

Maybank 62nd AGM: Live queries & responses

1. Door gift

Shareholder Name	Question
TEH PENG TIN	Would the board kindly consider giving shareholder with e-wallet as a token of appreciation for attending today's RPV.
CHIN YUE JUIN	2. Would the board kindly consider giving shareholder with e-wallet as a token of appreciation for attending today's RPV?
CHEW GUEK YEE	And would the management considering giving T&G eWallet to attendee since the cost of holding AGM virtually is much cheaper than physical AGM?
WONG FEI MENG	2) Will the management considering giving T&G eWallet to attendee as a token of appreciation
OON JOO LEE	Good morning Door Gift pls Tq
TEH SUE WEI	I am a long time shareholder I would like to request for e wallet/ MAE as a token of appreciation for attending today's RPV AGM
LIM KIM YEW	Door Gift pls Tq
LIM CHZENG JOHN	Good morning Chairman Door Gift pls Tq
TEH SUE LENG	Mr Chairman, I'm a long time and loyal shareholder of the company, As such I would like to request that the BOD kindly consider giving shareholder with e- wallet as a token of appreciation for attending today's RPV. Thank you
LIM CHZENG SIR	Good morning Door Gift pls Tq
LOH TENG WA	Please kindly send me voucher because I don't know how to use MAE , Address: <REMOVED FOR PRIVACY PURPOSES>
LOH SAI CHEONG	Please send me Aeon Voucher for door gift not to MAE, I did not have this account, Thank you. Address: <REMOVED FOR PRIVACY PURPOSES>
LOH CHEOK WA	Please send the door gift in Voucher to me NOT MAE ACCOUNT, Address <REMOVED FOR PRIVACY PURPOSES>
TEO CHER MING	Maybank will give lotus RM50 evoucher .go read the pre agm Q&A in documents
TAN TENG CHEE	Good morning. Appreciate evoucher jusco again. Thank you
TAN CHAI HENG	Pls fill participants with a higher value of eWallet. TQ
LEE YOKE CHUN	Good morning. Please send me Voucher for door gift NOT MAE ACCOUNT, I did not know how use it, cannot use the Mae account sign in, not work, Please send me Voucher, THANK YOU. Address: <REMOVED FOR PRIVACY PURPOSES>
TAN SIAN HOO	Kindly reward us with a higher amount to our eWallet pls. TQ
LIM SAN KIM	Reward the participant to encourage support for VIRTUAL MEETING which can safe the company a lot of time, money, labour, printing cost, etc
LOH YEEN CHEONG	Morning, Please send me Voucher for door gift to the Address: <REMOVED FOR PRIVACY PURPOSES> Thank You.
LYE BOON KIN	ANY DIOORGIFT?

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TEOH WEI LIAM	Any goodies for attending AGM ?
JOACHIM ARULRAJ ANTHONYSAMY	Did not receive last year door gift. Kindly send. TQ
KOK SAK LIN	Thank you to Maybank for the yearly generous gesture of Ewallet door gifts to shareholders participating in the AGM. As food prices has increased greatly, it will be appreciated that Maybank consider giving a higher Ewallet value for us to have a better refreshment. Thank you.
HIU CHEE KEONG	This time any RM50 MAE for AGM participants ?
TAN BOON LYE	GOT gift?
LUM PECK WAN	Costs are rising, hence we appeal to Maybank's generosity to reward all loyal shareholders with a GREATER E-WALLET VALUE today. TQ !
LEONG FOOK SEN @ FRANCIS LEONG	Mr Chairman. Can you increase MAE voucher to 100.00 ? Tqvm
LOH TAN SAW PENG	Good morning Tan Sri Chairman, I still not receive 2020 & 2021 evoucher. can your team member expedite on it. Thank you in anticipation. Thank you for your understanding and co-operation in these challenging times.
TAN JIA JUN	what is the door gift
JUSTIN A/L A.KUMARAN	What is the doorgifts for attending the meeting this year?
YONG JOON FAH	Any doorgift for participants
LEE CHONG SING	Good morning Mr.Chairman and board of directors. I wish to request for rm70 Mae E-wallet as a token of appreciation to shareholders who attending this Agm. Tqvm in advance for your kind consideration.
CHONG YUN TONG	I am shareholder based in Sabah. Here don't have Tesco supermarket, may I know how to utilise the RM50 door gift voucher?
BONG WEE KHONG	Would the Board consider supporting our own MAE App by replacing the door gift of RM50 Lotuss voucher with RM50 MAE App credit instead?
ARVIN A/L THURAIRAJ	Will there be a door gift for this meeting?
LIM BENG CHYE	On another note, I still haven't received last year's AGM door gift even after MBB staff called me to verify my particulars.
ONG KUAN WAH	Any gifts for shareholders who attend this AGM? Appreciate it.
CHOW YIN CHUN	any door gift given
CHEAH LEAN SEE	Thanks for the doorgift to be given
HEE KUE ENG	Any door gift given? I am over 80 years old. Last year i get RM 50 Aeon Voucher instead of T & Go credit. <REMOVED FOR PRIVACY PURPOSES>.
GOH SU LOOI @ GOH PEK LENG	Retina kasuh bagi doorgift
LIM CHEE WIEH	Any door gift for shareholders who attend the meeting?
KONG SIEW YEE	Hi, How for those in Sarawak? Sarawak doesn't have TESCO.. useless for the voucher ya?
CHING HON YING	I can't setup MAE e-Wallet, so I didn't receive last year door gift. Will it replace by other voucher?
TING KENG FUI	Last year, shareholders were treated to a credit to the MAE account for participation in the AGM. This promotes the use of the MAE that benefits Maybank. Why not continue promoting the use of MAE by crediting the RM50 to the MAE account of shareholders, instead of posting the LOTUSS vouchers, which will incur the additional cost of postage, as well?

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<p>LOTUS (formerly TESCO) e-vouchers with a value of RM50 each will be issued to all shareholders and proxies who have registered for this AGM. The e-voucher will be sent to the email address that the shareholders and proxies used to register for this meeting, within 7 days from the AGM date. The e-vouchers will be sent via email and hence, no additional cost of postage will be incurred.</p> <p>We selected a hypermarket chain that has one of the largest networks in the country. We are sorry to note that there is no LOTUS (formerly TESCO) outlet in Sabah & Sarawak and will take this into consideration for our future AGMs.</p> <p>On the reason for providing the e-voucher this year, we have taken into consideration the broader demographics of our shareholder base and are cognisant of the limitations/challenges some face in using mobile applications.</p> <p>Our team have contacted those who did not receive door gifts from previous AGMs to address the matter directly.</p>

2. Conduct of AGM

Shareholder Name	Question
LEE TECK HONG	Kindly have hybrid meeting in lieu of Malaysia entering the endemic phase.
HIU CHEE KEONG	Hope Maybank will continue with online AGM even if after covid19 ends. Can do both live streaming and physical together.
LEW CHEE LEONG	Would Maybank consider Hybrid meeting for the shareholders in the future? or will continue with the fully virtual mode for the future meeting?
HING LEE SIANG	Please continue to have Remote Participation and Voting option for future AGMs.
JOACHIM ARULRAJ ANTHONY SAMY	<p>Dear Chairman/BOD, kindly do not use Boardroom for future Virtual Meetings.</p> <p>Their system is not integrated and their service is very lousy. Have to hunt for an email just to get the login details and cannot vote when the meeting starts.</p> <p>There are only 2 Integrated Service Providers for RPV ie:- Tricor and SSSHB</p> <p>If Tricor is not preferred due to the fiasco last year then, kindly choose SSSHB in future.</p> <p>Note: I have no vested interest in any Service Providers. I just want the best experience for the Shareholders.</p>
WONG HUI LING	Maybank should continue with online AGM so that young people like me can take part in AGM while WFH.
SNG JOO HUAH	Like this platform a lot, much more user friendly and modern looking than TIIH one. Will Maybank continue with the virtual AGM next year?
WONG SUK HUI	Agreed on suggestion that Maybank should continue with online AGM even if after Covid19 ends. Offer hybrid of both live streaming and physical session.
LING KWONG HUI	I would like to echo the calls to stop using boardroomlimited.my, bcos their system is not user friendly, unnecessary steps to inconvenient shareholders to register for participation for RPV, such as request for cds number (who remembers cds number, hassle to search for it) physical meeting also never ask for cds number, totally unwarranted, and to attend virtual meeting also such a hassle & inconvenient

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	<p>shareholders to search for the last minute night before email approval for link, meeting id, used id, password, after click the link, need to copy 3 times for the meeting id, used id, password, to enable attendance of virtual meeting.</p> <p>Problem is despite complaints for users of boardroomlimited cumbersome system, there's no improvement at all, totally ignore complaints.</p> <p>Hope Maybank board of Directors would act on this small matter but big problem to all shareholders! Thank you, your action is much appreciated!</p>
CHAI YUEN FAH	when the physical agm coming back. can you look into matter of MAE account new login not support old folk age above 80
TEH HWEI LING	Can shareholders vote for the continuous of virtual AGM in future?
TAI FOOK YONG	I find the virtual meeting platform should be utilised for all future meetings, it allows office workers like myself a chance to attend AGM and carry out the duty of a shareholder. I would like to thank the board of directors and boardroom for making AGM more accessible, and seamless for the minority shareholders.
TAN SHI RUEY	Please continue with virtual AGM in the future. Thanks
TING KENG FUI	Other than the inconvenience of needing to input the CDS account number to participate in the AGM, which should not recur, the Boardroom platform is easy to use and navigate, notwithstanding the Lumi link to the AGM pose a security concern warned by Bitdefender. The presentation and address of the questions that were raised were conducted and answered well. Keep it up!
NG YING SENG	come on directors, stop using boardroom platform. Their service suck, always rude and not friendly to shareholders.
LIM BENG CHYE	I echo the sentiment expressed by one shareholder who expressed his unhappiness to Boardroomlimited as shareholders need to search for the link in our email to enter the virtual AGM unlike other service providers. As I was not aware of this, I have to call this service provider for assistance and it took a while as all their staff are busy with other callers. Pls make it simple for shareholders.
PORAVI A/L S P SITHAMBARAM PILLAY	Thank you for choosing Boardroom. Well organised AGM for Maybank. Super.
LIOW SYUK CHIN	boardroom limited is not user friendly compares with tricolor. please consider to reappoint tricolor. tx
LEONG WAI PING	Please continue with virtual AGM in the future. Thanks
REEVANASH A/L PORAVI	Thank you to Boardroom Share Registrar. Voting system has been improved tremendously. So convenient to vote favourably for all the resolutions this AGM. Maybank has made the right decision.
MONO KARI A/P SOKKALINGAM	All my favourable votes. Hope this RPV system will continue each year so that shareholders all over the world can attend remotely. Thank you to Boardroom for the improved voting system.
CHONG OI WOON	Thank you Boardroom registrar, the system is user friendly , and it's more secure compare to other registrar platform
Response	
As mentioned in the response to Question 3 of the Pre-AGM Q&A, we will consider a hybrid AGM as an option. We also take note of your feedback on the current share registrar.	

