



twimbit

Maybank acing digital growth

Company Insights

2023 outlook

twimbit Purpose Score

Customer Experience



Employee Experience



Supplier Satisfaction



Shareholder Value



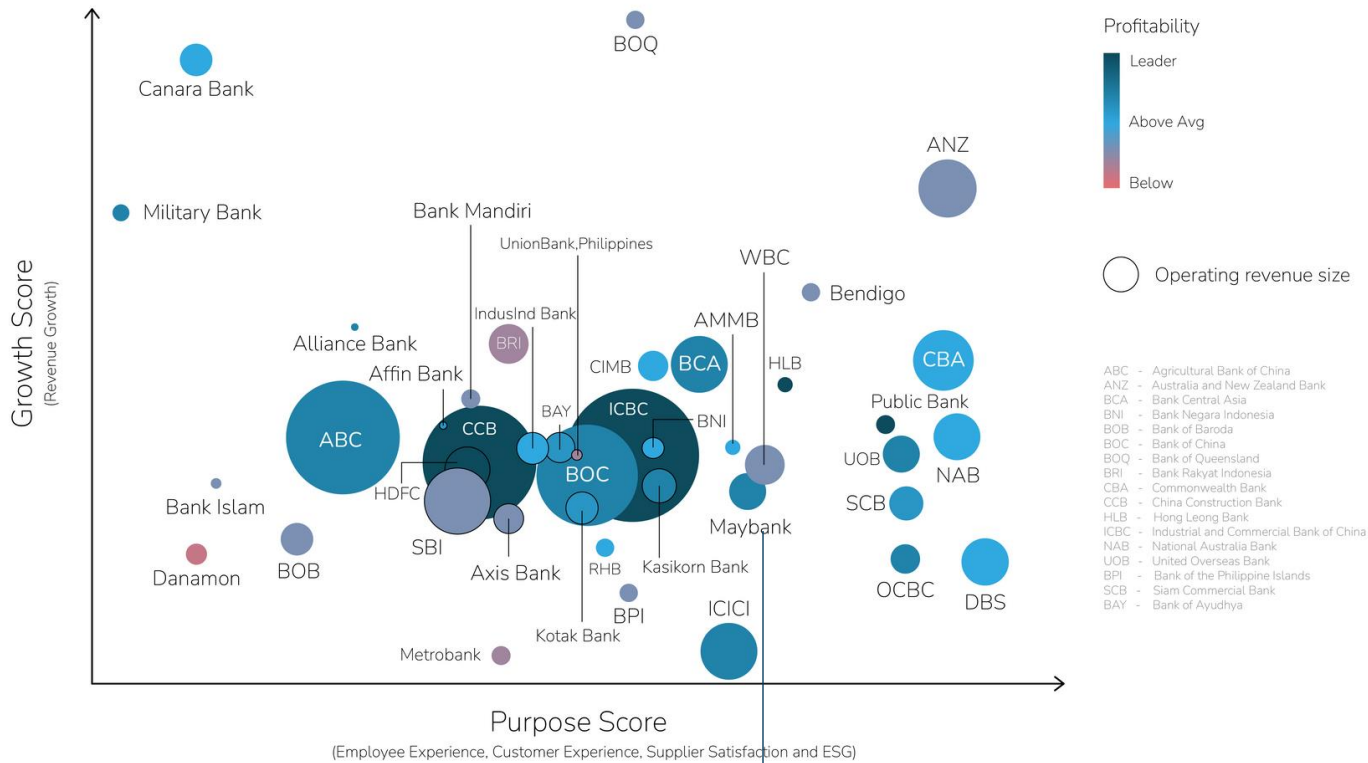
Society/Planet Impact



Aggregate score



Benchmarking Maybank on twimbit purpose index



Maybank lies here on the twimbit purpose index

- 1 Maybank holds a growth score of 2.31 out of 5, among the top 3 in Malaysian banks
- 2 Maybank's purpose score of 73% is reflective of their investments towards increasing stakeholder experience
- 3 The bank's operating revenue is highest amongst the Malaysian banks at USD 5.9 billion
- 4 The colour of the bubble indicates an above average profitability with an EBITDA margin at 68.7%

