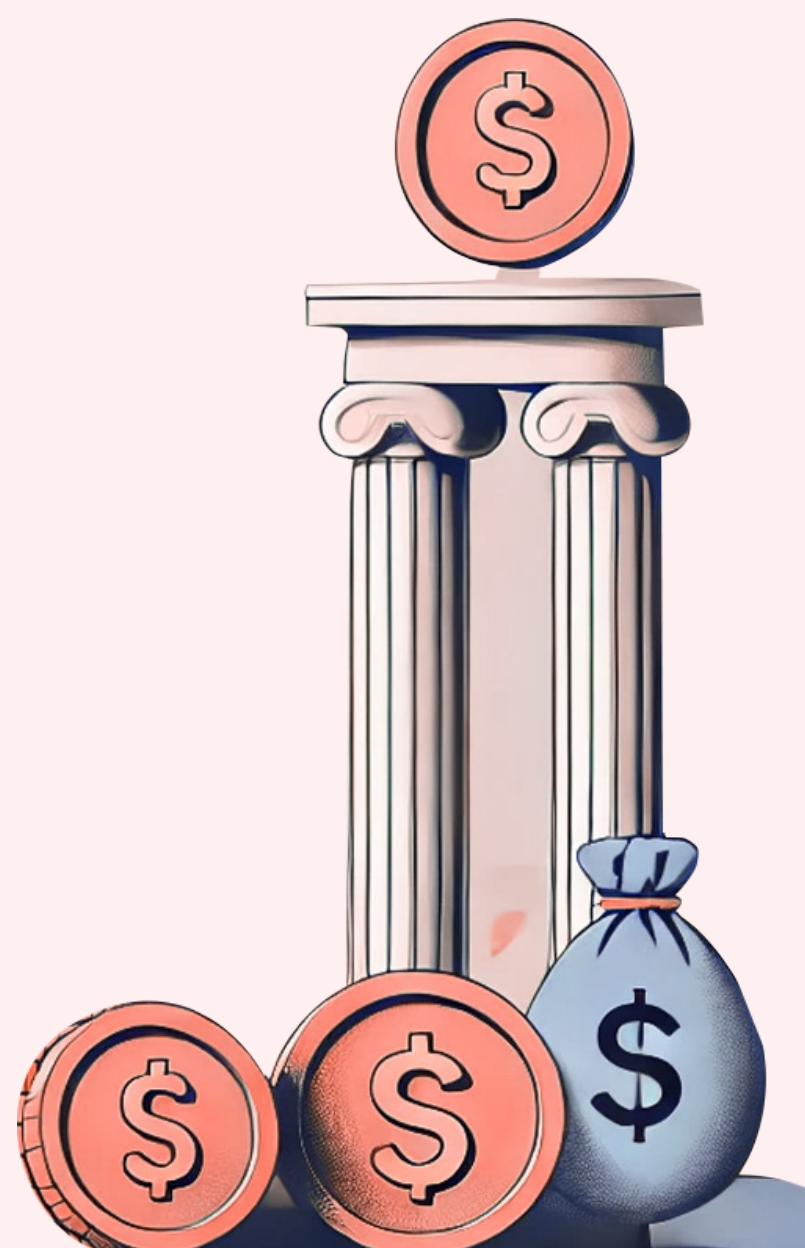


APAC Banking Titans

2024 | Purpose-driven
innovation



Foreword



Asia-Pacific (APAC) banks stand as crucial pillars of the global economy, driving revenue and ensuring economic stability across the region. As titans of the financial ecosystem, they are at the forefront of purpose-driven innovation, adeptly navigating a fast-changing landscape. These institutions not only fuel growth but also shape the strategic direction of numerous businesses by collaborating closely with leading regulators and government agencies.

Over the past decade, digital banking has revolutionized APAC's financial sector, fostering greater inclusivity and accessibility. However, this transformation brings new challenges such as heightened cybersecurity threats and increasingly demanding customer experiences (CX).

We proudly present "APAC Banking Titans 2024," in collaboration with Twimbit. This report offers invaluable insights from 55 leading banks across APAC, exploring how these institutions are evolving into technology companies to drive innovation, security, and growth. The objective is clear: maximize performance and profitability while scaling to meet customer digital demands.

Success in this transformation hinges on delivering outstanding digital experiences powered by cutting-edge technologies and trusted partnerships. At F5, we partner with leading financial institutions worldwide helping them navigate digital transformation complexities effectively. We are honored to partner with nearly all 55 banking titans featured in this report; our mission is to help deliver secure digital experiences that meet these evolving demands.

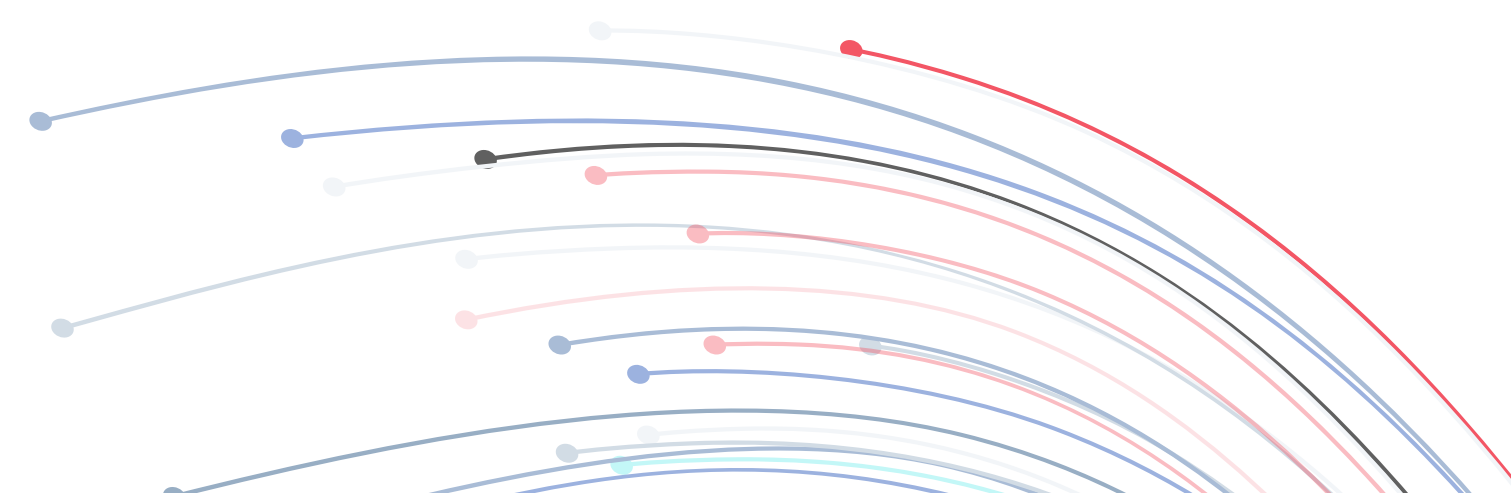
Discover how top banks in APAC leverage technology for a secure high-performance future.