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3. Notice of AGM

Shareholder Name	Question
OOI CHENG KOOI	I have not receive any notice of meeting until today i am told by other shareholder, can B. O .D take this notice and act accordingly???
Response	
We will look into this matter accordingly with the share registrar.	

4. AGM cost

Shareholder Name	Question
LOH MUN SEONG	During the previous 61st AGM, what was the total amount door gift been disbursed? And what is the estimate amount for this 62nd AGM?
TEH PENG TIN	How much does the company spend on this virtual Agm ?
CHIN YUE JUIN	1. How much does the company spend on this virtual Agm?
CHEW GUEK YEE	What is the cost of holding AGM virtually compare to physical AGM?
WONG FEI MENG	What is the cost of holding AGM virtually compare to physical AGM?
Response	
The total amount spent on doorgift for the 61st AGM was RM307,200 inclusive of the doorgift for the Adjourned 61st AGM. For the 62nd AGM, we are estimating a total of RM250,000.	
The actual amount spent on the 62nd AGM will be finalised after the conclusion of the AGM.	

5. Compensation from Tricor from 61st AGM

Shareholder Name	Question
JOACHIM ARULRAJ ANTHONY SAMY	Dear BOD, How much was the compensation from Tricor for the fiasco they created in last year's AGM?
Response	
Tricor paid compensation of over RM100,000 to Maybank.	

6. Suggestions for Share splits, Bonus issue, Share buy backs

Shareholder Name	Question
WOO SIONG VOON	Good morning all directors. Will Maybank consider share buy back recently? Thank you.
LEE CHOON TUCK	Any plan for share split to reduce cost of entry and increase share trading activity
ANG JOON WEE	Any plan to adopt capital return in term of share buyback? Why?
TENG KIM CHUAN	Maybank share price is quite high, will Maybank consider to issue bonus or split share , So more peoples can buy?
TAN YINN MING	Will maybank do bonus issue or share split to improve the liquidity of share?
TAN LI HOONG	Good morning! Will Maybank intend to split share as form of bonus issue, and for sure, this for sure, this will increase the volume of transaction thereafter.
GAN SIEW KEEN	Hope MBB will give bonus issue
PORAVI A/L S P SITHAMBARAM PILLAY	A share split should be in order to enable more retail investors to buy the shares.
KEE WEE LIM	Any bonus issue will be provided in future?
WONG FEI MENG	3) any chance of share split or issue free warrant
YAP YIK YONG	Given that the share price of MBB is rather at a low valuation, should the Board considers for share buyback exercise?
MARTIN LUI SEONG YUN	Are there any plans for a stock split in the next two years?

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CHUA AH KEONG	May we know MBB will give bonus issue?
THIAN FONG CHANG	Any plan for right issue in future?
NG LIK CHEE	Are there any plans for a stock split in the next two years?
Response	
These queries have been addressed as part of the Pre-AGM Q&A. Kindly refer to our response for Question 5 of the Pre-AGM Q&A.	

7. Voting on dividend

Shareholder Name	Question
ALBERT WONG MUN SUM	Is there any vote on approving the recently declared dividend?
CHEA AH CHUN	When is the next DIVIDENT payment
Response	
<p>The recent dividend declared was classified as “Second Interim” dividend and as such, does not need to be tabled for approval, unlike dividends classified as “Final” dividend in past years. We declared the recent dividend as a second interim dividend to ensure we could pay shareholders timely, given the uncertainty of the current pandemic, which may affect the timing of when the AGM is held. This decision was based on our previous experience over the last two years.</p> <p>The payment date for the Second Interim dividend of FY2021 is on 14 Apr 2022.</p>	

8. Dividend Payout & Dividend Policy

Shareholder Name	Question
LOW CHEE WAI	Will MBB able to continue the dividend payment % commitment as before?
LIEW CHEE SENG	WILL THE COMPANY BE ABLE TO PAY MORE DIVIDEND FOR THE COMING YEAR
ANG YUWEI	2) Is there a plan to issue special dividend?
CHENG LAI FOONG	In M25, EPS is targeted to equal or exceed RM1. What is the expected time frame to achieve this target while Maybank is also aiming to maintain a reasonable dividend payout to shareholders via cash and DRP. Considering the higher EPS target, the dividend payout via DRP is expected to be reduce in future in order to mitigate the dilutive effect of increasing share base. Can shareholders still expect the dividend payout to be maintained at the current level?
SIAH KOK LEONG	what is the impact to Maybank on the 33% prosperity tax year 2022? will this tax will affect dividend payout ?
BENEDICT LOPEZ A/L GIBSON CONCEPTION	With Malaysia now entering the endemic phase of covid and normalcy returning to businesses, can shareholders expect higher dividends in 2022?
Response	
<p>As mentioned in our response to Question 7 of the Pre-AGM Q&A, our long-term dividend payout policy rate is 40%-60% of net profit and it has remained unchanged over the years. However, the actual dividend payout for the financial year will be dependent on the Group’s performance for that financial year, on-going capital buffer requirements and growth plans.</p> <p>Any decision on a special dividend payout will be subject to Board and regulatory approvals and will be evaluated in accordance with our capital positions and growth prospects.</p> <p>Our EPS target under M25 remains on track, seeing as we have only completed our first year of a five year plan.</p>	

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9. Electable portion of DRP

Shareholder Name	Question
UMA MANIAM A/L MUTHUSAMY	<p>DRP DISADVANTAGES SHAREHOLDERS W SMALLER LOTS AND BENEFITS LARGER SHAREHOLDERS AS THEY GET THE SHARES IN THE CHEAP AND ABLE TO TRADE AS WELL</p> <p>I thank the BOD for its initiative to extend DRP as part of reward to shareholders.</p> <p>However, such well-intended matter goes strangely misplaced and instead is burdensome to retail shareholders especially those holding less than 10000 shares.</p> <p>To start with, last yr's DRP for say a holder of 1000 Maybank shares like me, translates to RM17.55 "gain", compared to the market price of the 27 shares allocated.</p> <p>However, in redeeming this, shareholder need to incur RM10 of stamp duty, RM1.50 of postage and effort esp in MCO times like this only to benefit RM6.05! An email containing this and detailed breakdown of cost vs benefit was sent to Dato Amirul Feisal Wan Zahir <feisal.zahir@maybank.com> date: Jun 22, 2021, 1:35 AM, but no response was received.</p> <p>Indeed such an odd lot of 27 shares, is definitely not trade-able online on BURSA without incurring cost of counterproductive in nature. Has MBB engaged w BURSA to allow ODD lots to be traded, as it is MBB who will be disadvantaged to have a shareholder in yr ROD w such odd lots. It cost maybank more than the value of such shares!</p> <p>Does a shareholder that has 100 million shares and one with 100 shares pay the same amount of stamp duty! Something is just not right here! There are certainly a better way to enable the shareholders to obtain such additional shares in meaningful traceable volume without a need to incur these costs!</p> <p>The DRP seems to work to advantage of larger shareholders who get cheap shares at the expense of smaller shareholders.</p> <p>The retail shareholders should be encouraged to take up unsubscribed DRP shares to their nearest readily trade-able lots, rather than having so many odd lots around when they exit w their small holdings in Maybank! Retaining a shareholder in yr ROD w such odd lots cost maybank more than the value of such shares!</p> <p>Would be pleased to discuss this matter with you towards improvement, should you be keen on it. - BUT NO REPLY WAS RECD FROM DATO AMIRUL ON THIS EMAIL</p>
CHAI MING CHIUAN	Can DRP let shareholder to choose reinvest as full rather than partial. Especially this round share elected portion too low 0.075 cents
TAI WAN GUAN	Maybank should allow shareholder to choose whether in full or partial on DRP in order to encourage more people to choose DRP instead of cash dividend
ANG YUWEI	1) Can drp be based on full amount of share rather than 1/3 of shareholding?

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LIM TAN YEOW KUAN	Can we have a higher electable portion for future DRP
Response	
<p>Thank you for sharing your thoughts and concerns with us. We will evaluate how we can best address your views related to odd lots and pricing as part of our planning for subsequent DRPs, as well as those requests for an option to elect for full DRP. This will be dependent on our capital needs.</p> <p>We apologise to Mr Uma Maniam for not receiving a response from our previous GCFO, as he was in the midst of leaving Maybank during that duration to take a position in another organisation. We will look into your concerns raised.</p>	

10. Dividend Reinvestment Form

Shareholder Name	Question
CHAN HOW CHUN	i RECEIVED THE SMS THAT THE DRP WAS SENT TO ME ON 24 MARCH BUT ONLY RECEIVED THROUGH THE POST ON 9 APRIL AND CLOSING DATE WAS 4 APRIL. CAN THE DELIVERY BE ON TIME IN FUTURE ?
Response	
We are sorry that you are unable to participate in the recent Dividend Reinvestment Plan (DRP) exercise. Our team will reach out directly to address this matter.	