Executive summary – Maybank at a glance

Company Name : Malayan Banking Berhad

Headquarter : Menara Maybank Kuala Lumpur, Malaysia

Employees : >42,000

Countries : 18

Branches : 2617

Revenue : USD 5.5 Bn (RM 25.45 Bn)

Common Equity Tier 1 Ratio : 16.09%

Y-o-Y Revenue Growth (%) : ▲ +2.8%

Annual IT Spending : USD 130 Mn

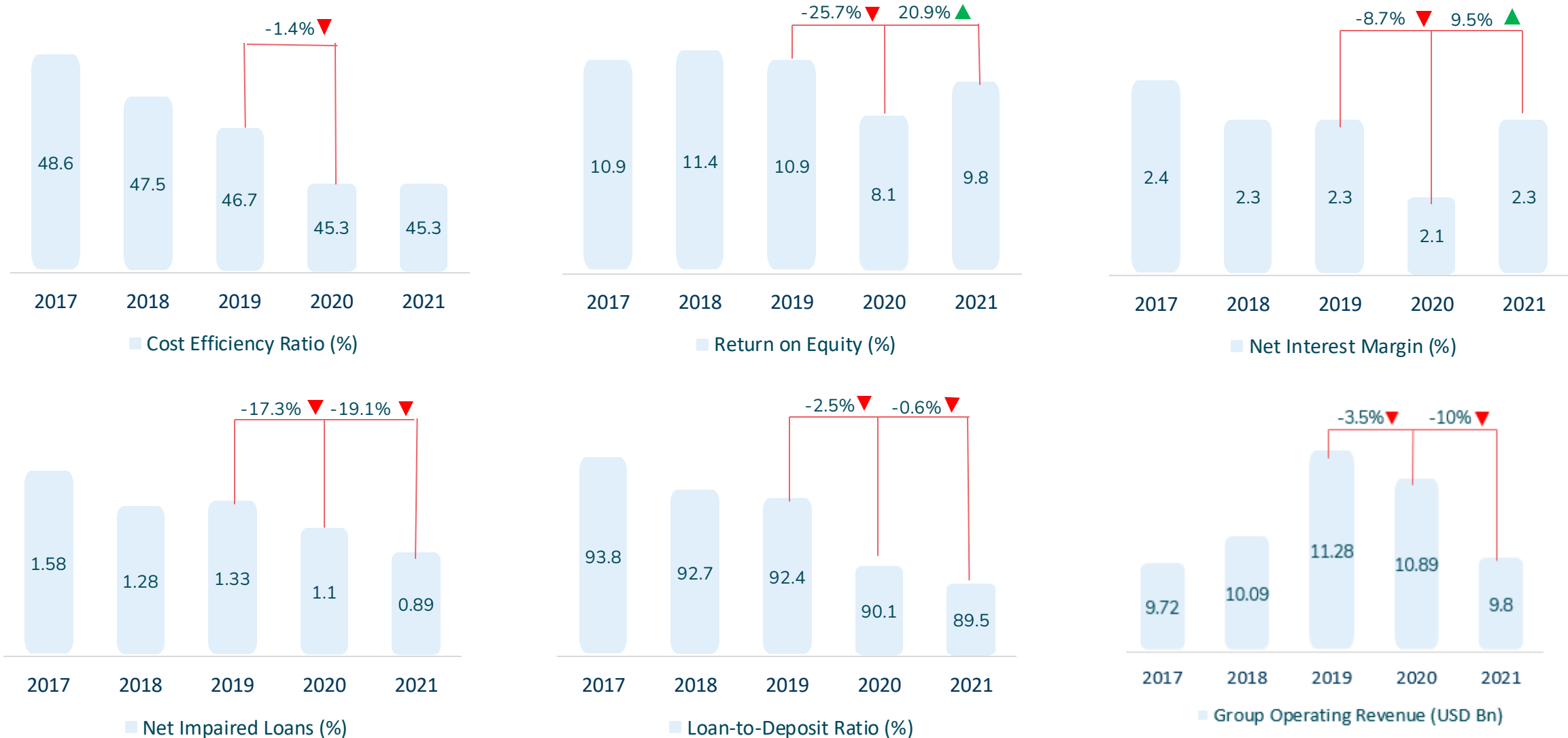
Strategic priorities

- 1 Leveraging digital capabilities for top rated CX
- 2 Providing positive EX environment
- 3 Establishing new value drivers
- 4 Achieving sustainability to become the regional ESG leader

