



We aim to positively contribute to the socio-economic development of the local and regional economies we operate in. We are increasing our efforts to foster entrepreneurship and innovation while ensuring that we develop our products sustainably and responsibly.

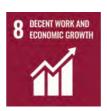
Our approach to developing vibrant and sustainable local and regional economies supports the SDGs, UNGC, and UNEP FI PRB:

Alignment with the SDGs, UNGC, UNEP FI PRB











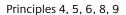














Principles 3, 4

Our approach to responsible product development

We believe that our products and services should positively impact our customers' lives and improve the strength and resilience of communities.

Our **Product Policy** sets out the methodology and guidelines to develop new products and services or to review an existing product or service and ensure these are responsive to our customers' increasingly sophisticated and evolving needs. The Bank's executive members, through our Product and Pricing Management Committees¹, review the products and services we develop, with **oversight performed by our Supervisory and Monitoring Committee** (a committee of the Board). When developing products and services, we follow the steps stipulated in our Product Policy:

01

Concept development and validation

Colleagues from various business units, including the sustainability team, collaborate to discuss and validate the design and development of new products and services or the proposed enhancement in the case of existing products and service to be reviewed.

05

Post-launch analysis

Once implemented, we conduct a two-phase, post-launch review 100 days and six months after the product launch. During this review, we assess the product lifecycle to ensure it is delivering the anticipated benefits for our customers and to identify any refinements or enhancements that might be necessary to ensure it remains effective.



04

Launch

Once validated by the Product and Pricing Management Committees, the product or service is launched.

02

Detailed design

In line with our **Product Policy**, we conduct a 'New Product Initiative Review' early in the design process to ensure that any new product or service is checked for preliminary strategy alignment before product development begins.

03

Product development

In line with our Product Policy, once we have developed a product or service, our Product and Pricing Management Committees review the product or service to ensure it remains appropriate and aligned with our corporate strategy and competitive positioning. In some instances, the new product or service usability and functionality are tested and evaluated by our customers to ensure a refined final version before launch.

Along with assessing new products and services or changes to existing ones, the Product and Pricing Management Committees also have the mandate to review our general pricing to ensure it is consistent with the Bank's vision and strategic plan as well as prevailing market conditions.

The pricing process, which follows the same steps as for new product and service development, includes, but is not limited to, the introduction and/or review of new fees, charges and commissions for existing and new products and services. The guidelines of the process are documented and detailed in our Pricing Policy.

¹The Product and Pricing Management Committees consist of the Product and Pricing Management Committee – Vanilla and the Product and Pricing Management Committee – Specialised. While both committees have the same mandate with regard to product development and pricing reviews, their difference lies on the nature of the product or service to be assessed or reviewed.

Responsible finance that supports local entrepreneurship and promotes financial inclusion and literacy

We leverage our products and services to stimulate new forms of local entrepreneurship and grow new industries.

We launched our 'Lokal is Beautiful' (LIB) initiative in 2019, which was subsequently revamped in FY24, to support our commitment to facilitating and financing Mauritius' sustainable development.



Our LIB initiative aims to inspire local entrepreneurs to explore various avenues to build a prosperous and resilient country:



Maker Island: Making Mauritius a maker island by increasing its ability to produce what it consumes using local resources.



We provide access to finance through the LIB loan scheme. Financing targets micro, small and mediumsized enterprises (MSMEs) and midmarket enterprises (MMEs). We have established a well-defined taxonomy for eligible industries:



Businesses should be involved in business activities for local production, such as food processing and transformation, pharmaceuticals, construction and materials, textiles, arts and culture, agri-business or electronics manufacturing.



Circular Island: Connecting local economic and material circuits to make Mauritius a circular island, which can be a powerful generator of wealth and innovation.



Businesses should be involved in product reuse, repair, end-of-life management, waste transformation, and recycling. This includes segments like sustainable packaging, sustainable agriculture and food systems, regenerative activities and circular supply chain innovation.