11. Stamp hasil

Shareholder Name	
LEE HUONG SING	Some listed companies absorbed RM10 stamp hasil when accepting DRP shares. Can Maybank also absorb this RM10 stamp hasil for small shareholder to accept the DRP share?
AIK YIN CHIEN	Some listed companies absorbed RM10 stamp hasil when accepting DRP shares. Can Maybank also absorb this RM10 stamp hasil for small shareholder to accept the DRP share? +1
WONG JUN LEONG	Some listed companies absorbed RM10 stamp hasil when accepting DRP shares. Can Maybank also absorb this RM10 stamp hasil for small shareholder to accept the DRP share? +2
LIM ZHE XIN	Some listed companies absorbed RM10 stamp hasil when accepting DRP shares. Can Maybank also absorb this RM10 stamp hasil for small shareholder to accept the DRP share? +3
LEE JIA WEN	May I request that RM10 stamp hasil be absorbed by the company. This is to benefit the shareholders with a small DRP entitlement. TQ
Response	
Thank you for your suggestion and we will take this into consideration for future DRP exercises.	

12. Credit cost/ Impairment

Shareholder Name	Question
KANG BOON BENG	How much is Maybank loan exposure to Sapura Energy? Any impairment made or expected?
KANG BOON BENG	What is the impact of loan moratorium during the MCO on the interest income and NPL provision for the financial year?
UMA MANIAM A/L MUTHUSAMY	Good morning to all. What is the total loan granted to Sapura Energy grp by MAYBANK GRP? AT this juncture, based on all guidelines for impairment and as at last practicable date, what is the value of write down estimated and its impact to EPS for this ongoing FY!
WONG HUI LING	What is the NPL provision for the financial year?
CHEA AH CHUN	How much lost at HONG KONG GENTING
HIU CHEE KEONG	Did Maybank profit affected by Genting HK Cruise bankruptcy ?
LEE TECK HONG	How much NPL as compared with previous years?

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WONG WIN SHIN	Good morning, how is the impact if SAPNRG default the loan?
WAN KOK WENG	Understand from the news report that Maybank has a 10 billion ringgit xposure to Sapura. Is this true and what steps are the Bank taking to meet this loan. >
TEOH KENSEN	What is NPL captured in Maybank's book for Sapura Kencana and Genting HK?
LOW CHEE WAI	Is Maybank impacted by Serba Dinamik Bhd & Sapura Bhd debts default?
SIAH YONG WEI	Will Maybank write off the impairment for exposure of sapura debts? If so will it heavily impacted its financial situation?
LIM MAY CHOON	Could you briefly describe our provision for bad debts for this year compared to the historical norm?
WILSON TAY TZE VERN	Are you going to lose money because of Genting Hong Kong and Sapura? If so how much? Do the Directors anticipate such losses, if any, to significantly impact the share price?
SEE SWEE KEAT	May I know if Maybank will be expose write of debts from Sapura and Serba Dinamik???
CHOONG HOE YEE	Are there any other banks fronting for Maybank in its Sapura's exposure?
PHUA CAI HWANG	How much of Maybank's market cap would be wiped out if full write off of exposure in Sapura?
CHUA SONG YUN	(1) What is the total pro-active provision that are still remaining to provide future buffer for bad loans? (2) What is the total outstanding loans under assistance (under any relief programs) as at today?
PHUA CAI HWANG	Echo Choong's question below, if there is fronting by other banks for Maybank's exposure in Sapura, what is the total exposure in Sapura inclusive fronting?
WONG WEE CHIANG	May we know what is Maybank exposure from Genting HK bankruptcy and effect on next year Profit.
CHONG ZHEN FENG	Instead of mentioning the regulations, can we have an exact amount or a ballpark of magnitude of exposure towards Sapura (5218)?
TEO CHER MING	The pre AGM answer doesn't answer my question on how much exposure Maybank has in cruise and oil & gas industry. Not referring to specific borrower.
Response	
<p>On the question on Oil & Gas and Cruise exposure, funded exposure to Oil & Gas was 1.85% of Group Loans as at 31 Dec 2021. For Cruise, it forms part of our total funded exposure to Tourism, which was about 0.4% of Group's total loans.</p> <p>We have previously addressed all questions above on asset quality in Question 11 of the Pre-AGM Q&A.</p>	

13. Loan exposure

Shareholder Name	Question
KANG BOON BENG	What is the Maybank loan portfolio like (by %) - consumer, housing, corporate, etc?
KANG BOON BENG	For corporate loan exposure, what is the breakdown(%) by industry?
Response	
For the Malaysia portfolio, around 76% is CFS (Consumer, SME and Business Banking) while 24% is to Corporates.	

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As for Malaysia corporate loans breakdown by industry:

- Financial Institutions 28%
- Real Estate 21%
- Construction 10%
- Wholesale & Retail Trade 10%
- Education, Professional Services & Others 8%
- Manufacturing 6%
- Telco 5%
- Mining 5%
- Agriculture 4%
- Electricity 3%

14. Investment book

Shareholder Name	Question
MOEY GIAN FUNG	If Fed increase interest rate sharply, how it affects MBB's investment in long term?
Response	
This question was addressed earlier during the Pre-AGM queries, specifically on other operating income in Question 14.	

15. Expansion & Growth Plans

Shareholder Name	Question
MOEY GIAN FUNG	What is the plan to increase more investments to generate more profit to shareholders from now until the pandemic disappear completely?
GARY TAN SEONG YEN	What are Maybank's resilient plans to face the potential global recession (as echoed by global Financial Institutions, US Treasury) and current economic stagflation? Is greater Provision for Doubtful Debts required for FY22/23?
NG SIAW CHEEN	Looking at the soft deposits & the rise of ewallets and ePinjaman from other commercial players, what are the strategies in countering to these challenges? Thank you.
CHAN JIT LOON	What is MBB strategy for globalisation, especially in Vietnam, China, Indonesia, etc Briefly, what is Maybank strategy on foreign banking investments in China, Vietnam, indonesia etc ?
CHEAH LEAN SEE	Hope u hv positive plans for 2022
YAP SOON CHENG	What's the Bank for regional expansion?
ANG YUWEI	3) How is the Maybank growth expansion in oversea?
JAYA KUMAR A/L GANASON @ KANAJAN	What is the #1 step the management team is taking to improve the company's performance? What is the #1 step the management team is taking to reduce risk and exposure? Is the political chaos a risk for upcoming FY? Thank you.
Response	
We have elaborated during GPCEO's presentation and Question 16 of the Pre-AGM Q&A on our strategic plans for growth Group-wide. On our regional expansion plans, we don't have any current plans to expand into new markets beyond our current footprint. Instead, we will remain focused on growing our profitability in our home markets and capture tradeflows within ASEAN and Greater China. Our growth will be measured with an emphasis on risk management practices to ensure we are growing sustainably in these markets.	

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16. Etiqa spin off

Shareholder Name	Question
TEH KIAN LANG	WHEN WILL MAYBANK SPIN OFF THE INSURANCE ARM TO UNLOCK VALUE?
ONG HONG CHIN	Any plan to public listed insurance arm Etiqa ?
LEOW YUK LOONG	Will Etiqa (insurance company) be listing on Bursa Malaysia? If yes, when it will be?
Response	
While we have no immediate plans to list Etiqa, the Group will review its portfolio from time to time and explore opportunities for value creation for its shareholders. Whether this materialises into corporate actions such as IPOs in future will be dependent on considerations such as valuations, timing, market interest and overall macroeconomic conditions.	

17. Merger and acquisition

Shareholder Name	Question
YONG JOON FAH	Is maybank planning any merge or acquisition with local bank
Response	
The Group continuously explores and assesses opportunities to grow and expand. Any M&A opportunities will be evaluated based on the opportunistic business growth and segments within the potential market and must be aligned to our overall Group strategy. Such plans must also be able to generate reasonable returns for the Group.	

18. Underperforming assets, operations or divisions

Shareholder Name	Question
NG HOCK CHAI	Has the Board identified under-performing assets, operations or divisions?
Response	
The Group regularly reviews and assesses the performance of all its business and support units, including investment assets, and will implement periodic strategies to drive performance improvements.	

19. Goodwill

Shareholder Name	Question
ARVIN A/L THURAIRAJ	What caused the 54m impairment in goodwill?
Response	
The RM54 mil impairment is mainly for investment for PT Maybank Asset Management and PT Ansuransi Etiqa International Indonesia as disclosed in Note 22, page 106 of the Annual Report 2021 - Financial Book.	

20. Group Value over the past 5 years

Shareholder Name	Question
LEE LOOK MIN	What is the value of the Group translated to USD for the past 5 years? Thanks
Response	
Details on Maybank's 5-year historical market capitalisation and financial performance numbers can be found on page 45 of the Annual Report 2021 - Corporate Book.	

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21. ROI on Kim Eng Group

Shareholder Name	Question
LEE LOOK MIN	What is the ROI on investment in Kim Eng Securities group since acquisition? Thanks
Response	
The acquisition of Kim Eng Holdings Limited has achieved a total return on investments of 27% for the Group. It has broadened our franchise across 10 countries and enabled us to achieve synergies across the group, in particular Global Banking, with various cross-border deals.	
Maybank Investment Banking Group (previously known as Maybank Kim Eng) recorded an RoE of 16% in 2021, the highest since the acquisition.	

22. Negative liquidity gap

Shareholder Name	Question
ARVIN A/L THURAIRAJ	How does management plan to manage the negative liquidity gap up to one year?
Response	
Negative liquidity gaps up to 1 year means we have more liabilities compared to assets of the same duration. The excess liquidity will be used to fund longer term assets we have in our books.	