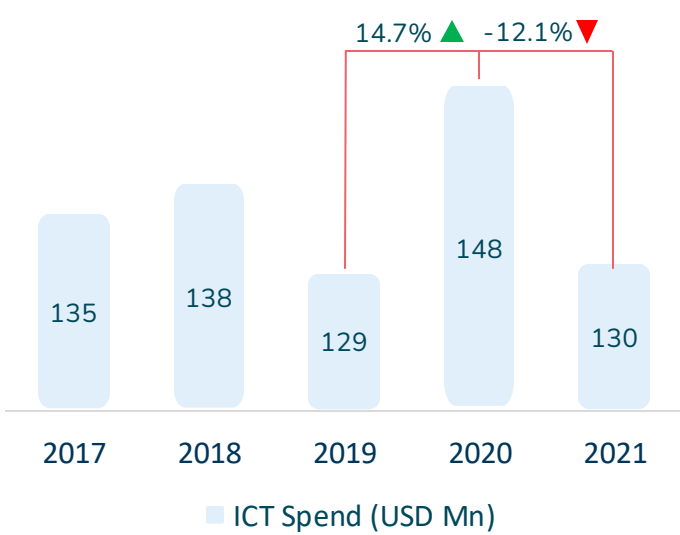
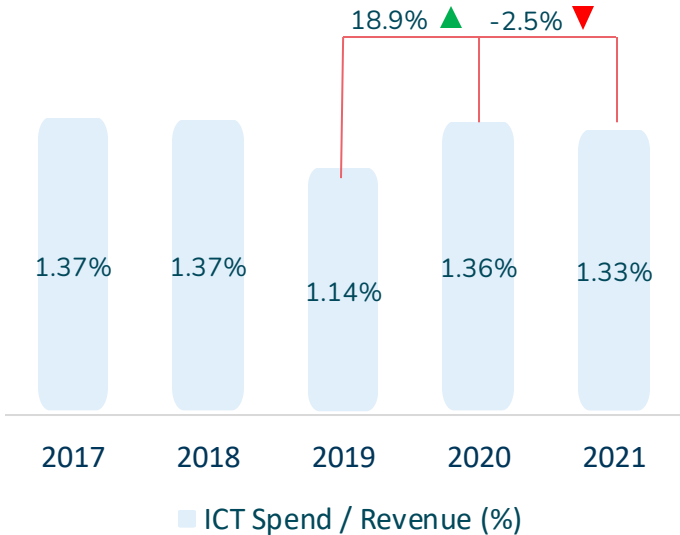
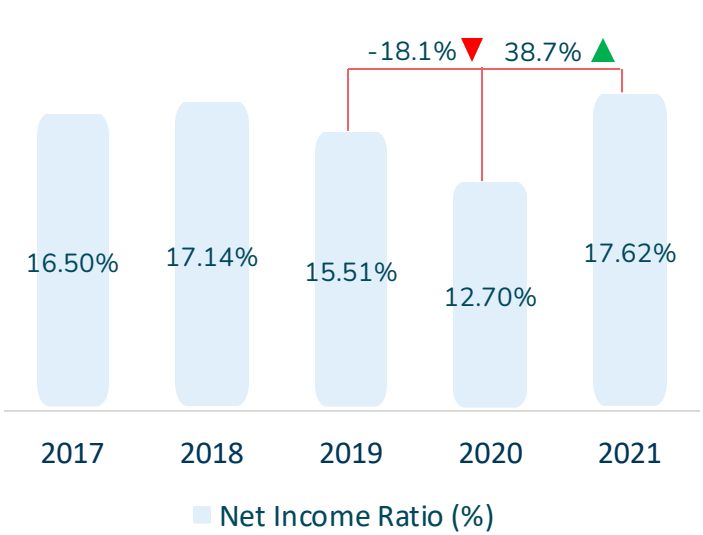
Awards

- ✓ Outstanding Private Bank in Southeast Asia at the Annual Private Banker International Global Wealth Awards
- ✓ World's Best Consumer Digital Banks in Asia Pacific by Global Finance
- ✓ Fund Launch of the Year (Malaysia) 2021 by Asia Asset Management for Maybank Global Sustainable Equity-fund
- ✓ Malaysia's Best Investment Bank by Euromoney

Financial highlights (1/2)



