	
<p>Thank you for your suggestions and feedback. We will take some of these suggestions under advisement. In general, Maybank shareholders are rewarded through the bank's total shareholder returns, which include capital appreciation and dividend returns. For Maybank's product and services, we do run various promotional deposit campaigns periodically and you may choose to participate in these promotional campaigns. For loans, interest rates would be based on the borrower's individual credit rating score.</p>	

Others: Resolution 9

Shareholder Name	Question
CHAI CHUIN WEI	How does resolution 9 affect us as shareholders ?
Response	
<p>The Dividend Reinvestment Plan (DRP) offers shareholders of the Company the choice of receiving their dividends entirely in cash, or to reinvest the electable portion of their dividends (Electable Portion) into new ordinary shares in Maybank (Maybank Shares).</p> <p>Participating in the DRP benefits shareholders by providing greater flexibility in meeting their investment objectives as they will own additional Maybank Shares at a discount without having to incur material transaction or other related costs. The issue price of the new Maybank Shares is at a discount of up to 10% of the market price (adjusted ex-dividend).</p>	

Others: Move to Menara Merdeka 118

Shareholder Name	Questions
NG HOON HO	What will be the additional rental when the HQ is moved from Menara Maybank to Merdeka 118?
MOOTHU KUMARAN BASS	Is MBB relocating from the old building?
Response	
<p>There will be an initial monthly gross rent for the office tower of RM10.60 psf. This translates to an effective rental rate of RM8.92 psf per month (on a present value basis over the 21 years term after taking into account among others, the rent free period, naming and signage rights) and this is within the fair market rate of between RM8.48 psf per month and RM8.93 psf per month as assessed by Knight Frank and Savills respectively.</p> <p>We announced plans to move to Merdeka 118 on 12 September 2022. Currently, we are in the planning stage and awaiting the Certificate of Completion and Compliance (CCC). The move to the new building is expected within two years.</p>	

Others: Requests for Printed Copies of the Annual Report

Shareholder Name	Questions
HO CHUN KIT	Please send me hardcopy annual report. My hp no : <i>[phone number redacted]</i> .Thanks
HO CHUN SERN	good morning mr chairman i request hardcopy for annual report , thank you name : ho chun sern phone number : <i>[phone number redacted]</i> address : <i>[address redacted]</i>
TAN HOOI SEE	Please send hardcopy of the Annual Report for me. Thank you
LAM CHENG HAN	Please send hardcopy of the Annual Report for me. Thank you
LIM JIE	where can i get the hard copy annual report?
	I wish to have printed annual report, pls send me
CHEAH KWOK FU	Please send me hardcopy annual report. My hp no : <i>[phone number redacted]</i> .Thanks
FELIX KHOR ZHI ZHAO	how to request a hard copy of annual report
CHENG YIN KOK	我可以要求一份hardcopy的annual report吗? 可以的话请邮寄给我 , 谢谢
HO WING SENG	1. Can I have a hardcopy of the annual report to be sent to me?
TEH SUE LENG	I would like to request a printed hard copy of the company annual report to be sent to ; <i>[address redacted]</i> . Thank you
SEE SWEE KEAT	Hi. Can i have Maybank annual report send to me. Thank you so much
HENG SAU WAH	Can i have a copy of Annual Report deliver to me. Thank you
LIEW CHEE SENG	Kindly Send me a copy of the printed annual report. Thank you
TAN SHAEW CHIEAN	Could pls send me a printed copy of annual report?
AU YONG CHEE KEONG	pls send me a copy of physical Annual report. tqvm
CHEW VOON LI	Pls send me a printed copy of annual report?
LEE ING TIONG	pls send me a copy of physical Annual report. tqvm

LEE HON MENG	Could you please mail me a copy of annual report?
RAJENDHARAN A/L GENGATHERAN	Please send me the hardcopy of the 2023 Annual Report. Thanks
DESMAND CHUA KAI LUN	Please send me the hardcopy of the 2023 Annual Report. Thanks
ONG CHEE CHUNG	Hi, Please send me hardcopy annual report. Thanks
ALIA MAISARA BINTI ROSLAN	hi i would like a hardcopy of the annual report
WONG CHUN YEW	How can the shareholders request the annual report from Maybank
KHOO JING MIIN	Would like to request for a hardcopy of the annual report please. Thanks
LEE YU KEONG	Please send a print AR 2023 and SBB Statement to me at <i>[address redacted]</i> . Thanks.
MOOTHU KUMARAN BASS	I suggest providing hard copies of the Annual Report, including Financial Statements, for reference on the floor.
Response	
<p>Our Share Registrar team has arranged delivery of a hard copy of the annual report to your address.</p> <p>Should you not receive a printed copy of the annual report, kindly contact Encik Murtaza Osman of Corporate Services, Maybank at 03-2074 7822 or mbbsrs@maybank.com.</p> <p>In line with our sustainability commitment, Maybank aims to reduce paper usage, including by reducing the printing of hard copies of our annual report. PDF copies of our annual report are available at https://www.maybank.com/ar and we courier hardcopies of the annual report to shareholders who specifically request for such.</p>	