Smart Island: Finding opportunities to harness the island's economic intelligence to create sustainable value rather than products.



Businesses should focus on digitalisation or creating value through technological products.
This includes, for example, software development, data analytics, cybersecurity, and Al or machine learning.



Made in Moris: Promoting the know-how, quality, and innovation of Mauritian products.



Businesses should be 'Made in Moris' certified.



We launched our online, business-to-business punch.mu platform in 2021 to support our LIB initiative.

The platform is open to all local entrepreneurs wanting to increase their knowledge or access new markets, business opportunities or alternative sources of finance.

Key initiatives in FY24 included the following:

- PUNCH Meets on Smart Island: an event focused on unifying innovators for a smarter island (60 attendees)
- PUNCH Meets on Responsible Tourism: an event to explore circular and sustainable practices (80 attendees)
- Live PUNCH Talks and PUNCH Meets on Rodrigues is Beautiful (50 attendees)
- PUNCH Coffee Circle: a new series of events focused on developing entrepreneurship at large. The first event aimed to inspire women entrepreneurs. This innovative workshop centred around four key pillars of management and was facilitated in partnership with AMFCE (read more alongside)
- PUNCH Financial Literacy Masterclass (read more below)

As at 30th June 2024, the PUNCH community consisted of more than 4,000 entrepreneurs – up from 3,000 entrepreneurs at the end of FY23.

In recent years, we have revamped the LIB loan scheme to ensure it appropriately and responsibly meets the needs of MSMEs and MMEs.

Key initiatives include, among others, reducing the loan criteria to cater for all capital expenditure and working capital requirements. We also introduced lower interest rates over ten years.

We also set up a dedicated support team to assist with identifying and processing eligible applications for the LIB loan scheme.

To increase awareness of our LIB initiative, we ran an awareness campaign this year, which included media, radio, and online advertisements, as well as billboards.

We also launched the Lokal is Beautiful website to make it easier for local entrepreneurs to access information and apply for the loan scheme.

As at 30th September 2024:

- Rs 134.9 million in loans disbursed since May 2024 for 34 identified facilities.
- Our LIB Scheme earned a Silver Award in the ESG category at the Qorus Reinvention Awards – MEA 2024 in Dubai. This is testimony to the positive impact of our LIB loan scheme on local businesses.

To strengthen our LIB initiative and support local businesses, we have entered into strategic partnerships with key local players to promote entrepreneurship and boost production:







MCB has a standing partnership with the Association of Mauritian Manufacturers (AMM) to promote the Made in Moris concept.

This year, we sponsored the inaugural 'En Route vers le Made in Moris' programme. This programme aims to empower 120 SMEs over three years and train them to meet Made in Moris certification specifications. We sponsored the initial cohort of 38 SMEs and held a 'Financial Literacy Masterclass' via the punch.mu platform.

We also sponsored multiple 'Business Connect' sessions in partnership with Made in Moris. MCB has been an official sponsor of Turbine Incubator since September 2020. The incubator empowers start-ups by providing professional services to help them on their growth journey while also contributing to the SDGs.

This year, we sponsored the tenth edition of Turbine Test Drive, which invited SMEs to participate in the GreenWave Innovation Challenge.

As part of this competition, entrepreneurs proposed innovative solutions to advance the local economy's tourism, agriculture and circular transformation sectors.

MCB continues to reinforce its support to the Association Mauricienne des Femmes Chefs d'Entreprise (AMFCE), which brings together women business owners from all sectors of the Mauritian economy and provides them with the tools, knowledge and resources to start and grow their businesses.

This year, in partnership with AMFCE, we rolled out PUNCH Coffee Circle as aforementioned. We also invited the President of AMFCE, Shabnam Esmael, to talk at our MCB Trade Week, where we unpacked the importance of empowering women entrepreneurs to promote sustainable and inclusive regional trade.