Financial highlights (2/2)



Measures of success

12 Mn

Number of active digital users out of 15 Mn customers

47.1%

CASA ratio for the Group

45 minutes

Time taken to open an account digitally

45.3%

Cost-to-income ratio

56.3%

Transactions done digitally on the mobile banking app

9.8%

Return on equity

Note: Figures are for FY 2020-2021

Top 4 strategic focus areas

#1



Customer
experience

#2



Employee
experience

#3



Creating new
value drivers

#4



Sustainability

#1 Customer experience

Maybank is delivering **exceptional customer experience** in line with their **M25** aspirations

Seamless payment solutions

- Maybank2E's (M2E) cash management digital platform introduced digital FX Booking capabilities, allowing customers to book FX Deals from M2E and continue with payment initiations
- DuitNow bulk payment enables corporates to instantly submit multiple payments on M2E in a single file, making collections faster

Chatbot/Robo Advisors

- Launched interactive underwriting to automate underwriting decisions for Bancassurance customers
- Utilised automation through Etiqa Auto Assist Consultant (EAAC) to assist customers with accidents and breakdowns throughout the journey from registering details to monitoring progress status
- Improved digital accessibility with initiatives, such as "Agent on the Go", "Etiqa Virtual Insurance Advisor" and "Etiqa Smile App"

Upscaling business capabilities

- Increased STP (straight through processing) rates and significantly improved turnaround time for specific business processes
- Upscaled digital capabilities for wealth customers in Singapore through Maybank MView to provide customers with a consolidated view of their finances across all banks and government agencies

#2 Employee experience

Maybank builds a **positive employee environment** experience

Mental well-being outreach

- Customised mental well-being outreach sessions upon request by departments or teams to share information about mental health issues.
- 50 sessions have been conducted with 3,913 Maybank employees as of December 2021

C.A.R.E Circle

- Small facilitator-led support groups with solution-focused sharing sessions and discussions of common interests.

#LearningNeverStops

- Access to online learning platform "MyCampus"
- Access to "Harvard ManageMentor", containing managerial and leadership modules from subject-matter experts.

MaybankCares Sustainability Platform

- The MaybankCares Sustainability Platform, launched in November 2021, is a one-stop platform to encourage employees to "Live Sustainability" and fully embrace it.

#3 Creating new value drivers

Maybank aims on creating **new growth opportunities** in Digital, SME and Wealth sectors

Maybank2u Biz App

- The app's launch in 2021 is designed to address the digital needs of SMEs, including financial management tools for a simpler, smarter and more secure business banking experience
- More than 18,000 businesses have signed up for the app as of end-2021
- Close to 109,000 transactions amounting to RM492.6 million (USD 118 million) have been approved via the app

Tap2Phone

- First-of-its-kind application in Southeast Asia eliminates the need for small businesses to acquire and utilise point-of-sale terminals
- Small businesses can now accept card payments of RM250 (USD 60.3) or less
- More than 1100 merchants across Malaysia accept it as a payment method as of end-2021
- Total transaction value in 2021 amounted to RM101,411 (USD 24,470)

#4 Sustainability

Maybank plans to mobilise RM 50 billion (USD 12.1 billion) in sustainable finance by 2025



Cashville Kidz

- A financial literacy program targeted at school children ages 9 to 12
- Personal finance management is the focus point, and it achieves this by offering modules on critical thinking, economics, income, consumption, purchases and savings.
- The program has reached 13,400 students and impacted >40 schools



Reach Independence & Sustainable Entrepreneurship (R.I.S.E.)

- R.I.S.E. trained more than 3,200 PWDs and participants from marginalised communities
- A coaching and mentoring programme to foster economic empowerment for disadvantaged communities



Maybank Women Eco-weavers

- Training on capacity-building and microfinancing for women weavers from marginalised communities
- Another sericulture program for farmers for an additional source of income for communities
- The “Weaving Tales” Short Story Competition in partnership with the ASEAN Foundation

Maybank digital strategies



Partnership Ecosystem

- Formed a partnership with Grab to drive the acceptance and use of cashless payments in 2018. The bank launched a dual faced credit card where customers collect reward points and redeem them for vouchers.
- Partnered with Permodalan Nasional Bhd (PNB) - a government-linked investment company to launch ASNB e-channels via the bank's digital platform. This collaboration enabled ASNB customers to conduct transactions and view their account balances via Maybank ATMs and Maybank2u (M2U) in real-time.