23. Rate environment

Shareholder Name	Question
HIU CHEE KEONG	with every 0.25% increase in interest rate by bank negara, how will it affect Maybank's profit ?
KOW LIH SHI	Can company increase fixed deposit rate? Due to wholes market industri are weak in money of saving return. Thank you
NG HOCK CHAI	Good morning. How has the Board minimised/limited/managed possible exchange rate fluctuations?
HO YUEH WENG	Also, what is the impact of increasing interest rates on our profitability and to what extent?
YAP YIK YONG	Noted that the Based Rate of MBB is only 1.75% which is relatively lower compared to other banks, e.g. 2.5% RHB. Any reason for such a spread?
LEE LOOK MIN	Good strategy in reducing FX subordinated borrowings. Thanks
Response	
Typically, an increase of 25 bps in OPR would result in 1bps - 2bps uplift in Group net interest margin. The fixed deposit rate would be dependent on the rate environment and our management of overall cost of funding.	
The bank sets our base rate to OPR level because of our strong liability franchise in Malaysia, simplified pricing model and easy product rollout strategies that reference the base rate.	
On FX rate fluctuations, Maybank will enter into hedging relationships in order to mitigate the risk and volatility.	

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24. Outlook & Guidance

Shareholder Name	Question
KANG BOON BENG	How is the outlook of Indonesia operations? Is the profit expected to grow double digits in coming year?
NG LAM KHOON	What is the outlook of Maybank for next 3 year?
LIM JIT THIN	How much did the "cukai makmur" paid by Maybank to the govt so far after the announcement made in 2021 budget? Is the rescue plan to Sapura Energy Bhd part of the "cukai Makmur" too?
NG KIAN WAH	What is Maybank prospect since the economy is fully restored and international border is opened starting 1 April 2022?
SIAH KOK LEONG	what is the impact to Maybank on the 33% prosperity tax year 2022?
WAH WAN YIN	Can BOD estimate the impact of 'cukai makmur' to FY 22 net profit/dividend?
Response	
<p>We have addressed questions on Maybank's performance outlook and guidance in Question 17 of the Pre-AGM Q&A. On Cukai Makmur, the additional effective tax rate will be roughly 9% for FY2022. As we have not released our 1Q FY2022 results yet, we are unable to provide forward looking guidance on what has been paid so far.</p> <p>On Indonesia's performance specifically, we expect Indonesia's economic recovery to gather pace. We will focus on rebuilding the CFS non-retail and retail portfolio, as seen in our fourth quarter 2021 results. While interest rates are expected to rise, we do expect pressures on NIM to persist on persistent competition and higher cost of funding. We will focus on low-cost funding such as CASA acquisition through ongoing initiative. We will also introduce fee generation products which are less affected by loan volume and competition dynamics to ensure sustainable growth in fee income.</p>	

25. IB performance

Shareholder Name	Question
TEH KIAN LANG	HOW IS THE INVESTMENT BANKING BUSINESS DOING?
Response	
<p>Maybank Investment Banking Group recorded an operating income and PBT of RM1.6 billion and RM538 million for FY2021, an improvement of +1.8% and +6.8% Y-O-Y respectively. The increase was driven by our Investment Management pillar's performance, as well as a resurgence in our Investment Banking & Advisory deals. Our operations in Thailand and Vietnam also had strong performances in 2021.</p> <p>In line with Maybank's Sustainability-first approach, we also completed ESG-linked deals valued at around USD1.5 billion. In spite of the challenging backdrop in 2022, we have already completed a number of highly successful landmark transactions including the Farm Fresh IPO which raised almost RM1b.</p> <p>For 1Q 2022, we are ranked number 1 in the Malaysian league tables for ECM, Bonds, Sukuks and loans. We continue to win new mandates and believe market windows will open to enable us to successfully execute our deal pipeline.</p>	

26. Contribution of Maybank Premier

Shareholder Name	Question
LIEW CHEE SENG	How much does the maybank premier banking contribute to the banking group?
Response	
Maybank Premier Banking across the region contributes approximately 8.5% to Total Group Revenue.	

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27. Indonesia central bank's mandate on lending

Shareholder Name	Question
CHUA SONG YUN	Indonesia central bank to mandate banks to lend at least 20% to MSME (Micro, Small and Medium Enterprise) a) Have our Indonesia bank achieved such requirements? b) What will be the impact to our Indonesia bank? c) Will this compromise loan quality, hence required higher loan provision?
Response	
Maybank Indonesia's portion of MSME loans have fulfilled the 20% requirement for the past few years. As at 31 December 2021, the ratio stands at 20.4%. We continue to monitor asset quality for MSME as part of our risk management processes in Indonesia.	

28. Exposure to Russia

Shareholder Name	Question
CHEA AH CHUN	Russian blue chip shares drop so much, why don't Maybank invest there.
CHEA AH CHUN	Any Maybank branch in Russia
Response	
We do not have a branch in Russia. We also do not have exposure to Russia and have no plans to have exposure there in line with our risk management appetite.	

29. MAE & e-Wallet business

Shareholder Name	Question
KOU CHAN KAI @ KOW CHEE FOO	The ewallet or mae. Can increase of pay? Due to inflection.. Thanks
TAI PHOO SIEW @ THAY PHOO SIEW	Would Maybank provide a greater value for our eWallet? TQ
ONG HONG CHIN	Any strategy Maybank increase the community experience(stickiness) in Maybank apps?
TAN YINN MING	Any strategy to grab the ewallet market?
WONG FOOK CHIN	What is the future direction for MAE? given the other top 3 e-wallets have established a significant user base and stickiness.
TING KENG FUI	Can the Management look at allowing the MAE to auto top up or may payment from the Maybank credit card?
CHIN YUE JUIN	5. The ewallet or mae. Is it possible to increase of pay due to inflection?
CHEONG GZE WEI	What is the merchant coverage and number of users for MAE wallet ?
BONG WEE KHONG	Why does the MAE App does not allow top-ups via credit cards? It puts the App at a disadvantage against its competitors.
TING KENG FUI	There is both mobile apps for M2U and MAE. Can the Management review and promote one mobile app, instead of two apps?
TEH HWEI LING	MAE the e-wallet, how does it compete with the more popular ones like Grab, Shopee Pay, TnG e-wallet? What is the value of investing in MAE when there are so many e-wallets already in the market?
WONG HUEY LING	What is the market penetration of Maybank ewallet vs others in term of % ?
CHIA JIA XI	How many active users does Maybank has on the following: 1. Maybank2u Web 2. M2U App 3. MAE

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	Are there any plans to migrate M2U to MAE to optimised cost and streamline maintenance? if yet, by when ?
LEE LOOK MIN	What is the future direction of Maybank2U and MAE? Was made to understand MAE will "replace?" Maybank2U? Any clarity on the plan? Thanks
REBECCA SIEW PIK KEI	Contactless payment is the future of retail transactions with the mass adoption of QRPay and online banking transactions. Will Maybank consider the adoption of NFC payments using Maybankard or MAE e-wallet on the MAE platform?
ONG CHEW EEM	Is there any plan to migrate/merge maybank2u app to mae apps?
CHUNG KIM WEI	How many active users in MAE and what is the growth strategy?
YAP YIK YONG	What's the market status/standing for MBB's QR pay compared to other e-wallets, such as T&G e-wallet? What's the Bank's plan to boost its market share in e-wallet market?
WONG CHOON KIAT	What's the ewallet market share of MAE compare with other competitors?

Response

We have addressed our competitive advantage of MAE in Question 24 of the Pre-AGM Q&A. To give more colour on the payment usage of the MAE e-wallet, it can store up to RM10,000 if you've applied for the MAE card with a RM10,000 monthly spend. For transfer & payment needs beyond this amount, may we suggest that you upgrade to the Maybank2u Premier account, which you can open digitally.

We also take note of your suggestion for auto top-ups and/or payments using credit cards and we will look into these suggestions.

Our MAE e-wallet is part of the larger digital proposition that Maybank offers. As the leader for mobile banking transaction volume in Malaysia with 56.3% of market share, we have more than 8.3 million digitally active customers Group-wide, (7.7 million in Maybank Malaysia). As mentioned, we will still continue to focus our efforts on expanding our reach through targeted campaigns. On our merchant coverage, we cover more than 45% of the industry for QR & we have more than 3.2 million MAE Wallet users in Malaysia.

On contactless payments - NFC payments are already available for all Maybank Cards and for MAE wallets via MAE- card.

On merging Maybank2u and MAE, there are definitely plans to consolidate both the apps. In fact, on the MAE app, Maybank2u is available in a secured environment within the app. We are continuously encouraging our users to start experiencing the new App which comes with more features to help customers spend, save and grow their wealth. The reason why we have not removed the older version of the app, is because we want to make the transition to the new app seamless and that we can provide sufficient time for our users to be comfortable with the new experience. We are also constantly refining the new App, to ensure our customers get the very best experience.

In terms of the functionality, we are also continuously working on systems improvement to ensure stability.

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30. Apple Pay & Apple partnerships

Shareholder Name	Question
TAN LI THENG	Any plan to support Apple Wallet/Pay?
FAI DICK SON	Is Maybank expecting to introduce Apple Pay to Malaysia in the possible near future? Thank you
CHOO KEE HUEY	Does Maybank have any plan in near future to introduce Apple Pay and/or work with Apple to launch an Apple credit card in Malaysia?
Response	
We have addressed queries on Apple Pay and any other Apple partnership in Question 25 of the Pre-AGM Q&A.	