59

Promoting financial literacy and inclusion among small-scale entrepreneurs

Financial inclusion can be transformative, unlocking opportunities for individuals, entrepreneurs and small enterprises, alleviating poverty, and driving broader economic prosperity.

Microfinance

At MCB, we promote financial inclusion and empower small-scale entrepreneurship through MCB Microfinance.

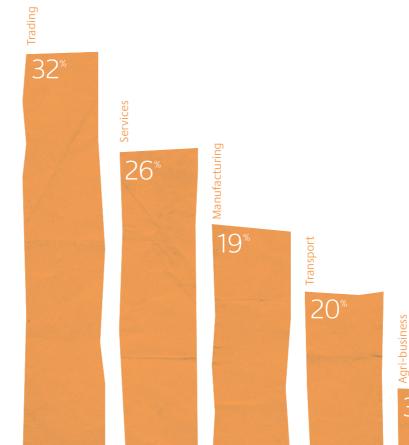
Launched in 2016, MCB Microfinance provides start-up and expansion capital to micro- and small-entrepreneurs across Mauritius and Rodrigues to help them unleash their potential and execute their business plans.

Clients can access three types of micro-loans, ranging from Rs 15,000 to Rs 800,000:

Working capital loans to meet their working capital requirements such as raw materials or stock. **Investment loans** to invest in and grow their business, expand their activities or access new markets.

Start-up loans to help aspiring entrepreneurs establish their dream micro-enterprise.

Outstanding loans by business sector



60

MCB Microfinance's impacts on society since its launch in July 2016:

7,175

Loans disbursed, valued at Rs 1,529 million (including 702 loans disbursed in Rodrigues, valued at Rs 112 million)



Loans disbursed to businesses with annual turnover less than or equal to Rs 2 million

2,548

Loans disbursed to women clients

41%

Outstanding loans (Rs 420 million)

Micro-entrepreneurs receive **basic financial literacy training**, and we provide them with introductory materials on good accounting practices, cash flow management, among others. Importantly, our **Relationship Managers** spend significant time with our entrepreneurs to understand the characteristics and requirements of their businesses and ensure we offer them **customised solutions** that suit their needs and match their repayment capacities.

3,718

Clients financed

2,054

Active clients

Initiatives to support financial inclusion and literacy ¹

To foster meaningful economic inclusion and prosperity, we are constantly enhancing our products and services to expand financial access, ensuring more individuals benefit from safe and affordable financial solutions.

We continue to offer a range of services to help deliver an **inclusive and responsive banking experience** to our customers.

This includes physical touchpoints through our 39 retail branches and kiosks and 181 ATMS, with more than 50% located in rural areas, self-service solutions such as our mobile banking application MCB Juice (604,185 subscribers) and internet banking platform (325,465 subscribers), as well as our Contact Centre, which provides remote assistance on queries related to our banking products and services.

We equipped 3,000 new merchants with point-of-sale mobile devices or MauCAS QR Codes, enabling **seamless** and efficient cashless payments. These solutions also help customers benefit from simpler and faster transactions and enhanced ease of doing business.

While we work with our clients and customers to encourage the transition to a cashless economy, we continue to support in-cash transactions and cash deposits in our branches to assist those who are not confident using digital payment methods or online banking services.

Our online platform, punch.mu, enables the community of entrepreneurs (from micro businesses to mid-market enterprises) to access new markets, opportunities and alternative sources of finance, acts as a knowledge centre for entrepreneurs and supports them in their development.

Outstanding loans to MSMEs grew by around 1% to stand at Rs 9.8 billion as at 30 June 2024 (54% mid-market enterprises, 34% small and medium enterprises, and 12% micro enterprises).

We continue to enhance MCB Juice, ensuring that more people can benefit from a comprehensive anytime, anywhere banking solution that enables customers to access finance and advice remotely and conveniently.

Our payment solution, **Pay+**, is a small payment acceptance device, designed primarily for merchants, which is wireless and easy to carry. It is a more convenient alternative to traditional point of sale terminals used in various businesses such as stores and supermarkets.