Data Analytics Foundation

- Maybank continues to develop its data analytics foundation.
- Piloted its Data Science Platform, Data Quality Management and Data Quality & Reconciliation capabilities in 2021.
- These capabilities enable advanced analytics and data democratisation that drives data-led decision making, products and services for the bank.

Maybank technology innovation

#1



Contactless ATM
cash withdrawal

#2



Maybank sandbox

#3



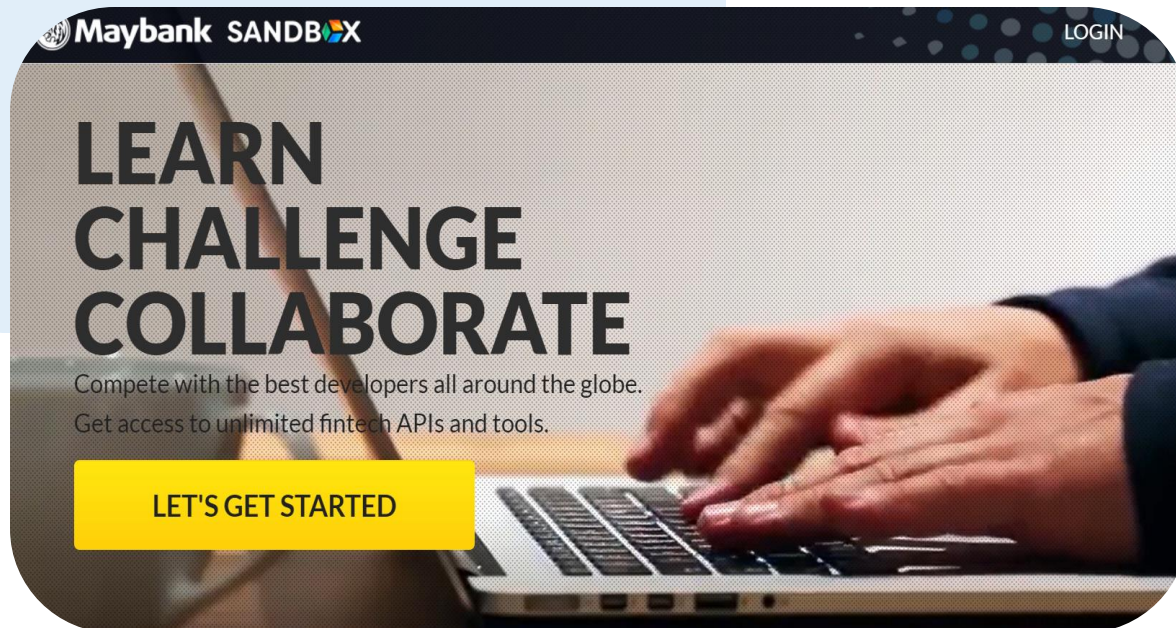
Sama-Sama Lokal

#1 Contactless ATM cash withdrawal



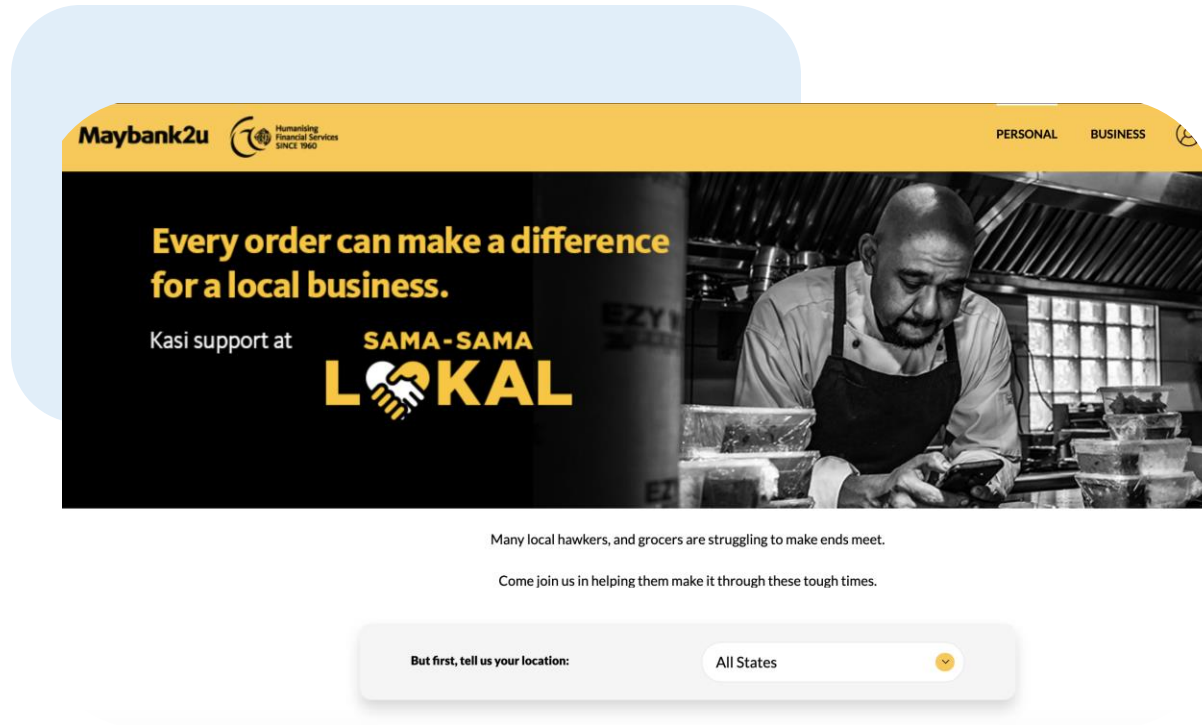
- Maybank has added a new digital bank offering by introducing the first contactless ATM cash withdrawal service in Malaysia.
- The service is available via the MAE app at selected ATMs and aims to enhance convenience for Maybank ATM cardholders
- The customer can withdraw cash in 3 steps using the MAE app

#2 Maybank Sandbox



- Easy accessibility for developers to connect with ideators, academia, businesses and their peers to create innovative end-to-end solutions
- Seamless real banking APIs, simulated data and development tools, enabling developers to create new web and mobile applications
- Clear solution proposed in the Maybank Sandbox can be a program, tool, game, or service and can be developed by individuals who can contribute a high-level scope and use cases

#3 Sama-Sama Lokal



The screenshot shows the landing page for Sama-Sama Lokal, a zero-commission online marketplace. The page features a yellow header with the Maybank2u logo and navigation links for 'PERSONAL' and 'BUSINESS'. The main content area has a black background with a photo of a chef in a kitchen. The text on the page reads: 'Every order can make a difference for a local business. Kasi support at SAMA-SAMA LOKAL'. Below this, it states: 'Many local hawkers, and grocers are struggling to make ends meet. Come join us in helping them make it through these tough times.' At the bottom, there is a location selection dropdown menu with 'All States' selected.