31. Digital banking

Shareholder Name	Question
TEH KIAN LANG	IS MAYBANK GOING FOR THE DIGITAL BANK LICENSE?
CHING CHUN KEONG	Why Maybank did not participate in the digital banking license and how confident is the management in managing the competition (arising from the increased market players that obtained the digital banking license) in the near future?
KANG SHIEN NEN	Is there a plan for MAYBANK to enter digital banking market?
FOO KENT ROOM	Any plan for digital banking lesen
TAN YINN MING	What is the impact of digital banking license towards maybank?
CHIN YUE JUIN	3. Is Maybank going for the digital bank license?
CHEONG GZE WEI	How well Maybank prepare to be in Digital bank business?
KEVIN HWANG QI CHONG	Malaysia is going to have digital banking soon, how Maybank look at this development? How this development going to affect Maybank current business?
CHAN JIT LOON	Briefly, what are MBB strategy for digital banks
TEOH KENSEN	What is the traction for some of its digitalisation efforts. Can the Bank lists down its digitalisation efforts direct to consumers
WILLIAM CHU HSIEN LI	In this era of digital banking and with the rise of fintech, certain parties have opined that "Humanising Financial Services" is a mission of the past. Any comments and views on this?
PANG HENG CHEONG	How many % MBB hold in digital banking market locally? Any efforts to expand it further? Tq
GOH XIN HONG	What are the strategies of MBB for the to-be announced digital bank licences? Will MBB be establishing digital branches or going full digital in the future?
HO YUEH WENG	Bank Negara is in the process of giving 5 Digital Banking Licenses to non-banks, can the BOARD give us the likely impact on our Bank's growth and profitability going forward?
Response	
Our digital banking plans, growth strategies and reasons for not applying for a license have been addressed in Question 26 of the Pre-AGM Q&A.	
On the relevance of Humanising Financial Services, our digital propositions are the result of wanting to serve our customers and communities better, by bringing greater convenience and accessibility as well as better service and product offerings, in line with our mission. As explained earlier during the GPCEO's presentation, our approach to our mission statement has been refreshed under M25 to remain relevant in this environment.	

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In terms of traction, 75% of our regional product sales were completed through straight-through processing (STP) as we saw traction with accelerated STP initiatives, recording almost 16 billion digital transactions across the region, involving RM896 million in value.

As for our digital transactions, we have roughly half of the industry's market share. From a QR volume perspective, we are approximately 45% of the industry numbers. We are constantly looking to expand our services digitally so that our customers can continue to enjoy the various digital services to help them with their financial well-being. As mentioned earlier, we recently launched our Personal Digital Financing and Maybank Home2u services on MAE, and there are more such capabilities in the roadmap to continuously serve our customers.

32. Cryptocurrency

Shareholder Name	Question
TEH KIAN LANG	MAYBANK CONSIDER USING BLOCK CHAIN TECHNOLOGY?
CHIN YUE JUIN	4. Maybank consider using block chain technology?
Response	
We have addressed questions on blockchain technology usage by Maybank in Question 28 of the Pre-AGM Q&A.	

33. Cybersecurity

Shareholder Name	Question & Response
TEH KIAN LANG	ANY CYBER BREACHES AT MAYBANK IN THE PAST 12 MONTHS?
CHONG BEN HAO	Has Maybank upgraded their security on Interbank banking since there were so many cases of hackers, scams, frauds and etc?
WONG CHAL KHOON	After Secure2U being introduced. there are still a lot of fraud reports. How is Maybank going to enhance the system to restore the confidence of the many users?
CHOY WING LUN	Any planning on enhance the security of the system since recently case of transferring money without authorization is increasing.
TAN SWEE SOO	Why are so many unauthorize e-commerce transactions hit customer's bank account? How Maybank is going to enhance the bank online security to protect Maybank customers?
Response	
Our enhancements and upgrades for cybersecurity was discussed in Question 29 of the Pre-AGM Q&A. To summarise and reiterate, securing our banking system continues to be a top priority for Maybank. Maybank monitors, measures and has access to up-to-date cyber information through close contacts and collaboration with partners, Interpol and other security organisations. We continue to provide cutting-edge security infrastructure and capabilities to counter current and potential future cyber threats. Cyber security is embedded as part of our products and services to ensure that our customers will always have the peace of mind and confidence to bank with us.	
Security Breaches	
We have had no security breaches in Malaysia in the past 12 months. We continuously monitor Cyber Threats and attacks across the Group.	
Upgrades on Systems	
We have invested in multiple levels of defence which includes Regional Security Operation Center (RSOC), Red Team/Blue Team and Cyber Security capabilities such as fraud detection, tokenisation and cryptography for us to detect and defend from malicious activities.	

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Secure2u

Secure2u, which is a first in Malaysia, has reduced fraud rate substantially. To enhance this, we are continuously extending the use of Secure2u to cover more transactions and functions. We continue to look at ways, both from controls, operations and technology to improve fraud detection and reaction time.

34. e-Hailing partnerships

Shareholder Name	Question
LEE CHOON TUCK	Any plans to venture into other e-hailing services and e-commerce platform business in view MBB already commenced delivery business
Response	
Our intent when we started Sama-Sama Lokal was to help our local businesses, so that they can connect to our customers to increase their sales, during difficult times, whilst helping them to digitise. We connect our platform to our delivery partners, rather than having our own delivery fleet. Anything new that we embark on, we will always do it from the perspective of assisting our customers, both individuals as well as our business community.	

35. Fund transfer limit

Shareholder Name	Question
HARIZA BINTI ISMAIL	I hope bod aware of rapid changes regarding fund transfer limit (up/down) being implemented on M2U portal without account holder consent. We hope mbb will not experience any backlash as a result.
Response	
There is a default RM3,000 limit set for fund transfers, and anything above that default limit will require the customer to initiate the request via the Maybank2u website, with additional authentication to safeguard our customers. We would appreciate if you could email us with your specific issue at cfrn@maybank.com.my for us to check and revert. Thank you	

36. Staff salary

Shareholder Name	Question
LEE LOOK MIN	What is the median and Gini coefficient of MBB staff salary for the last 5 years? Thanks
Response	
We review our staff Total Rewards annually on a holistic approach through internal and external benchmarking against relevant peers/locations, with consideration of market dynamics, differences in individual responsibilities, function/roles, performance level, skillset, as well as competency level. Pay levels are benchmarked to comparable external peers. This is to ensure competitive, fair and equitable pay practices.	
We have set a minimum salary of RM1,500 for our non-executives which is higher than the statutory minimum wage over the last 5 years. Our median salary is an average of 5.4x of the statutory minimum wage.	
Over the last 5 years, our salary has increased at a CAGR of 3.9% and this is higher than the country's inflation rate.	

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37. Staff Productivity

Shareholder Name	Question
LIM CHIEW HOCK	How does Maybank ensure that the productivity is not affected for those staff who work at home especially those playing the advisory roles.
Response	
For staff working from home, they are governed by an agreed and approved Management Model (days working in the office and from home) to ensure continuous delivery of their individual as well as our business performance in the hybrid world that we are operating in. A combination of system, handrails, guidance and work tools are available to track as well as enable employees to stay productive.	

38. Appointment of new GPCEO

Shareholder Name	Question
CHING CHUN KEONG	Question to Chairman of NRC Can Datuk share with us the evaluation/interview/process/criteria leading to the appointment of Dato' Khairussaleh Ramli as GCEO Wed 1 May 22? How did the NRC derived at this recommendation to the Board/BNM?
Response	
<p>The succession planning for the PCEO position and succession of Dato' Sri Abdul Farid Alias is broken into four phases:</p> <p>Phase 1 - When Dato Sri' Farid informed the Board of his plans to not seek a contract renewal last year, the NRC mandated Group Human Capital to commence an Executive search to ensure that there was comprehensive mapping of internal and external talents to establish a candidate pool for the position, and review the role requirements & ideal candidate profile.</p> <p>Phase 2 - The talent identification process with the help of our appointed Executive Search partner surfaced 40 candidates in addition to our own internal / external talent profiling via our Group Human Capital resourcing team. During this phase, the NRC established a Board Interview Panel (BIP) comprising four Board members. The members also represent the Group's other Board committees and collectively they have diverse management backgrounds in both public and private sector, which lends well to assessing the candidates from various angles. The members were Datuk R Karunakaran, Senior Independent Non-Executive Director (ii) Puan Fauziah Hisham, Independent Non-Executive Director (iii) Encik Shariffuddin Khalid, Independent Non-Executive Director and (iv) Dato' Zulkiflee Abbas Abdul Hamid, Independent Non-Executive Director.</p> <p>The mandate for the BIP was to undertake the following on behalf of the NRC: To conduct interviews of the 5 shortlisted candidates and any final stage assessments to support finalisation of the PCEO candidate; and To provide feedback of the shortlisted candidates from the interviews, and recommendation of the top two candidates to the Group NRC.</p> <p>Phase 3 – The assessment of candidates took place, followed by the appointment approval. There were two types of interview assessments that were conducted during this- firstly by our Executive Search Partners, and secondly by the BIP. During this stage the BIP had conversations with 5 (3 external & 2 internal) candidates and the Top 2 candidates were subsequently interviewed by the Chairman. NRC then recommended to the Board of Directors for approval of appointment.</p> <p>Phase 4 – The final phase took place mid-January, whereby the internal and external approval were undertaken, followed by the appointment and announcement of the new PCEO. We are currently preparing for the onboarding of Dato' Khairussaleh into the Bank (effective 1 May 2022). The approval from BNM was obtained prior to Maybank's announcement to Bursa Malaysia and the media on 27 January.</p>	

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39. Internal Candidates for GPCEO role

Shareholder Name	Question
TEH KHANG SUON @ TEH SING HAO	Dear NRC Chairman, on the appointment on Dato Sri Khairusalleh, no doubt he is very capable. Question is throughout the last decade or so, Maybank has been seen putting internal succession planning in motion by rotating many of its C suites into various businesses of the group. Were internal candidates considered and where did they fall short of?
Response	
<p>Firstly, thank you for pointing out aspects of our internal talent and succession management that we diligently practice and achieve, like the successful internal succession realisations and rotations we can show for in the last decade. The latest one includes the appointment of an internal for the Group Chief Financial Officer position in 2021. Enabling so is demonstrative of our Employee Value Proposition - Go Ahead, employee experience we must continuously facilitate for employees to have meaningful development and growth opportunities at the Bank.</p> <p>Maybank is happy to be able to report achievement of the target emplaced since 2009 for 8 out of 10 positions to be filled from internal by candidates that are benchmarked to their external peers within and beyond the financial industry. Our other policy and intent however, demands that we recruit right and are diverse as well as inclusive. The indicative target of 2 in 10 are right recruits from external that we also continue to have.</p> <p>For our Group PCEO position, our governance ensured that the exercise undertaken for the PCEO selection underwent the systematic, rigorous, thorough and independent process that we preserve. In line with these principles, the shortlist was made up of 3 externals and 2 internal candidates, which then was further shortlisted to top 2 made up of one internal and one external.</p> <p>We are unfortunately unable to disclose the specific reasons for why the two internal candidates were not selected over an external as we need to preserve and respect the privacy of our employees. However, we can assure that our internal candidates are well engaged throughout the process until the end, while preserving their privacy, respect and sustainable development as successful leaders in their own right.</p>	

40. Advisor role for Dato' Sri Farid

Shareholder Name	Question
TEOH KENSEN	Would Datuk Sri Abdul Farid Alias be appointed as the advisor during the interim period for at least one year?
Response	
No, he does not intend on remaining as an advisor and will look to pursue his own plans.	