Together we can build a better digital world.



Adam Judd

Senior Vice President, Asia Pacific
F5



Executive summary

In an era where technology and purpose converge, banks are evolving into tech companies (TechCos) to innovate and deliver exceptional experiences to all stakeholders. We saw adoption of AI, journey-centric thinking, reduction in costs and open finance partnerships as top priorities in 2023.

APAC's leading banks have shown double-digit growth in their net revenues (e.g. China and Malaysia) showing progress towards commercial dynamism and resource efficiencies.

This commitment to purpose aligns with the Twimbit Purpose Index, now in its third edition, guiding APAC's top 55 banks in becoming purpose-driven organizations.

01

There are 55 banks in the index with 10 new entrants.

02

Norinchukin Bank has the highest growth score and EBITDA margin

03

DBS leads with the highest purpose score for the third time in a row.

04

Singapore, Australia, Thailand, and India are growth leaders in 2023.

05

Norinchukin Bank is the leader in net revenue growth followed by Union Bank(The Philippines) and Bank Mandiri

06

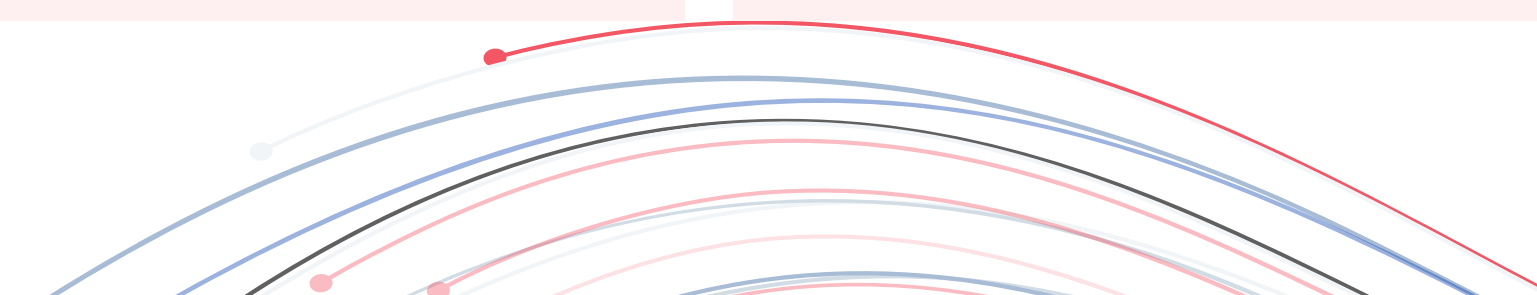
Australia is the leader for ICT spending to revenue in 2023.

07

Chinese banks(ICBC, BOC, ABC and CCB) are the largest banks with the highest revenue size and strong profitability.

08

Singapore and Australia continue to hold their position as leaders of purpose-driven banking.



Twimbit Purpose Index

The Twimbit Purpose Index emphasizes serving all stakeholders equally: shareholders, customers, partners/suppliers, the planet/society, and employees. This balanced approach ensures banks can achieve profitability while driving positive societal impact.

As banks continue integrating purpose into their operations, they lead the charge towards a future where profitability aligns with environmental stewardship and social progress.

This report benchmarks APAC's leading banks across five purpose pillars, showcasing how they achieve purposeful growth.

1. X-Axis:

Aggregate score across four purpose pillars

Customer experience (CX)

Deliver exceptional customer experiences

Employee experience (EX)