Others: Customer Related Matters

Shareholder Name	Questions
TEH SUE WEI	<p>I am having problems to log in to my MAE e wallet.</p> <p>I am based overseas. I came back recently for holidays.</p> <p>I went to Maybank, 1Utama branch to fill in the form to update my MAE, I was advised to contact 1300886688. Upon talking, the line got cut off and can no longer be called again.</p> <p>I also emailed Cik Mastina Suriani Bintai Haji Ahmad (Tina) but so far no reply.</p> <p>Can someone from Maybank, MAE please contact me at <i>[phone number redacted]</i> urgently to resolve my problem. As I will be leaving Malaysia tomorrow .</p> <hr/> <p>I have been waiting, but so far no one from customer service call me??</p> <p>Can someone please help!!</p>
YOONG YIN FOH	<p>How come MayBank Investment Bank's its customer's share trading account statement only available to be view & downloaded via M2U 7 DAYS INSTEAD OF 1 or 2 DAYS after every month end? Did MBB invested into IT to improve this matter? I had lodged TWICE COMPLAINTS within a year time but end result remain status quo! Please take action to improve this matter!!</p> <hr/> <p>There is an deficiency issue encountered by MayBank Investment Bank in its handling of customer's receiving dividend paid out. Its has been late 4 days to be credited into customer's MBB's share trading account. I had put this matter to BNM for further action. Please improve into this area where late crediting of dividend.</p>
TAN KOK SENG	<p>For the customer's satisfaction part, I have been reached the branch via email for inquiring the interest computation for a year, till yet to receive any response from the branch manager. And was heard that he was no longer in that position. One email needs appro 1 to 3 months to reply and need to follow up continuously. can you show the way you compute the interest charged to the lender in the statement?</p>
ONG SIEW HOOI	<p>This is a complaint on Maybank Branch Manager of Penang Queensbay branch - Ms Amelia Chin. Have never met such a terrible or horrendous attitude of a branch manager or even an executive / officer of a bank. She ended up arguing and quarreling with us Privilege banking customers, as she could not handle the queries from us. She did not even follow-up on our question on fire insurance refund for a few months, until we had to contact her again and again. Sad to say, she shut off from us.</p>

Response

Our customer experience management team has reached out and addressed with you directly the matters raised above.

Others: Customer Feedback and Suggestions

Shareholder Name	Feedback/ Questions
CHAN WEN HONG	A suggestion to incentivise opening of young children savings account. Will be nice to have some gifts for young children when opening up their first bank account such as goody bag etc. I recall in the 80s or 90s when I was a young boy, we used to have Maybank Tiger coin box
CHUA SONG YUN	Maybank is dedicated to "Humanising Financial Services", prioritising customers' needs, and providing digital innovation to better serve customers. However, as a Maybank client, I think the design and reliability of Maybank2U website and mobile app, and the customer service are far from achieving these. Most online reviews also seem to think this way. Perhaps the management should walk the floor to better understand what your clients experience, so that you can truly instil such culture in every corner of your bank.
TENG SIEW MOI	Why doesn't mae e-wallet see more promotions and promotions? Maybank is the leader, and e-wallet must also become the leader.
KAM WAI PING	Request MBB online buy/sell silver
NG CHONG YEW	for 3rd party transfer, pls consider no more secure2u verification for those in favourite list, tq
LAU YEN HOON	Will the Company please consider, as part of their ESG initiatives, charitable activities/donation to animal shelters/rescuers to help stray animals? Thank you.
ELWEEN LOKE WEI JIE	I concur with the question of enabling online purchase/selling of silver by Maybank to boost this product and bring convenience to potential buyers. Right now, only Gold can be traded online.
MELISA MOK MUN CHEE	Appreciated this first hybrid meeting and please do continue with it in the future as Covid still exists and some of us is still not comfortable being in a crowd place. Please do consider providing the service of the online purchase and selling in the silver account. Thank you
WONG CHOON KIAT	<p>Maybank online platform and apps function is totally need a big upgrade or revamp , its have so many issue and bug compare with hong leong bank apps , credit card application with auto rejected by system in 80% ,but submit manually it went through ,and mae apps in Android is not friendly at all as it work like iOS , just see how many user been complaining this in social media ,and the apps is lake of function like credit limit increase, change transaction limit ,even public bank is very aggressively improving their apps and online services platform in the term of function and user friendly</p> <p>I hope the management should look into this ,as now day everything is going digitalize and if maybank doesn't not on par with all the</p>

	competitors including with the digital bank ,soon or later maybank will lose the market
MOHD KHALIL BIN MD DOM	I'm a loyal customer and shareholder would appreciate if maybank could conduct CSR program at my school SMK Taman Ehsan kepong. I'm currently NYDP to PIBG of the school TQ n appreciate
LIM SAN KIM	HQ building design is very costly to maintain, all building must design to save cost on building maintenance, using tower crain or mobile crane to maintain is very costly, how to make profir for the bank, all consultant drawing must check through by contractor and defect team which can save cost up to few million
Response	
Thank you. We have taken note of your feedback and suggestions.	

