

OUR VALUE CREATION MODEL



- KEY INPUT Resources Used**
- Financial Capital**
 - RM78.41 billion total members' and employers' contributions
 - Investment returns and income
 - Manufactured Capital**
 - 68 offices and branches across Malaysia
 - 5,429 EPF Smart Kiosks and Handheld Terminals
 - Contact Management Centre (CMC)
 - Human Capital**
 - 5,811 total employees
 - 112 interns and protégé
 - 290,043 total learning hours
 - RM5.29 million invested in employees' learning and development
 - Competitive benefits
 - Intellectual Capital**
 - 3-Year Rolling Plan
 - Digital platforms: i-Akaun (Member), i-Akaun (Employer), i-Akaun app, e-Caruman app
 - Digitise EPF 2025 roadmap
 - Social & Relationship Capital**
 - 14,887,988 total number of members
 - 7,591,053 total number of active members
 - 534,398 total number of employers
 - Natural Capital**
 - United Nations Principles for Responsible Investment (UNPRI) signatory
 - Sustainability review for all new investment proposals
 - Digitalisation initiatives to reduce environmental footprint

OUR VISION
Helping members achieve a better future

OUR MISSION
Safeguard members' savings and deliver excellent services

Delivered through
Our Strategic Thrusts

- Customer centricity
- Resilient investments
- Digital enablement
- People development

Supported by
Our Shared Values

- Customer focused
- Integrity
- Continuous improvement
- Teamwork

Considering
The Six Factors That Will Shape The Next Normal

- Sustainability** is our generation's biggest imperative
- Global Supply Chain Disruption** the need to transform traditional supply chain models
- Low-Yield Environment** unlikely to improve in the next five years
- Voice of Customers** amplified, empowered by digital channels
- Accelerating Digital Transformation** in a low-touch, high-distance economy
- Future of Work, Worker and Workplace** has arrived

BUSINESS ACTIVITIES

LONG-TERM VALUE CREATION

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OUR VALUE CREATION MODEL



OUTPUT Value Created



- **RM55.74 billion** total gross investment income
- **RM42.87 billion** net profit attributable to members
- **RM1,003.37 billion** total assets (60% conventional, 40% shariah)
- **RM0.27** cost per asset under management (per RM100)
- **2.77%** total expenditures over total income
- **6.13%** return on investment (ROI)
- **RM58.29 billion** amount of withdrawals and refunds



- **1.70 million** interactions through EPF counters
- **6.40 million** interactions through EPF Smart Kiosks and Handheld Terminals
- **2.89 million** number of phone calls received by EPF Contact Management Centre (up 158.83%)



- **92** new hires (44% digital and investment skill sets)
- **RM1.11 billion** total employee expenses
- **14.18%** women representation at Board level
- **20.00%** women representation at Senior Management level
- Diverse workforce with **58.00%** women employees
- **82** Retirement Advisory Services (RAS) officers trained and qualified in financial and retirement planning



- **12th Largest** sovereign pension fund in the world
- **143.01 million** i-Akaun transactions (up 116.91%)
- **8.90 million (59.79%)** registered members on i-Akaun
- **531,343 (99.43%)** registered employers on i-Akaun
- **98.06%** of employers using e-Payment
- **99.99%** of employers using e-Form



- **1.2:1** male-to-female members ratio
- **19.47%** active members meeting basic savings
- **83,224** total members receiving financial advice from qualified Retirement Advisory Service officers
- **95.21%** customer satisfaction index
- **41.00%** members financial literacy rate (as of 2019)



- Over **70** sustainability reviews conducted
- **82.00%** of internally managed domestic equity falls within the FTSE4Good Bursa Malaysia
- **47.52%** externally-managed equity and bonds exposure falls within various ESG Benchmark Indices



OUTCOME Value Shared



Members

- **RM42.88 billion** dividend payout (Simpanan Konvensional)
- **RM4.76 billion** dividend payout (Simpanan Syariah)
- **5.20%** dividend rate (Simpanan Konvensional)
- **4.90%** dividend rate (Simpanan Syariah)
- **RM24.79 billion** withdrawal for retirement
- **RM14.55 billion** withdrawal for COVID-19 assistance (i-Lestari)
- **RM4.50 billion** withdrawal for housing
- **RM679.76 million** withdrawal for education
- **RM79.31 million** withdrawal for health
- Allow members to diversify EPF investment at a lower cost via **i-Invest**
- **47.47%** Malaysia labour force covered by the EPF
- Introduction of initiatives (i-Lestari, contribution reduction) to ease members' financial challenges



Government and Regulators

- Providing policy recommendations and inputs to government and regulators
- Complied with regulations and standards
- Supporting nation-building in developing talents



Employees

- **18 years** average number of years of service
- **2.10%** employee attrition rate
- **50 hours** average learning hours provided to employees
- **93.00%** employee engagement level (as of 2019)



Investee Companies

- Attended and voted actively in **99** annual general meetings (AGM) and **16** extraordinary general meetings (EGM) of its investee companies
- Provided source of funding and capital



Employers

- **Enhanced i-Akaun (Employer)** - provided a convenient platform with better access and seamless user experience
- **Employer Advisory Services** - engaged employers to educate on self-compliance and self-service in fulfilling their obligations to EPF
- **13,090** approved applications amounting to RM84.95 million for e-CAP, an employer assistance programme to ease financial strain