41. Women in Senior Management team

Shareholder Name	Question
PHUA CAI HWANG	Will Dato' Farid's successor maintain/ increase the female inclusion in the Senior Management team?
Response	
Maybank has held a long standing commitment to DEI and gender inclusion is a key area of focus for us. We have established a range of practices, workplace policies, learning & development opportunities to empower women and this will continue to further strengthen the representation of women in Senior Management from the current 41%. We have also set a target to increase this to 45% as part of our M25 plan.	

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42. Corporate Structure

Shareholder Name	Question
LEE CHOON TUCK	If MBB intends to revamp own corporate structure due to change of new leadership?
Response	
As an organisation, we continuously review our corporate structure, which may include changes to the organisation structure to ensure continuous delivery on corporate strategy and business needs.	

43. Fees Payable to Independent Directors

Shareholder Name	Question
UMA MANIAM A/L MUTHUSAMY	Pls relook at the fees payable to the Independent Directors. These should be much higher as the risks of being Ind directors in financial sector is higher and onerous
Response	
The Board Remuneration review process is set out in the Corporate Governance Overview Statement on page 90 of the Annual Report 2021 – Corporate Book. We will look into this during our annual board remuneration review exercise.	

44. BOD evaluation

Shareholder Name	Question
CHAN JIT LOON	How does Maybank implement the Board of directors evaluation to continuously ensure the best are selected, and, rewards commensurate with performance.
Response	
The Board conducts the Board Effectiveness Evaluation (BEE) and Board Remuneration Review (BRR) annually. The BEE is a tool to evaluate the performance of each member of the board while the BRR is a review of the remuneration of the board against the market. Based on the BEE results, we establish a skill matrix and identify gaps in the skillset of our director, if any. If there are any gaps, we will search for the right talents from the market to fill the gap. We may also appoint external consultants to source for such talents if necessary. With regard to our board Remuneration framework, we do not compensate non-executive directors based on group financial performance. Instead, their remuneration is based on the extent of Directors' responsibilities and fiduciary duties. To ensure that directors are fairly compensated, the Board conducts peer comparison via the BRR exercise to ensure the remuneration remains competitive and capable to attract and retain the right talents on the Board. Once every 3 years, consultants will be appointed to assist the Board to conduct the peer comparison analysis.	

45. Non-Independent Directors Remuneration

Shareholder Name	Question
BENEDICT LOPEZ A/L GIBSON CONCEPTION	Maybank's non independent directors are paid excessive remunerations. This is not justified at all especially in 2021 when the country was still facing a pandemic. Could not these board members done national service and taken a salary reduction, especially when thousands were thrown out of their jobs? Sweden's Handelsbanken CEO is paid only SEK12.5 million or RM5.6 million a year and a substantial amount of this income is taxed. And Handelsbanken is a globally renowned bank.
Response	
Currently, there are 3 Non-Independent Directors on the Board, out of whom 2 are Non-Executive Directors and one is Executive Director (Group President & CEO).	

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Remuneration of Group President & CEO (GPCEO)

In fact, the GPCEO took a salary increment freeze in 2016, 2020 and 2021. This is a responsible commitment taken by our leaders (Senior Management included) to ensure the long-term sustainability of our business given the competitive challenges in the industry under the on-going global economic uncertainty and volatility including due to the COVID-19 pandemic.

For FY2021, GPCEO's remuneration as reported in the Financial Statement of the annual report is higher mainly due to the higher bonus payout which commensurate with the Group performance and in line with our pay for performance Reward Principle.

The Bank performs a base pay and total compensation review of our staff (including GPCEO) annually on a holistic approach through external benchmarking against relevant peers/locations, to ensure competitive, fair and equitable pay practices and for talent retention purposes. The Total Remuneration of GPCEO for FY2021 places him at slightly below market P50 versus peers including Singapore Banks (excluding Public Bank).

Remuneration of Non-Executive Directors

The remuneration for Maybank's Non-Executive Directors (NED) comprises the following:-

- i. Board and Board Committee fees; and
- ii. NED Benefits.

The remuneration framework for both Independent and Non-Independent NEDs are the same.

	Annual Fee (RM)	Shareholders' Approval
Board		
- Chairman	610,000	Approved at the 55 th AGM held on 7 April 2015
- Vice-Chairman	440,000	
- Member	295,000	
Board Committee		
- Chairman	75,000	Approved at the 58 th AGM held on 12 April 2018
- Member	45,000	

Board and Board Committee fees

We have not increased the Board and Board Committee fees since 2018, nor is there a proposal to increase the same. Details of the existing Board and Board Committee fee structure are as follows:-

NED Benefits

The amount of RM3,104,400 was first approved by shareholders also in 2018. Since then there had been no increase. The largest component of the benefits payable to NED is meeting allowance. The rate of meeting allowance (RM4,000 per meeting) has not changed since 2018.

We are, however, proposing an increase in amount of benefits payable to our NEDs this year, from up to RM3,104,400 to RM3,418,150 i.e. about a 10% increase. Our proposal to increase the amount of benefits payable to NEDs at this meeting is mainly due to the following:-

- i. Increase in number of Board members from 12 (in 2021) to 13 (in 2022);
- ii. Increase in number of members of certain Board Committees; and
- iii. Establishment of additional Board Committee i.e. Board Sustainability Committee.

The Board believes that the amount of RM3,418,150 as proposed is a fair estimate of what the Bank might incur as benefits payable to NEDs from this AGM to the next AGM.

We also wish to share that during FY2021, instead of having salary or fee reduction, our Board of Directors and senior management had contributed over RM2.27 million to cover logistical and operational costs of vaccinations for the vulnerable communities.

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46. Board Composition and Directors Skillsset

Shareholder Name	Question
BENEDICT LOPEZ A/L GIBSON CONCEPTION	Maybank should have a policy whereby a board member should serve only for a maximum of three terms and subject to a maximum age of 70. It is imperative Maybank appoint members with the relevant experience and expertise in emerging areas such as the digital economy, automation, artificial intelligence and internet of things.
Response	
We have addressed this query in Question 34 of the Pre-AGM Q&A.	

47. Board Sustainability Committee

Shareholder Name	Question
PHUA CAI HWANG	Did Maybank establish a dedicated Board Committee to provide oversight on ESG Agenda?
Response	
Yes, we established the Board Sustainability Committee in 2021. It is chaired by Maybank Chairman Tan Sri Dato' Sri Zamzamzairani Mohd Isa and comprises six members of the Board, including the Group President and Chief Executive Officer (GPCEO). This committee is responsible to oversee and endorse Maybank's overall sustainability strategy and monitor the execution of these strategies, which includes Maybank's sustainability governance structure, principles, priorities and targets as well the integration of sustainability considerations across the Group.	

48. Islamic Green Financing

Shareholder Name	Question
ARVIN A/L THURAIRAJ	Can management give more details regarding the following: "One key achievement on this front is our successful distribution of the world's first Islamic green financing for a hospitality asset amounting to SGD250 million in Singapore"?
Response	
We continue to expand our suite of offerings through landmark green transactions across our home markets. This includes the Royal Group Development Pte Ltd's SGD250 million Islamic loan to finance its Raffles Sentosa Resort & Spa Singapore and the existing Sofitel Sentosa Resort & Spa. These hotels, which are utilising Islamic green financing, will embed Shariah compliant and sustainability concepts in the building design and operations.	

49. ESG-friendly loans

Shareholder Name	Question
NURUL NATASHA BINTI ABDULLAH SAN	How many percentage of current overall loan that are ESG friendly?
Response	
We have mobilised over RM13.6 billion in sustainable finance across our markets, which is approximately 2.5% of our overall loans in FY2021. This is also a significant increase from the RM3.45 billion green financing position recorded in FY2020.	

50. Maybank ASEAN Research Centre

Shareholder Name	Question
CHOW SHEAU WEN	Why is Maybank spent so much to establish Maybank ASEAN Research Centre? What are the expected outcomes / returns?
Response	
The Maybank ASEAN Research Centre is part of the Asia School of Business, which is a collaboration between MIT Sloan School of Management and Bank Negara Malaysia. We see our contribution of	

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RM21 million as an investment in intellectual capital and research by the brightest minds particularly on topics of importance within ASEAN. This will provide Maybank with the competitive edge to continue being a leading financial services group regionally.

51. Branch network

Shareholder Name	Question
JAMES LING EN YIE	Any plan for branch reduction or expanding ?
Response	
We have been actively optimising our branch networks for many years to improve the effectiveness and profitability of these sites, which have involved some consolidation and repositioning of branches. This is an ongoing exercise. The Group's focus is to continue to meet the needs of our customers both virtually and through our physical network, as our assessment on digital banks indicates that there is a need for both digital and physical channels in order to establish scale in the region.	