Others: Miscellaneous

Shareholder Name	Comments
ONG CHEE CHUNG	Morning every one
LIM CHZENG JOHN	Good Morning Chairman
THIAN FONG CHANG	Good Morning Everyone
CHOW YONG NENG	Good morning
SEK CHENG LIM	Hello. Good morning
CHUAH KEE YANG	Good morning. Hope future able to join physically.
OON JOO LEE	Good morning Chairman
LIEW PIK KUAN	Good morning
LOH JI KIN	Morning
TAN JIAN HAUR	Good morning. All
CHAN HOW CHUN	Good Morning Chairman
TAN CHI BOON	Good morning
FUM SHING BOON	Good morning
CHEAH YEW BOON	Good morning
ONG QI SEAN	Good morning.
LIM KIM YEW	Good morning Chairman
GOH WEE PANG	Good morning Mr Chairman
SABRINA OOI XU PENG	Thank you for answering my question
KANG BOON BENG	Thank you.
GOH JOON YUEN	Thanks everyone for your efforts and hard work, keep it up!
YAP SIEW HONG	Maybank continues to have Awesome Years
LEE JUN SHEAN	Good job to the team, Maybank staff and board of director, hoping to see strong performance in the coming FY
FONG LEE YONG	Good morning, this is good year for good dividends

WONG HIE NGIK	Really Appreciate Maybank did so well after Pandemic. Keep it on. Thumbs up x2
CHUA CHING SHEEN	Congratulation to your management for having RPV & physical AGM simultaneously. I think this is the 1st Company, please keep it up, thank you
TAN SIEW WAH	Wish MAYBANK continues performance better year after year
CHIN WENG YEE	There's a typo on the name of the last document
HO CHUN KIT	As a long term shareholders and customer, i would like to request Maybank logo T-shirt as purpose to daily wear. It is because i love the company so much and i will wear for daily life
WONG PING SUM	Do you bar sensitive questions? Noted my question not listed in ALL MESSAGES? Thank you
CHEONG CHEE MUN	<p>'@MYmaybank is the most valuable PLC</p> <p>WHY is Maybank so stingy, unbecoming & miserable with the email etiquette of a REPLY, let alone even an acknowledgment from :-</p> <p>@zam.isa</p> <p>@khairussaleh</p> <p>@noramanaf</p> <p>@yasin</p> <p>@brianjit.si</p> <p>@ariff</p> <p>@naguibhussin.ah</p> <p>@lok</p> <p>@ir</p> <p>@mgcc</p> <p>@cfrm -belatedly acknowledging outside purview BUT confirming 2 spams NOT acknowledged</p> <p>No one with any Gumption, Decency and or Courtesy,</p> <p>Not a whimper, Not a sound</p> <p>What have they all got to hide?</p> <p>@fadl arranged for meeting on Christmas Eve, Saturday but has since left</p> <p>What CSR Corporate Social Responsibility is Maybank endeavouring to achieve by trying to GAG and INTIMIDATE a 28 year Business Partner, born 1954, not yet on death bed anytime soon, goT Willing, by instructing an UNAUTHENTICATED unverified 3rd party to CEASE AND DESIST from speaking (writing) out?</p>

	<p>What ESG Environment Social Governance guidelines does Maybank follow dealing with STAKEHOLDERS?</p> <p>The Legal Dept has a VISUALLY CHALLENGED personnel vetting Agreement i.e Standard Remisier Agreement</p> <p>Even an UNSTAMPED document attracts a PENALTY</p>
Response	
<p>Good morning and thank you for your feedback/ kind words.</p> <p>Thank you for highlighting this, Chin Weng Yee. We have made the necessary amendments to the pre-AGM material.</p> <p>Mr Ho Chun Kit, kindly contact Maybank Group Customer Care at either 1300-88-6688 (Local), (6)03-7844 3696 (Overseas) or mgcc@maybank.com.my regarding your t-shirt request.</p> <p>We do not bar any questions from our shareholders, Wong Ping Sum. Your question on BOD remuneration has been addressed under “Board of Directors (BOD): Fees, Allowances and Succession Planning.”</p> <p>To Mr Cheong Chee Mun, kindly be informed that the Bank’s solicitors, Messrs Shook Lin & Bok, have responded to you with the Bank’s positions on 10.8.2023 and 13.3.2024. Please be additionally informed that further communication from the Bank on the matter, if any, will be issued by Messrs Shook Lin & Bok. All of the Bank’s rights and remedies are expressly reserved.</p>	