Create a fulfilling and supportive workplace for employees

Partner experience

Foster transparent and collaborative partnerships for growth

Planet impact

Promote sustainable practices benefiting society and the environment

2. Y-Axis:

Normalized scale of the revenue growth

3. Size of the bubble

denotes the operating revenue

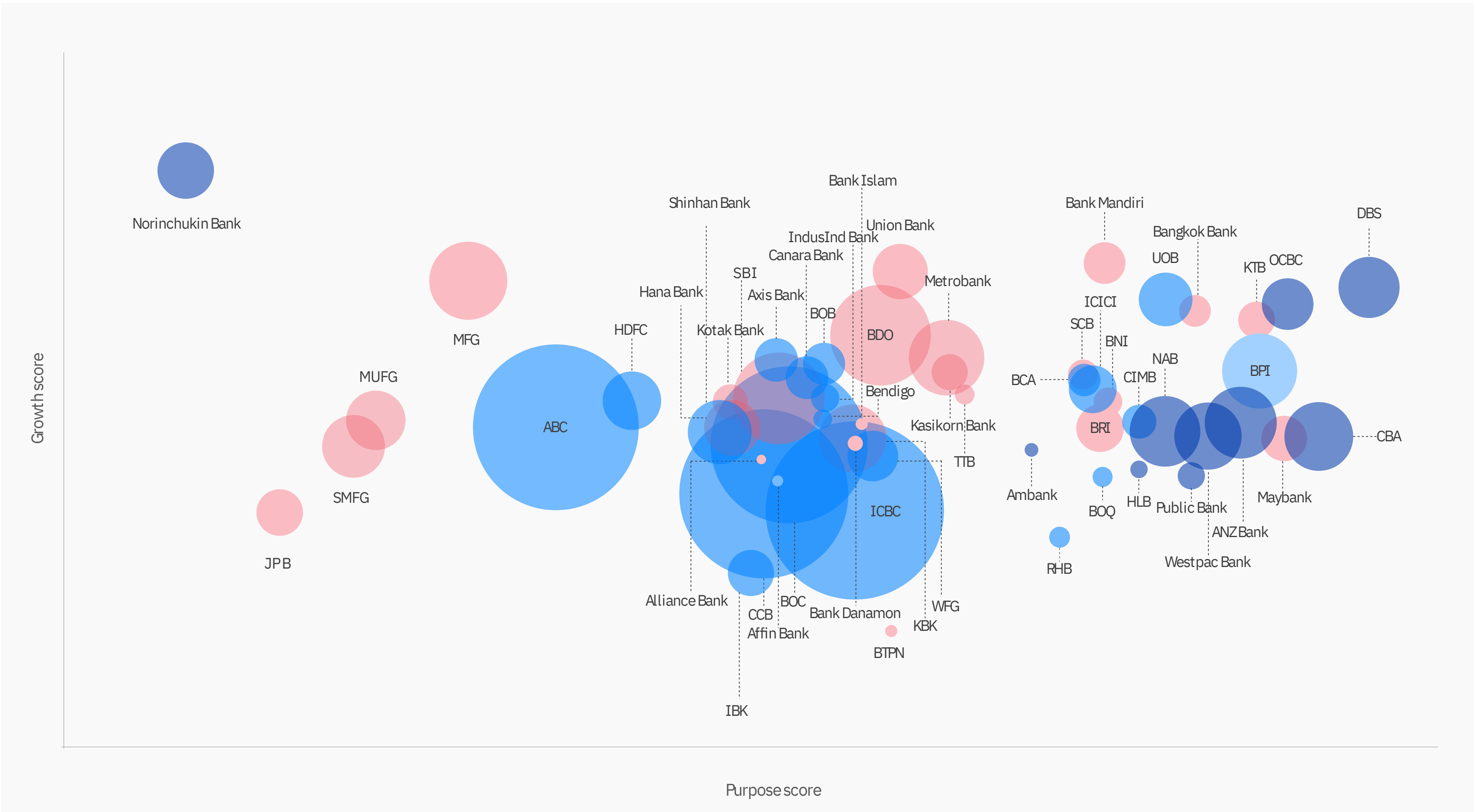


4. Colour of the bubble

is determined by the EBITDA margin



Twimbit Purpose Index - APAC Banking Titans 2024



KTIB	Krungthai Bank	CIMB	CIMB Group Holdings Berhad
SMFG	Sumitomo Mitsui Financial Group (Bank)	BOQ	Bank of Queensland
MUFG	Mitsubishi UFJ Financial Group	WFG	Woori Financial Group
TTB	TMB Thanachart Bank	Bendigo	Bendigo and Adelaide Bank
JPB	Japan Post Bank	BOB	Bank of Baroda
SCB	Siam Commercial Bank X	ABC	Agricultural Bank of China
Kotak Bank	Kotak Mahindra Bank	IBK	Industrial Bank of Korea
BNI	Bank Negara Indonesia	CCB	China Construction Bank
MFG	Mizuho Financial Group	BOC	Bank of China
SBI	State Bank of India	CBA	Commonwealth Bank of Australia
KBK	KB Kookmin Bank	ICBC	Industrial and Commercial Bank of China
BRI	Bank Rakyat Indonesia	ANZ Bank	Australia and New Zealand Bank
BPI	Bank of the Philippine Island	NAB	National Australia Bank
BCA	Bank Central Asia	HLB	Hong Leong Bank

Note: The above abbreviations for the banks will be used throughout the report.

“

The challenges facing our world – from military conflicts to rapid technological change to the present climate crisis – are multifaceted and complex. To future-proof ourselves, we need to strengthen our existing competencies and invest in new capabilities, while being nimble enough to respond to any unexpected changes in the external environment.

As we have done in the past, we will continue to build on our DNA as an innovation-led, purpose-driven bank to build a sustainable advantage.

Peter Seah (Chairman) & **Piyush Gupta** (CEO)



DBS, Annual report 2023



“

Our strategy reflects a bolder ambition and our commitment to use the strength of CBA to support our customers, invest in our communities and provide strength and stability for the broader economy.

We will continue to invest in our business and execute on our strategy to deliver our purpose of building a brighter future for all.