52. Relocation of HQ Menara Maybank and Expansion of Safe Deposit Box

Shareholder Name	Question
LEE BENG KIAT	Whole block office in menara HQ dept will them be shift? Safe deposit box in Maybank will it be close down the service. Propose to expand.
CHEA AH CHUN	No more building complicated building like MBB HQ, difficult to maintain, waste of space, expensive to build, not practical, many defects,
Response	
There is no plan currently to close any of our existing Safe Deposit Boxes (SDB). However, the bank will continue to review the SDB business model for any future expansion. Menara Maybank remains the Group's headquarters. The recent launch of Mercu Maybank is meant for Business Continuity Management only and is not our new Headquarters. Refer to response to Qs 53 for more details.	

53. Mercu Maybank

Shareholder Name	Question
TEOH KENSEN	Could management provide the rationale for moving to Mercu Maybank and Financial Avenue@i-City in Shah Alam, Selangor. What are the rentals for both buildings and anticipated benefits from this relocation?
TEOH KEAT AUN	With the move of some operations from Menara Maybank to Menara Sumurwang, is this a cost saving or cost incurring activity in the long run?
LEE LOOK MIN	Will there be and what will happen to excess space in Menara created by moving to Mercu and WFH? Thanks
Response	
Mercu Maybank serves as an alternate site as part of our business continuity management and resiliency planning efforts. We are renting 14 floors of this building and some 1,500 staff will relocate to this building starting May 2022. Mercu Maybank is as a good permanent alternate site given its premium corporate office design, security features and Green Building Index certification, which fits with Maybank's sustainability commitments. It is also a safe distance from Maybank's headquarters in Kuala Lumpur.	

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For the organisation, we have to prioritise our ability to continue operations safely and maintain productivity. To do so, we have undertaken the relevant cost-benefit analysis. We are unable to disclose the commercial rental rates for this building.

Mercu Maybank will support our current hybrid and remote work practices. Any excess space within Menara Maybank will allow us to adopt the necessary social distancing measures for work space design given the new normal in terms of operating environment, arising from the recent pandemic.

54. Buy Now Pay Later

Shareholder Name	Question
PAVITHRAN NAIR A/L PARAMASIVAN	There is a sudden boom of "buy now pay later" (BNPL) schemes in Malaysia. What is Maybank's view on this change in the financing market - is it good for the economy and does Maybank plan to enter the BNPL market via MAE?
Response	
We have addressed this question as part of Question 6 of the MSWG Q&A.	

55. Simplifying SME Financing

Shareholder Name	Question
WANG IYE NONG	Sme financing application form can it be more simplified ?
WANG IYE NONG	Can the SME Financing Application Form be more simplified ? TQ
Response	
Thank you and we take note of your suggestions.	

56. Cross Border Transfer

Shareholder Name	Question
TAN SWEE SOO	Is Maybank going to link Maybank customers in Malaysia with Malaysian working in Singapore to make transactions in between 2 countries?
Response	
We have launched real-time cross-border transfers from Singapore and Maybank Malaysia for all our Singapore Internet banking users at preferential rates. Since its launch in July 2021, we have enabled about 60,000 transactions worth over SGD90.0 million.	

57. Credit Cards

Shareholder Name	Question
TEH HWEI LING	I observed that Maybank has too many types of credit card on shelf, is this cost-effective launching and producing so many credit cards? Is the bank using unnecessary money to launch products instead of ramping up your digital capabilities?
WONG SHER SHENG	Any plan for Maybank to revise & offer more attractive benefits to all Maybank Credit card especially entry level to better compete with competitors
Response	
Our suite of credit cards is to meet the needs of our various customer segment needs and partners. The selection of credit card types and partners are done diligently. Profitability, attractiveness and viability are among key considerations before a decision is made to launch a credit card. Performance of credit cards issued are tracked from time to time for refresh of card value proposition and using market trends as well as consumer preferences. We do sunset credit cards that do not attract new customers or based on customer feedback.	

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58. Silver investments

Shareholder Name	Question
MELISA MOK MUN CHEE	will maybank be introducing the online purchase of silver just like the current gold buying function?
Response	
We will explore this should there be a demand for this service.	

59. Stockbroking platform

Shareholder Name	Question
QUAH SOH CHIEN	As retail participants of the local bourse since the pandemic in March 2020, we have been supportive users of the Maybank's stockbroking platform despite its limitations & the availability of better facilities/support offered by competitors. However SADLY, Retail stockbroking clients fall in the 'underserved' segment and not given fair terms and pricing. IB only cited that this is the management decision when we highlight the matter. Appreciate if the Management shud perhaps consider to review the current brokerage rates (including global trades) in lieu of the annual business volume (of say RM1million to RM10 million) generated by clients, or accord benefits/privileges (like world class trader club introduced by CIMB) for its active clients.
QUAH SOH CHIEN	The Bank should provide a stable stockbroking platform to cater to the needs of both investors and traders. Currently the power broking system does not support the STF facility and client is unable to optimise the usage of facility despite paying expensive stamp duty. As the Bank is currently embarking on the upgrade/enhancement of the stockbroking platform, appreciate that the project team perform due diligence with proper back-up plan before its roll-out, and not disabling functions/features without understanding its purpose. We are fearful of being left in a lurch again for 2/3 days like when the new browser crashed on the morning of its launching last Oct. Unrealised gains turned into BIG LOSSES in the blink of an eye as timely execution of exit trades cud not be performed on an unstable platform !
LIOW KIM MENG	Any plan to improve the mbb trade platform to avoid the frequent server down? thanks
Response	
<p>We take note of your collective feedback. Enhancing our platform capabilities remains a top priority. Some action steps taken:</p> <ul style="list-style-type: none"> • We have set up a dedicated team at Maybank Investment Bank to manage the system enhancement and improvement to elevate our platform as a new industry benchmark for customer experience. • Since 2020, we have invested significantly to ensure sufficient capacity in our platform to withstand surges in trading volumes and new user needs. • We are committed to ensuring high availability of our platform to users. As such we have been upgrading our infrastructure and technology, including refreshing any components where necessary. 	

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60. Banking facilities

Shareholder Name	Question
SE JOON	Maybank branches have stopped the issuing of Passbook for its savings accounts when the customers' existing passbooks have been used up and they have been told to switch internet banking. Isn't it a social responsibility for Maybank to cater banking facilities for the rural folks or customers who are unable to use internet facilities for their banking?
Response	
While we encourage our customers to opt for saving accounts without passbooks, we do issue passbooks upon request.	

61. Promotion of FD products

Shareholder Name	Question
ONG BUN KIAN	Why is that Maybank has not been making promotions of fd products like before? Existing promotions are not attractive compared to other banking institutions. Thank you
Response	
While we do initiate promotional campaigns from time to time, the frequency of these promotions will largely depend on our liability strategy and business outlook. We take note of your feedback on the attractiveness of our promotions and will re-evaluate our solutions going forward.	

62. Replacement of ATM cards

Shareholder Name	Question
KELVIN SIM KEE JUAN	Any possible to relook the process or alternative to customer to replace ATM that going to be expired? Currently, customer are require to visit the branch to have the replacement done
Response	
Replacement of ATM cards can be done online via M2U and new cards will be couriered to the customers. Alternatively, there are 30 Kiosks nationwide at shopping malls or other locations where cards can be replaced immediately at the kiosks in less than 5mins.	

63. IB issue

Shareholder Name	Question
ONG KOK PAK	Maybank subsidiary Maybank Investment Bank Berhad will act as agent to take over a public listed company on behalf of offeror(s) but certain offeror offer price are far below fair price of the share, which the independent adviser opinion that the offer price is either not fair or/and not reasonable, worst part those offeror(s) intend to compulsorily acquire those dissenting shareholders shares without adequate compensation, either through Section 222 Capital Markets and Services Act 2007 or by Selective Capital Reduction through Section 115 of Companies Act 2016 which both law possible violation of Article 13 of Federal Constitution which stated clearly No Law shall provide for the compulsory acquisition of use of property without adequate compensation. What is Maybank's opinion on this kind of unfair takeover issue? Will Maybank stop acting as the offeror's agent if the offeror(s) intends to acquire a public listed company, but the offer price is inadequate and unfair to those minority shareholders?

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Response
<ol style="list-style-type: none"> 1. The appropriateness of the offer price in any takeover is determined by the Acquirer based on commercial considerations. The adviser may typically provide its view on the rationale for the transaction. 2. The independent adviser (IA) will typically recommend shareholders to either accept or reject a take-over offer based on the fairness & reasonableness of the offer price. 3. Notwithstanding the opinion of the IA, should a significant majority of shareholders accept the offer (based on the approval/acceptance threshold governed by the take-over code), the acquirer is able to compulsorily acquire from the remaining shareholders at the same offer price made to all shareholders, as provided for under the Capital Markets & Services Act. 4. The processes for compulsory acquisition are bound by established legislation and is not meant to oppress the minorities.

64. Customer feedback

Shareholder Name	Question
QUAH SOH CHIEN	<p>Maybank brand has become part of our life ever since our first acquaintance. For decades, we have entrusted utmost confidence in the Bank's leadership, and remain as shareholders. In appreciation, we also want to GIVE BACK via continuous business support to the Group and fellow maybankers.</p> <p>However, cultivating GROUP WIDE mindset change towards customer centricity amongst Maybank staff seems to have FADED over time. Based on my personal experience, some departments in both parent bank and subsidiary seems to work in SILO and not willing to take ownership of any issue raised. Each sector/department has criteria/definition of their own in terms of customer segmentation, and not from the bank perspective as a whole. Some personnel failed to understand the criticality of the issues raised and matter was put in abeyance. Hence clients had to figure out on our own on how to solve the issues faced. There is also no follow through with the clients on issues lodged with various helpdesks, and some issues gets conveniently forgotten over time. Eg. the contact number "nombor yang anda dail tiada dalam perkhidmatan" is STILL on display at one of the bank's website for more than a year or so, despite the personnel acknowledging the fact tat it was reported by other clients earlier. The Bank should take into cognizance on the feedback given by the clients and take timely action in addressing the issues before it turned into a COMPLAINT !</p>
Response	We take note of your feedback and will look into the matter.