¹ Information pertains to MCB Ltd only



We continue to educate our customers on **detecting and avoiding fraud and phishing** through digital awareness campaigns and social media broadcasts.

Learn more about the campaign:



Pas manz sa boul la

We also ran a public awareness campaign to educate customers and communities on the importance of **cyber security and compliance.**

To increase customer penetration and awareness, we provided messaging in Creole.

To promote **financial literacy**, we launched a series of short, one-minute videos that focused on investment basics (with a specific focus on creating awareness of the benefits of mutual funds). These videos were broadcast via social media, and we ran the awareness campaign over a period of several months.

Learn more about the campaign:



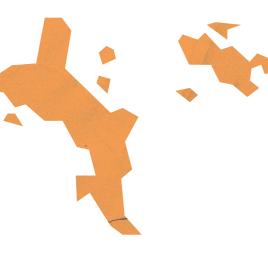
Financial literacy



Mutual funds

In FY25, we aim to consolidate our communication and media plan to ensure we develop targeted, high-impact campaigns on important financial literacy and inclusion topics such as fraud prevention, scams, and the growing range of cyber security issues.

During FY24, our overseas banking subsidiaries initiated various programmes and partnerships to promote financial literacy and inclusion in their local markets.



MCB Seychelles undertook an educational campaign to promote awareness of the features and functions of MCB Juice to ensure customers make the most of our mobile banking application. The Bank continues to educate its customers and the broader public on how to detect and avoid fraud through digital awareness and social media campaigns. MCB Seychelles also initiated the Reach Project, delivering interactive and engaging sessions with postsecondary school students on the various financial products and services they can use to secure and grow their financial well-being.



MCB Madagascar partnered with MVola to enable customers to make transfers between their MVola account and their bank account. This partnership makes financial services more accessible, simple, instant, and secure, while also extending payment options beyond traditional methods such as cash, cheques, and bank transfers.



MCB Maldives collaborated in the implementation of a national project to promote awareness of the Maldives Monetary Authority's instant payment system, Favara. This system will be critical to promoting financial inclusion and delivering basic financial services. The Bank also sponsored the annual Maldives Finance Forum, which provides a platform for deliberating on issues, promoting views, and sharing experiences for the development of the Maldives' financial and social sectors.

Enabling African growth: An overview of Trade Week 2024

Over the past two decades, MCB has expanded its operations beyond Mauritius as part of its commitment to support Africa's growth and development. MCB demonstrated this commitment at this year's Trade Week, which was structured around the theme of "enabling African trade growth with a sustainability lens".

MCB showcased its role as an African bank focused on driving positive change in the continent's trade dynamics, using Trade Week as a platform to share key trends and foster partnerships. Importantly, we unpacked sustainability within the African context, highlighting the need for a dual focus on social and economic development while pursuing environmental stewardship in trade operations.

Trade Week began at MCB Seychelles, made its way through Mauritius, and culminated in Dubai as part of the MCB GIC Business Series. It was hosted by international trade expert Dr Rebecca Harding.

Trade Week provided an opportunity to generate enthusiasm among clients and entrepreneurs about Africa's potential and the benefits of developing sustainable trade networks by Africans for Africa. The event also enabled us to build internal capacity to capitalise on these opportunities while enhancing collaboration with other African financial services players. These partnerships are critical to reducing trade finance gaps and building lasting partnerships that will benefit customers, clients, and communities.

During the week, the following events took place:

- Exclusive workshops tailored for our team members, accompanied by an inclusive trade conference open to all MCB Group employees
- Targeted sessions aimed at enriching client awareness alongside an interactive trade conference
- A roundtable discussion with key stakeholders from both the public and private sector reflecting on avenues for boosting intra-African trade with a sustainability lens
- A sustainability symposium for business school students to showcase the immense potential of African entrepreneurs in driving sustainable and meaningful prosperity across the continent
- Actively promoted our Global Trade Portal, an innovative platform to help businesses connect with a vast network of potential importers and trade opportunities, offering valuable market insights and streamlining international trade procedures (find out more at https://trade.mu/en/portal)
- The launch of the MCB Trade Finance
 Upskilling programme to equip our trade
 finance professionals with the knowledge
 and skills to navigate the complexities of
 the trade finance world. Read more about
 this programme on page 117.