- Sama-Sama Lokal is a zero-commission online marketplace created by Maybank to support local businesses in establishing their online presence.
- Its integration with the Maybank2u app has enabled over 18,000 merchants to place their products and services onto the digital space
- It gains access to Maybank2u’s 12 million customer base, generating approx. USD 4.5 million in order value.

Top 5 growth opportunities

#1



Enhancement
of the branch
network

#2



Open banking

#3



Embedded
finance

#4



Customer
experience

#5



Buy Now Pay
Later

#1 Enhancement of the branch network

Key Highlights

- ✓ More than 50% of all regular banking transactions are now digitally conducted through the MAE mobile app
- ✓ Maybank spends USD 30 million in a year on branch operation and maintenance costs to manage 2617 branches.

Key initiatives / implementations

- ✓ Redesigned self-service branches and kiosks to leverage solar power
- ✓ Enhanced CX for corporate and SME customers with the launch of 20 Business-Friendly branches (BFB). The bank also introduced the Universal Banker(UB) program for training their personnel in dealing with business customers
- ✓ Launched cardless ATM withdrawal using a QR code to reduce physical contact

Analyst View

- ✓ Transform branches into community hubs to boost social engagement
- ✓ Make the branches elderly-friendly for senior citizens unfamiliar with digital tools by having dedicated staff to help them during branch visits like 'Smart Seniors' and 'Dementia Friends Ambassadors' in HSBC bank branches
- ✓ Implement play areas for children to allow parents to conduct banking transactions with ease (e.g., Uniqlo play park/museum in Japan)
- ✓ Introduce tablet-based smart branches, to provide customers with a personalised “one-to-one” service experience in the branch like BOC, China