65. Products and services related

Shareholder Name	Question
YOONG KWEE SOON	we can transfer fund among our S/A, C/A, and MAE A/C through MAE App but not using M2U App, why?
STEPHEN POH YIK XIANG	Hi Maybank, I hear my friend and relative said that need to queue at Maybank Branch so long time to just make a simple deposit due to maybank staff bad arrangement ..would it be improve ??
LEE MEI LING	Already 2 years but my MAE e-wallet still remain can't be use. all document already submitted as requested but remain unsolve.

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NG POH PHENG	why i can't open a MAE account at all? Year after year. Went personally to SS2 PJ branch and they can't help me at all. Seems your bank system default.
CHEONG SOW YOKE	Mr Chairman I have contacted 2 branches of Maybank regarding the recent promotion on Privilege Banking. They promised to contact me but i did not receive any reply till today. I have lost the opportunity to join during the promotion period. Kindly look into this. Thank you
LEE LOOK MIN	How MBB reactivate a dormant account? How much to deposit? FYI a competitor bank requires to deposit RM1(one) ringgit only to reactivate. Is there a possibility to activate online rather than going to a branch counter to reactivate? Thanks
WONG CHIE KHEONG	HI, who is the contact person for "tap on phone" feature for sme? Maybank customer service and the maybank branch do not know such thing and they are ignoring such request. This is very disappointing.
HEE KUE ENG	Sorry. Instead of MAE, because i cannot register MAE, over 80 years old.
PHUAH KEAN MING	but the one e.g. (e-IPO service) don't have on MAE App , there is different with savings acc that we need to visit to the bank for open it.
Response	
Thank you for all your feedback. Our Customer Feedback & Resolution Management team have been in touch to discuss your respective matters directly. All feedback and suggestions have also been forwarded to the responsible units for their consideration.	

66. Request for hardcopy Annual Report

Shareholder Name	Question
TEH PENG TIN	I would like to request a printed hard copy of the company annual report. Thank you .
TEH KIAN LANG	CAN I HAVE A HARD COPY OF MAYBANK ANNUAL REPORT
CHEONG SIAN HOE	Please send me a print copy of the latest annual report.tqvm.
TAN SWEE ENG	Please send me a printed copy of the Annual Report 2021 tq!
WANG ZU KENT	I wish to request for a copy of the bank's printed annual report. Thank you
Response	
Thank you, we have arranged for delivery of your Annual Report hardcopies accordingly.	

67. Administrative matters related to the meeting

Shareholder Name	Question
HONG CHENG WAN @ PENG CHENG WAN	My wife forgot to register today Agm. She just register 10.20am but still do not get email to log in meeting. Hope that will let her join to vote. Thanks
YONG WEI HOU	Thank you boardroom registrar for so patiently helping me with my first time access to virtual agm.
LIEW JERN ZI	Boardroom team is doing a good job on holding up such a big event !! 👏 The access to the meeting is very smooth and the interface was so much user friendly compared to tricolor platform. Thumbs up to boardroom !! 👍
KANG BOON BENG	What time is the AGM supposed to start? It is at 10am per notice, but nothing appeared at "Broadcast" yet.
OON KHAI KIT	Haven't start?

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TING SU RONG	Can vote already?
KHOO KEAN HUAT	Is the broadcast started ?
LEE PHEI YIN	why no live streaming yet
JOACHIM ARULRAJ ANTHONYSAMY	Dear BOD, Can we start voting now? This Boardroom system is really useless. Kindly do not use them anymore in future. TQ
CHOY YAU KEE	It is now 10.11am, AGM still has not started. Kindly open voting for resolution. We have many AGM TO ATTEND
UMA MANIAM A/L MUTHUSAMY	I have voted but am unable to find any "buttons" to send in my vote. Pls open up the submission option or advise.
HONG CHENG WAN @ PENG CHENG WAN	My wife forgot to register today AGM last 2 days. She just register 10.20am today, but still do not get email for log in today Agm & vote. Hope that will let her in, thanks.
GOH SIN HUAT	Why I can't see the live broadcast? It still showing the cover page on the live broadcast
TAN YEW LAY	Presentation slides of The Chairman and President/CEO are blurred/cannot be read. Can anything be done to improve the quality/readability of the slides?
GOH SIN HUAT	I still can't see the live broadcast after changing to another browser. It still showing the cover page on the live broadcast. May I know what setting do I need to change for the live broadcast?
TAN SAW YAP	Why no sound
MUSTAPA BIN MARJOHAN	Why lumi mobile app cannot used
KHOR INN CHU	Next time pls don't use Boardroom for AGM, this platform live connection very poor.
TAN SAW YAP	Now already ok have sound
NICHOLAS KHOO HIN FATT	For last year AGM, I was automatically register to attend the meeting by Boardroom and presume that a similar email notification will be sent to me to register for this year meeting. However, there was no such email notification to attend the AGM by Boardroom. Wrote to Boardroom but there was no reply.
Response	
Thank you for reaching out to us. The share registrar had contacted individuals encountering issues during the live stream to address their issues.	

68. Note to Dato' Sri Farid

Shareholder Name	Question
QUAH SOH CHIEN	TQ Dato Farid for your stewardship which have led to Maybank's present achievements and value creation for the shareholders. We wish Dato Farid the very best in your future endeavours & at the same time bid a warm welcome back to Dato Khairul Salleh to Maybank.
CHAN NGUN FONG	A Big THANK YOU to Datuk Seri Abdul Farid Alias for taking Maybank to greater heights. Wishing you all the best in all your future endeavours. You will definitely be missed!
PORAVI A/L S P SITHAMBARAM PILLAY	Thank you very much to Datuk Seri Abdul Farid for keeping the growth momentum at Maybank. Please do not leave us at anytime.
WAT KAH HENG	Kudo to the management team. The AGM well organised and addressed all shareholders concern elaborately. All the best to Dato Sri Abdul Farid and selamat hari raya to all.
OOI CHUN KEONG	thanks to Datuk Seri Abdul Farid Alias and team for all good job done in 2021!

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KHOO JING MIIN	Thank you Dato Sri Farid for your stewardship. You have certainly led to Maybank to achieve higher heights and up the value chain for the shareholders. We wish Dato Sri Farid the very best in your future endeavours.
ONG CHIN SOON	Tq to BOD and my record of appreciation to Dato Sri Abdul Farid Alias for the job well done. Shareholders are happy with good dividend payment.
TING KENG FUI	Congratulations to the Group President & CEO, Management and Board of Directors for delivering a commendable performance with a return on equity of 9.8% and rewarding shareholders with 58 sen dividend in a 84.5% total payout for FY2021, despite the challenges of the nation and economy. Thank you, Dato' Sri Farid for the 9-year tenure of service in leading and strengthening Maybank to a robust, resilient, and purpose-driven bank. Well done!
TAN SAIK KUEN	Thank you to Datuk Seri Abdul Farid Alias for your stewardship of Maybank and all the best to you in whatever you do!
TEH KHANG SUON @ TEH SING HAO	In addition to the Board, as shareholder, I would like this AGM to put on record my/our sincere thanks to Dato' Sri Abdul Farid Alias for his leadership in leading Maybank to where it is now since he took over the stewardship of Group. All the best Dato' Sri. Wishing you all the very best in your future endeavours. You will be missed.
LEE BENG LEONG @ LEE KAY LEONG	Thank you Dato' Sri Abdul Farid Alias.
LIM BOON KONG	We would like to extend our appreciation and good work done to Dato Sri during his tenure in Maybank. Wishing him success and good health in all his future undertakings. Thank you.
LEONG KUM FATT	Syabas to the Board. The AGM is very well conducted and questions raised are professionally & comprehensively answered. Do consider virtual/hybrid AGM in the future for those not able to attend physically, as an option. Also, all the best to Dato' Sri Abdul Farid in his future undertakings and "Selamat Hari Raya" to you all.
Response	
Thank you for the kind wishes.	

69. Note to BOD, Management and Maybankers

Shareholder Name	Question
CHAN JIT LOON	Heartiest Congratulations to MAYBANK Board, Management and Maybankers on the sterling Maybank's performance financially, and on the noble ESG achievements !
REEMARACHNA A/P PORAVI	Excellent financial performance by Maybank. The covid dark clouds looked like an illusion. Thank you to the Board and staff of Maybank. Great job by Boardroom. Please continue with this RPV system. Best wishes to all.
PANG BOON WAH	Well done for whole team for good results during pandemic. Keep it up also for CSR activities too !
WONG SIONG TING	Thank you for the Maybank management team and all Maybankers to working so far behind the scene to ensure Maybank to always remain ahead of the curve.

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UMA MANIAM A/L MUTHUSAMY	Thanks to the BOD for having this AGM over lunch as well and their detailed responses to many queries. Well done to the IR and Grp Finance staffers too
LAW WEI YANG	Thank you maybank for provide good dividend to shareholder
CHONG TING CHOW	TQ vm .. and Best Wishes ya..
NICHOLAS KHOO HIN FATT	I would like to express my sincere thanks to your management team, particularly Ms Chan for resolving the non-receipt of the vouchers for attendance at your previous years AGM expeditiously.
MONO KARI A/P SOKKALINGAM	Thank you for the good financial performance given the tough economic conditions. Hard work and dedication by all at Maybank.
Response	
Thank you for the kind wishes.	

70. Miscellaneous / comments

Shareholder Name	Question
LAM SHENG HUANG	Hi
LIEW CHOON SOONG	morning all
LEE WAN KIEN	Gd morning.
PANG CHEE CHIN	Pagi , dah 10am now
TAN JIA JUN	Hello 10AM start you guys are late.
CHUA TEIK LAN	morning chairman
LEE TUCK KEONG	Hi Good morning. Keep up the hard work
WONG OI CHUN @ WONG SOW CHENG	Hello. Good day.
Response	
Thank you for your participation and comments, we note there are no questions.	

END OF QUESTIONS/ COMMENTS RECEIVED DURING THE LIVE AGM