Serving our customers

We remain committed to providing our customers with the right solutions that meet their needs. We offer tailored and simplified solutions and experiences and constantly seek to improve the accessibility of our products and services.







Enhancing how we govern and execute customer experience across the Bank

In December 2023, we formally established our Customer Experience & Marketing SBU, reinforcing the strategic importance of enhanced customer service and experience within our operations while ensuring we improve how we govern and implement our product and service offering.

This new SBU will play a key role in bolstering the integration of customer experience within our activities, channels, processes and client engagements while ensuring strong collaboration between the various lines of business and functions along our value chain.

Embedding the voice of the customer at the heart of our strategy

Our Customer Lab serves as an essential platform to centralise and analyse customer feedback to help us build and offer a world-class customer experience. Key initiatives undertaken in FY24 include, among others:

- Developing new survey
 methodologies to help us capture
 instant customer feedback across
 different channels and at all
 touchpoints across our organisation
- Using customer feedback to identify pain points and challenges across our various banking and communication channels
- Implementing a customer experience framework for our CIB Customers and MCB Seychelles
- Reinforcing our Customer Panel with more than 2,200 customers willing to participate in developing and enhancing our products and services through user testing and discovery

In the year ahead, our Customer
Lab will focus on implementing our
customer experience framework
across selected business units and
Group entities. We will also launch our
Customer Experience Forum, which will
help us ensure the consistent delivery
of exceptional customer experiences
that align with the Group's strategic
objectives and values.

Our performance in FY24

Around 20,000	More than 120	37	30
Customers participated in surveys and research projects	Number of surveys and research projects undertaken	Recurrent customer surveys (monthly or quarterly)	Real-time customer experience dashboards rolled out across the organisation
(FY23: Around 12,000)	(FY23: More than 100)	(FY23: 30)	(FY23: 25)

Our Customer Lab continues to keep track of our Net Promoter and customer satisfaction scores to assess the level of satisfaction with the service we provide and evaluate our customer experience. As evaluated below, the **overall Net Promoter Score for MCB Ltd across all business lines stands at 25 for FY24**.

	Retail	Business Banking	Private Wealth Management	Corporate and Institutional Banking - Mauritian and Regional Corporates
Net Promoter Score	28.4 (FY23: 35.2)	13 (FY23: 11.1)	39.5 (FY23: 26.1)	6.4 (FY23: 9.2)
Customer Satisfaction Score	82.1 (FY23: 84)	74.6 (FY23: 76)	84.1 (FY23: 81)	76.6 (FY23: 75)

Debt collection

The Bank's Credit Policy describes our debt collection process and approach.

Our Debt Restructuring and Recovery Management BU manages debt collection for individual customers. Delinquent customers are contacted by collectors at an early stage to clear the arrears and provide an acceptable repayment plan. In the event that the arrears are not cleared, or a repayment plan is not adhered to, the file is transferred to arbitrage or written-off based on established criteria and subject to relevant approvals.

Based on their specific circumstances, retail customers are often subject to modifications or restructuring of facilities. The reasons for restructuring may vary between commercial basis or distressed cases. The restructuring options can be in terms of a moratorium on capital, extending tenor and maturity of debt, or reviewing the repayment to match with the borrower's cash flow. This is subject to the approval of relevant authorities, as set out in our Credit Policy.

Employees who work in debt collection are provided with on-the-job training and coaching by supervisors.

Improving customer complaints management

We ensure an effective complaint management process is in place as part of our commitment to enhancing service quality and delivering an excellent customer experience.