Paul O'Malley (Chairman) & **Matt Comyn** (CEO)



CBA, Annual report 2023



Shareholder value

Drive consistent and equitable value for shareholders



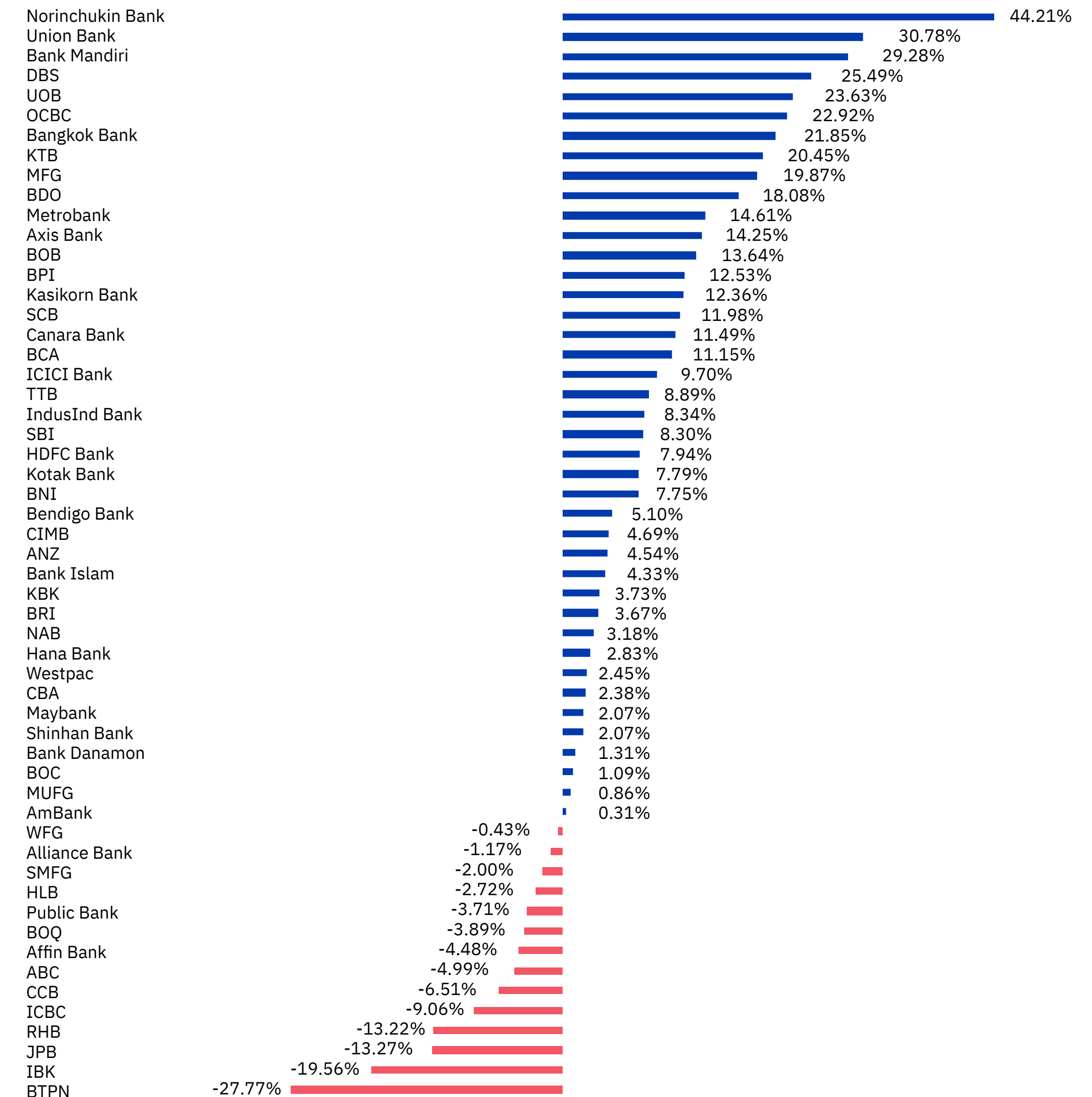
The top 55 APAC banks generated a median net revenue growth of 4.54% in 2023

- In FY2023, the net revenue growth for top 55 APAC banks demonstrated resilience amidst global economic uncertainties, standing at a median average of 4.54%.
- Excluding China and Malaysia, APAC banks exhibited an impressive net revenue growth rate of 10.18%, highlighting strong financial health and operational efficiency across these economies. Notably, approximately 80% of banks within this cohort recorded positive net revenue growth during this period.
- 18 out of the top 55 leading APAC banks achieved double-digit growth in their net revenues, reflecting strategic agility and market responsiveness. Conversely, Chinese and Malaysian banking sectors faced headwinds with negative revenue growth rates of -5.3% and -0.3%, respectively.
- Singaporean banks emerged as standout performers with a remarkable net revenue surge of 24.21%, followed closely by Filipino banks at 17.31%.
- APAC banks generated USD 1.02 trillion in net revenues for FY2023—up from USD 0.989 trillion in FY2022—indicating a solid recovery trajectory
- Among individual institutions, Norinchukin Bank led with an extraordinary revenue increase of 44.21%, whereas Bank BTPN experienced the steepest decline at -27.77%.

Source: Industry reporting; Twimbit Analysis

Research methodology: Based on reported financials of 55 APAC banks; Average of the constant currency conversion rate of the respective years has been applied to the net revenue of 2022 and 2023

Net revenue growth change 2023 (YoY) in %



“

In the coming years, we will work to derive more value from our market-facing franchises and build stronger operational resiliency and efficiency, all underpinned with best-in-class technologies.

This will be accompanied by a reiteration for greater internal synergies and collaboration within OCBC and with the wider Group.