#2 Open banking

Key Highlights

- ✓ Maybank has 20 Application Programming Interface (APIs) for developers to integrate into their applications
- ✓ A few notable ones are
 - Account details
 - Calculators (interest)
 - Cards
 - Insurance
 - Investments
 - Loans
 - Locators
 - Authorisation
 - Payments
 - Rewards

Key initiatives / implementations

- ✓ Launched Maybank Sandbox in 2017 – an online portal for developers to browse and adapt APIs into their projects
- ✓ Maybank is the front runner in terms of open banking in the country, having enabled 85 operations
- ✓ An interested developer can simply register for an account on the portal and start browsing the APIs for free
- ✓ The portal is equipped with a dashboard, providing users an avenue to contribute ideas on potential new APIs to be added or to identify bugs that need fixing

Analyst View

- ✓ While the bank has a developer portal, it can further partner with third-party providers to enable them to embed banking products directly into their own offerings and establish itself as a BaaS provider
- ✓ The bank can also partner with overseas players like WeChat, Naver Pay and can enable payment solutions for inbound tourists like LINE Pay in Japan

#3 Embedded finance

Key Highlights

- ✓ Created Sama-Sama Lokal to support local businesses
- ✓ Integrated with Maybank2u app, enabling over 18,000 listed merchants to market digitally with access to Maybank2u's 12 million customer base

Key initiatives / implementations

- ✓ Launched Sama-Sama Lokal in 2020 – an online portal to support local businesses by helping them to establish their online presence
- ✓ This has generated approx. USD 4.5 million in order value
- ✓ The service includes automated delivery for ordering and payment, and a tracking function that enables real-time updates to customers

Analyst View

- ✓ The bank can extend the aggregation to other services that the bank provides. For instance, the bank has launched a digital home loan service, Home2u, to cater to home finance markets. The bank can expand into property marketplace by also partnering with home retailing stores such as IKEA and other utility providers to satisfy the end-to-end utility needs of customers
- ✓ The bank offers car loans and travel deals with different merchants and mytreats vouchers, it can further expand into car and travel marketplaces

#4 Customer experience

Key Highlights

- ✓ Maybank has introduced many apps like Maybank2u, Maybank wealth app, Maybank2e, and MAE lifestyle app by Maybank2u
- ✓ Customers with a Maybank account can register for these apps online

Key initiatives / implementations

- ✓ Rolled out biometric technology to onboard new customers through Maybank2u app
- ✓ Enabled cross-border CASA STP, which allows existing Maybank customers from Malaysia to open savings accounts digitally in Singapore
- ✓ Improved customer accessibility by introducing digital account opening through Maybank2u for Mudarabah Investment Account Zest-I

Analyst View

- ✓ While Maybank has embraced digital account opening, the account activation time is more than 45 mins, compared to CIMB's 17 mins. Best in class account opening process is completed in <2 minutes by DBS in APAC. Banks like ICICI and Bendigo also take 3-5 minutes for the process. Maybank should aim to come at par with these banks.
- ✓ The bank can also develop a super-integrated application, allowing customers to access their financial products in one place instead of these different applications. This will increase the customer base and expand its operational boundaries using a standalone application.

#5 Buy Now Pay Later

Key Highlights

- ✓ “EzyPay” is Maybank’s BNPL offering in the market
- ✓ EzyPay enables most Maybank and Maybank Islamic credit card holders to split payments of more than USD 241 into interest-free loans for up to 12 months