During the year, we continued to find ways to improve the ease and transparency of our approach to customer complaints management. This includes ensuring that our complaints handling system is easily accessible and quick to use, revamping our website to increase the ease with which customers can lodge complaints, and escalating these to our complaints management team.

We also focused on providing increased training and support to employees to improve our approach to customer complaints management, including:

- Ensuring that we offer regular, customised refresher courses across our various business units
- Providing personalised training in response to specific complaints to ensure a higher level of customer satisfaction
- Hosting collaborative training and working sessions with multiple business units to promote a more holistic approach to problem resolution.

Our dedicated complaints management team continues to collaborate with all stakeholders to enhance customer complaints management and ensure our approach remains fair and transparent, including:

- Working with relevant teams to optimise client experience in high-tech environments
- Channelling feedback, sharing trend analyses, and providing technical and soft training
- Reviewing existing complaints handling frameworks to ensure these remain effective
- Offering flexible, tailored customer service through various channels
- Refining our approach to developing and implementing user-friendly tools for employees and customers

For the year ending 30 June 2024:



20,616

Complaints for MCB Ltd (FY23: 18,505)

In FY24, complaints increased in line with increased volume of transactions and a slight increase in fraud cases. We also prioritised improved employee understanding of our complaint management process and encouraged more regular use of our complaints management tools.



2 358

Complaints for overseas banking subsidiaries (FY23: 356)

We saw a significant increase in the number of complaints registered for MCB Madagascar. This increase was mostly driven by a change in how we calculated our complaints in our subsidiary operations to ensure greater transparency and improved alignment with our complaints management process.



60%

Complaints resolved in five days or less for MCB Ltd (FY23: 84%)

The share of complaints resolved within 5 days stood at 69%, down as compared to the previous year due to an increase in complex complaints (e.g fraud cases, card issues, and payment recalls), where investigations typically take longer. 80% of all complaints received were addressed within

10 working calendar days and this process is strictly monitored by our concerned business unit.

68

In FY25, our focus will be on reducing our average complaint resolution time to improve customer satisfaction. We will also launch a complaints awareness campaign through our online learning platforms, Percipio and KnowBe4.

Recognising the importance of offering world-class customer service, our overseas banking subsidiaries took steps to embed a culture of customer-centricity across our operations.

MCB Seychelles implemented an appointment system for onboarding customers to reduce waiting times while a new card tracking system was introduced to improve service delivery across branches.

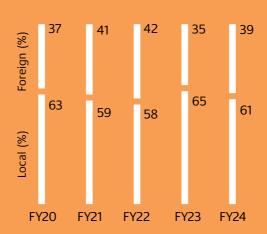
MCB Maldives implemented a contact management strategy for corporate clients to ensure optimal service levels.

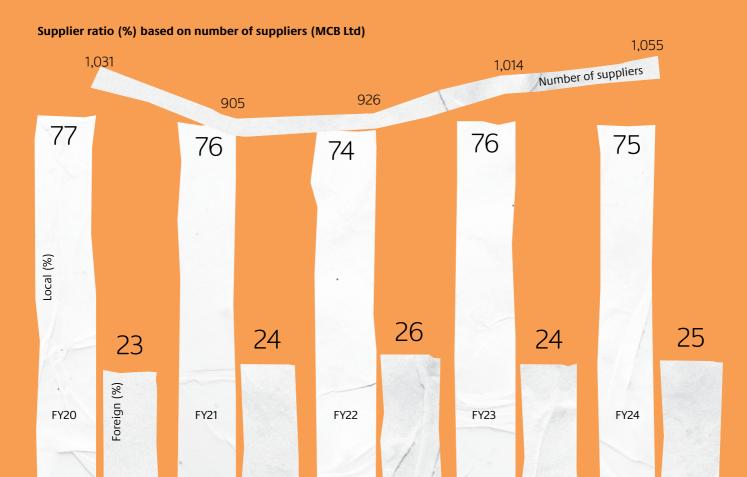
All overseas banking subsidiaries remained focused on providing training and enhancing the skills of our customer-facing teams.