Andrew Lee

Chairman, OCBC



OCBC Bank, Annual report 2023

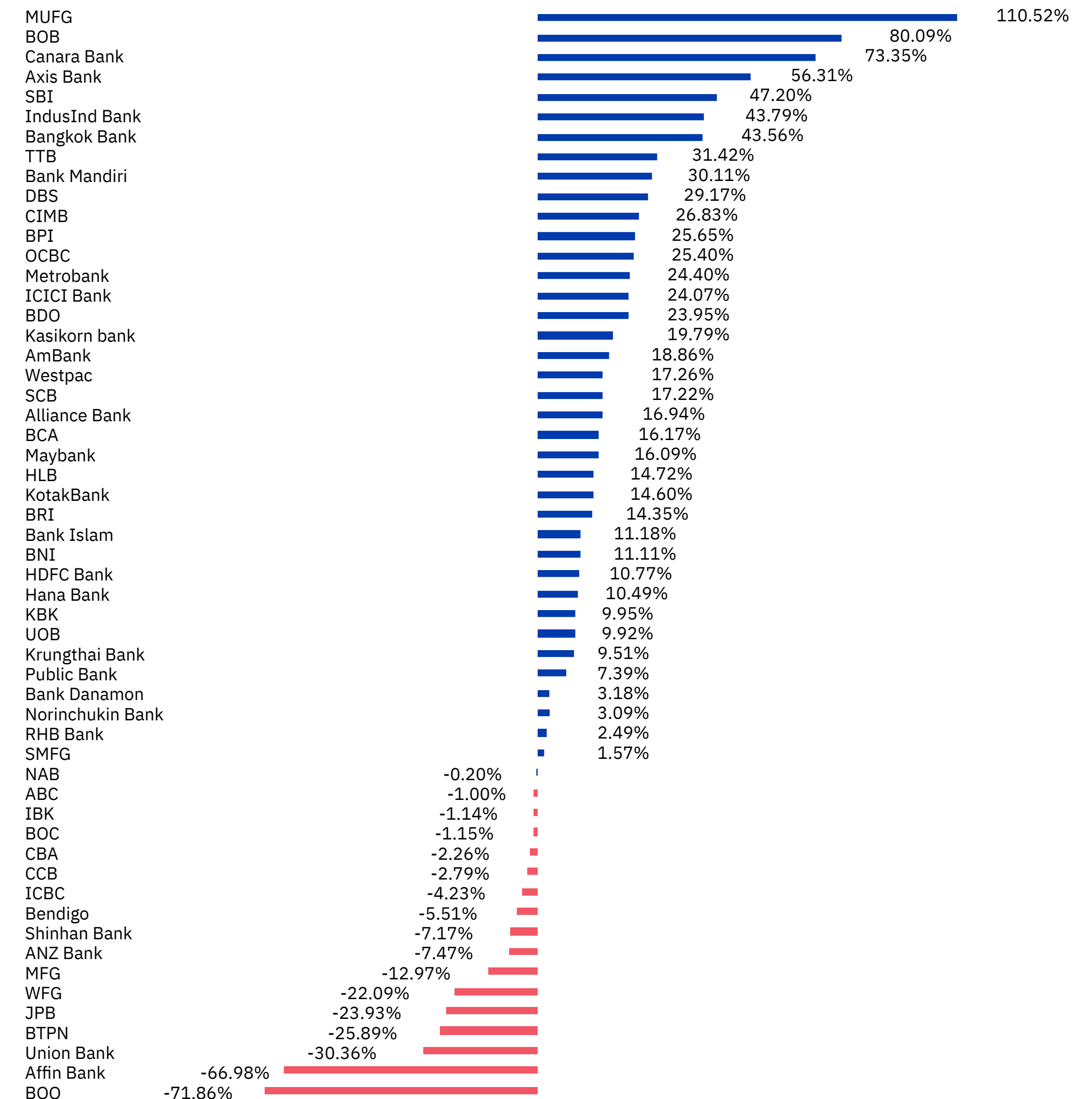
APAC banks' median net profit growth was at 11.11% for 2023

- In FY2023, approximately 67% of APAC banks recorded growth in their net profits, reflecting a positive trend across the region's financial landscape.
- 30 out of the top 55 leading APAC banks achieved double-digit growth in their net profits, showcasing robust operational strategies and effective cost management.
- 8 banks experienced double-digit declines in their net profits during this period.
- Mitsubishi Bank emerged as a remarkable performer with an astounding year-over-year (YoY) increase of 110.52% in its net profit—from USD 4.53 billion in 2022 to USD 9.53 billion in 2023—underscoring its strategic prowess and market leadership.
- Bank of Queensland faced significant challenges, reporting the highest decline among peers with a YoY drop of -71.86%, bringing its net profit down to USD 83 million for FY2023.

Source: Industry reporting; Twimbit Analysis

Research methodology: Based on reported financials of 55 APAC banks; Average of the constant currency conversion rate of the respective years has been applied to the net revenue of 2022 and 2023

Net profit growth change 2023 (YoY) in %



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Despite the challenges posed by worsening geopolitical risks, continued high interest rates and ongoing yen depreciation, the Group's earning power increased significantly. Particularly in customer-segment operations, profits attributable to owners of parent rose to 1,490.7 billion yen—up 374.2 billion yen from the previous fiscal year—marking an all-time high for MUFG.

This remarkable achievement was largely driven by a year-on-year increase of 249.4 billion yen in net operating profits, reflecting the strength of our mainstay operations.