Key initiatives / implementations

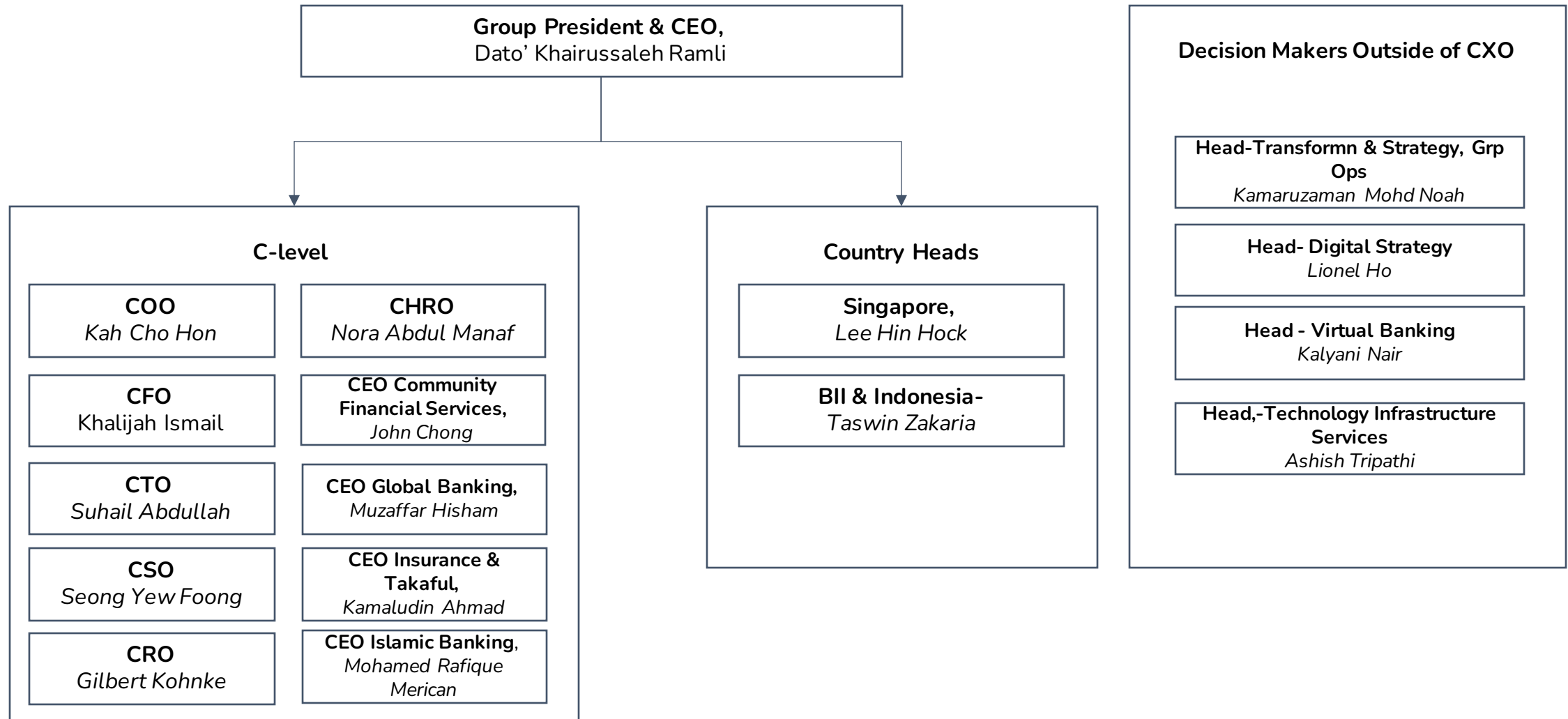
- ✓ Maybank introduced EzyPay to ease the burden of purchasing big ticket items with instalments as low as USD 20
- ✓ Customers can apply for a EzyPay loan completely online via Maybank2u website or the Maybank app

Analyst View

- ✓ Use AI to determine suitable customers based on credit scores and preemptively provide BNPL offerings in their customer journeys and increase the attachment rates
- ✓ Gen Z are almost 26% of the Malaysian population, the bank should launch targeted BNPL offerings to them while opening opportunities for cross selling other products in this untapped market
- ✓ Provide lucrative active offers across their merchants to retain customers

Appendix

Key decision-makers



Dato' Khairussaleh Ramli



Group CEO and President

- Helms Maybank Group's overall business growth and regionalisation strategies
- Ensures the delivery of long-term value for shareholders, customers, employees and all other stakeholders.

Digital strategy:

“

We have now progressed into our next phase of digital development guided by our latest five-year M25 plan and anchored by our mission to humanise financial services. Under this plan, we have a dedicated strategic priority, "Pervasively Digital", to ensure we continuously leverage technology to bring meaningful digital solutions. This will serve our stakeholders from all our business segments and communities across the region.

”

twimbit
be more



Insights



Immersions



Challenges

How can we help?

reachus@twimbit.com