Promoting responsible local procurement

MCB Group favours the sourcing of products and services from providers who manage their environmental, social and governance aspects. We encourage purchasing from local, Mauritius-based suppliers as much as possible. This excludes some specific services that must be sourced from abroad, such as consultancy and management of software licences.

MCB Ltd procurement spend ratio (%)





Spotlight: Ebony Forest

Ebony Forest covers 50 hectares of land in Chamarel in the southwest of Mauritius and is a protected endemic sanctuary and key biodiversity area, as per the International Union for Conservation of Nature. Ebony Forest is also recognised as a bird area, according to BirdLife International.

We have been a proud sponsor of Ebony Forest since 2017. In addition to sponsoring the conservation of two hectares of forest, MCB contributes Rs 3 million annually to Ebony Forest in support of educational activities, conservation efforts and training to preserve local biodiversity.

Key sponsorships in FY24

- Funded containers used to breed three threatened reptile species (Phelsuma rosagularis, Phelsuma guimbeaui, Macchabe skink) – 14 eggs hatched in 2024
- Funded containers for insects used to hand rear the critically endangered Olive White-eye (9 kgs of insects produced)
- 30,835 m² of forest restoration through weeding and maintenance
- School awareness (1,151 students reached) and training programmes (three programmes attended by 63 participants)
- Funding training for 13 staff members

Key achievements for Ebony Forest

- 17 Echo Parakeets released this year (46 released since 2021). The activity was observed by MCB staff on site
- 33.7 hectares of Ebony Forest weeded since 2006
- 154,000 plants of 118 different species planted since 2006
- First time the *Phelsuma guimbeaui* was bred in captivity in Mauritius,
 with four juveniles

"It is a pleasure working with MCB, a partner committed to sustainability and one that recognises the importance of protecting Mauritius' threatened biodiversity. MCB understands that it takes time to repair damaged ecosystems, rebuild endemic forests and increase the population numbers and distribution of threatened species like the Echo Parakeet and Mauritius Olive White-eye, with their ongoing support ensuring a greener future for generations to come."

Nicolas Zuel, Conservation Manager at Ebony Forest



Spotlight: Conservatoire Botanique National de Brest

Highlighting our commitment to preserving our island's biodiversity and natural heritage, we have established a long-term partnership with the Conservatoire Botanique National de Brest in France to conserve two of Mauritius' critically endangered endemic plant species.

This year, we supported the reintroduction of the *Cylindrocline lorencei* into the wild, which was made possible by using an in-vitro propagation method and biotechnology. It also relied on the expertise of the Conservatoire Botanique National de Brest in collaboration with the Mauritian National Parks and Conservation Service. This partnership was made possible through Your Card for Change.





Cylindrocline lorenceiLabelled as extinct in the wild by the International Union for Conservation of Nature

100 young

Cylindrocline lorencei
plants were reproduced
at the Conservatoire
Botanique National
de Brest.

These plants were then transferred to the National Parks and Conservation Service's nursery in Curepipe, Mauritius, to strengthen our local plant population.

To ensure sufficient knowledge transfer, key role players from the National Parks and Conservation Service were provided with the official protocol document by the Conservatoire Botanique National de Brest. An extensive communication plan was implemented to promote public awareness. An article was also featured in National Geographic.

Conservation efforts for the *Hyophorbe amaricaulis palm* remain underway. As this is the last unique specimen in nature, the restoration process requires significant collaboration, knowledge transfer and care.

"We have come a long way. Thirty years ago, it was believed that the Cylindrocline lorencei had completely disappeared. It is truly ground-breaking to have reached this point. We can manage to save a species through cultivation but reintroducing it into the wild is much rarer."

Dr. Stéphane Buord, Scientific Director of International Actions at the Conservatoire Botanique National de Brest

Learn more:



Cylindrocline Lorencei



Chronique d'un retour au pays

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