Hironori Kamezawa

President & Group CEO, MUFG



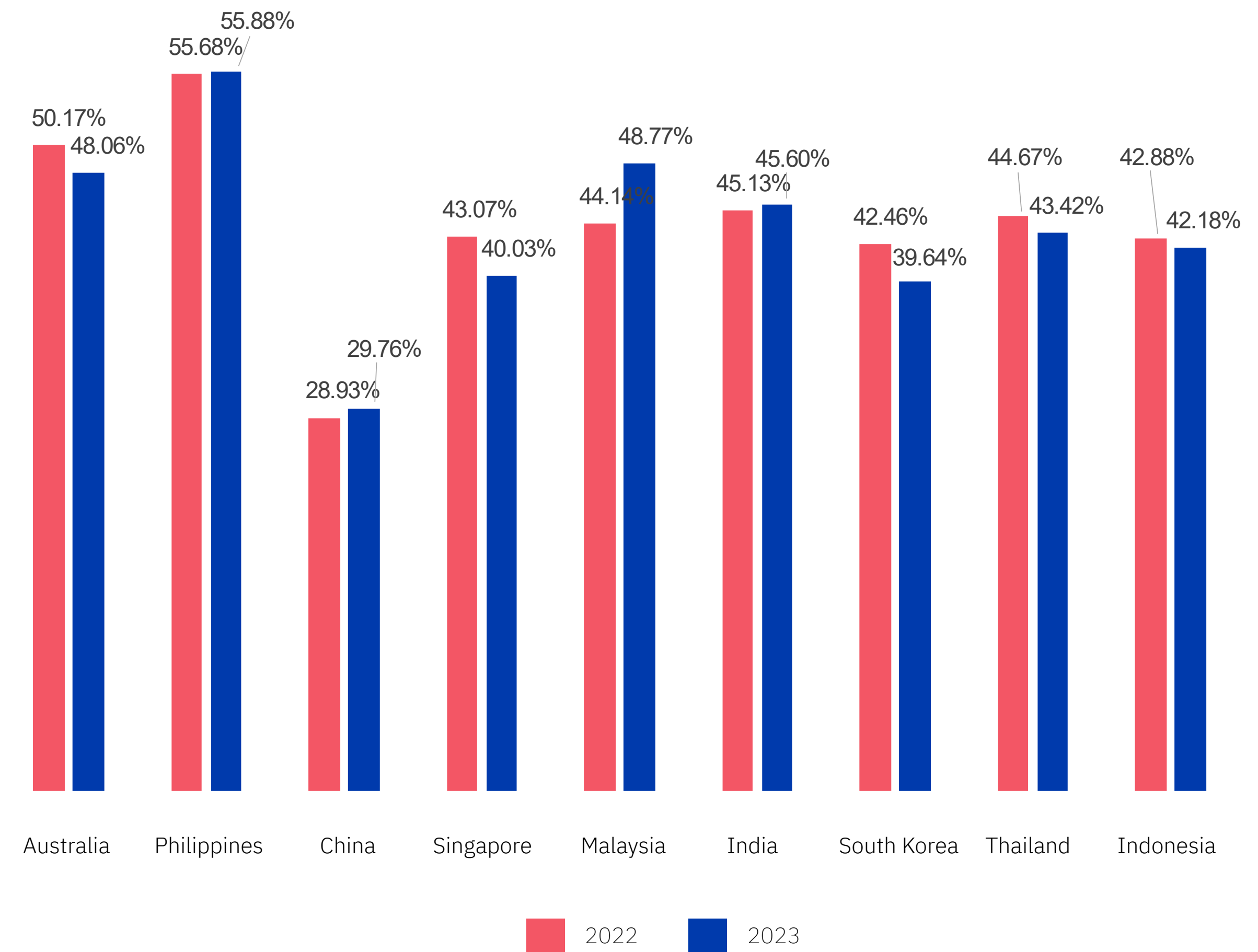
MUFG, Annual report 2023

APAC banks recorded an average cost-efficiency ratio of 44.44% for FY2023

Cost efficiency for 2022 & 2023 in %

- The average cost efficiency of 49 analyzed APAC banks improved by 6 basis points, reflecting a concerted effort across the region to optimize operational costs and enhance profitability.
- 27 out of these 49 banks successfully improved their cost efficiency. Notably, 21 banks achieved a cost efficiency ratio above the industry average of 44.44%, underscoring areas where operational performance can be further optimised.
- Chinese banks led the region with an exemplary average cost efficiency ratio at 29.76% in 2023.
- Singaporean and Australian banks demonstrated significant progress by refining their cost structures with improvements nearing 7% and 4%, respectively, from FY2022 to FY2023.
- Malaysian banks experienced a notable increase in their cost-to-income ratios by approximately 10.5% over the same period—highlighting challenges faced within this market segment.
- Banks in both the Philippines and India saw an uptick in their overall costs due to strategic expansions encompassing geographic footprint growth, enhancement of digital capabilities, and transformation efforts within branch networks.

Source: Industry reporting; Twimbit Analysis



Research methodology: Based on reported financials of 49 APAC banks

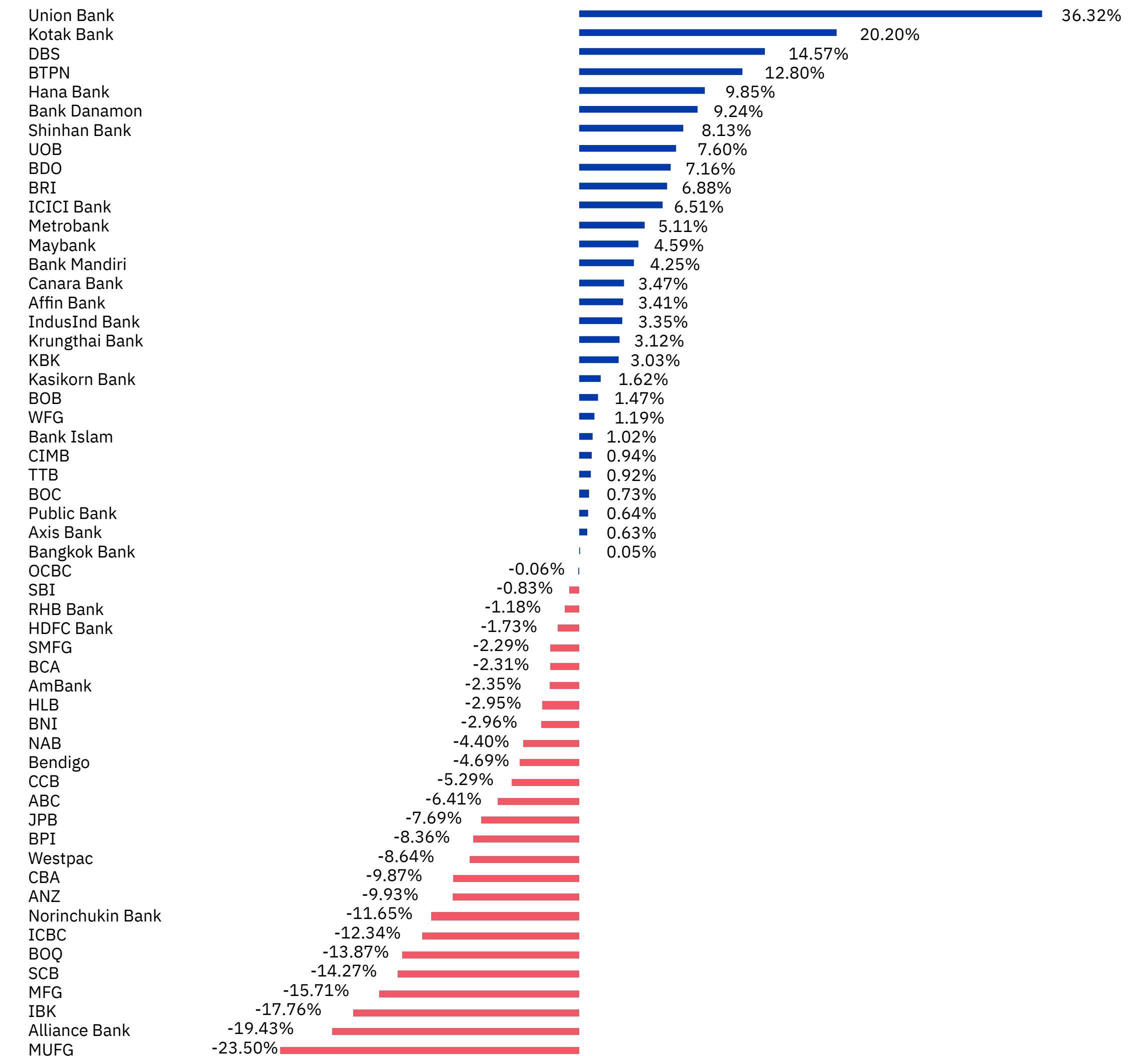
Net fee income for APAC banks declined by 4.29% in 2023

- In 2023, net fee income for banks across APAC experienced a notable decline. The aggregate net fee income decreased from USD 165.24 billion in 2022 to USD 158.15 billion in 2023.
- Despite the overall downturn; 29 banks reported an increase in their net fee income and 4 banks achieved double-digit growth rates.
- 26 out of 55 banks saw their net fee incomes diminish over the same period.
- Major economies such as Australia, China, Japan, and Thailand witnessed reductions in their net fee incomes.
- Singapore emerged as a standout performer with its banks reporting a robust growth rate of 9.12%—the highest among APAC countries.

Source: Industry reporting; Twimbit Analysis

Research methodology: Based on reported financials of 55 APAC banks; Average of the constant currency conversion rate of the respective years has been applied to the net fee income of 2022 and 2023

Net fee income growth change 2023 (YoY) in %



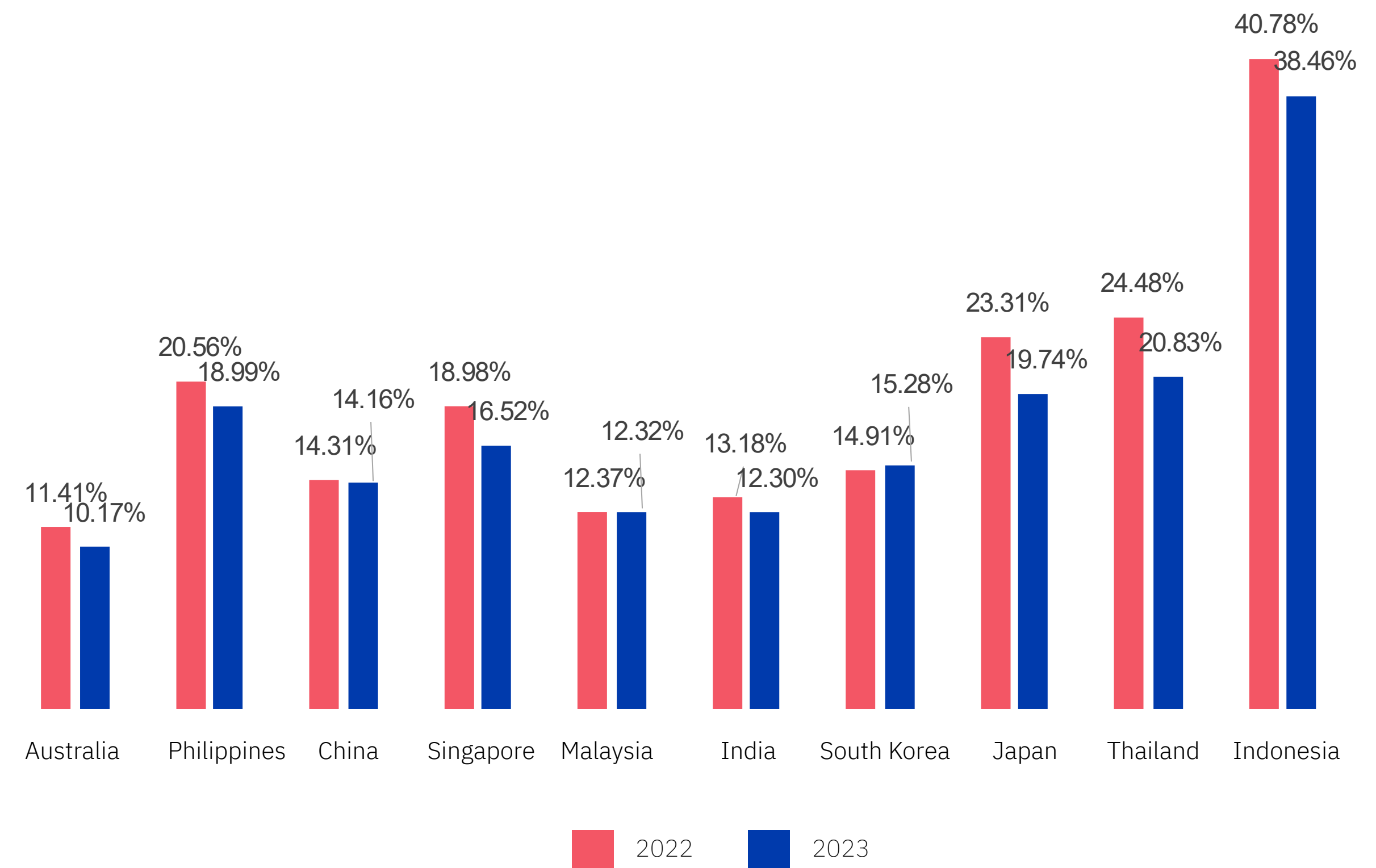
APAC banks saw a decline of 7.4% in their fee income to revenue ratio in 2023

- The average fee income to revenue ratio reported by the top 55 APAC banks analysed stood at 17.5% in 2023.
- The overall landscape was marked by a significant decline; the banks experienced an average reduction of 7.4% in their fee income to revenue ratios. This decline was pervasive across all regions except South Korea.
- 41 out of 55 banks reported a decrease in their fee income to revenue ratios.
- Performance varied significantly across different markets:
 - Indonesian banks led with the highest average fee income to revenue ratio at an impressive 38%.
 - Australian banks recorded the lowest average ratio at just 10.17%, highlighting regional disparities within APAC.

Source: Industry reporting; Twimbit Analysis

Research methodology: Based on reported financials of 55 APAC banks

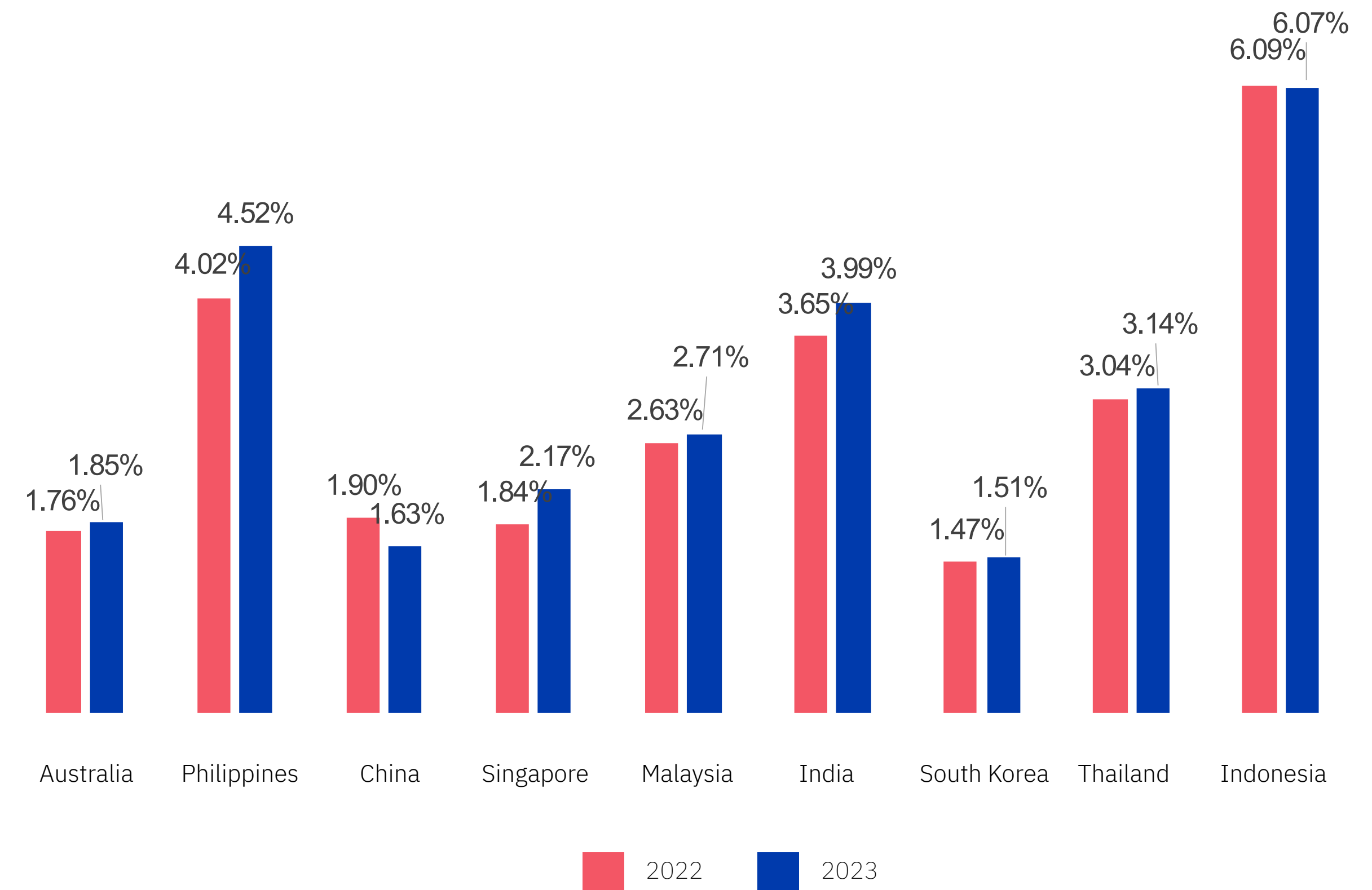
Fee income to revenue ratio for 2022 & 2023 in %



APAC banks recorded a growth of 4.29% in their average NIM in 2023

- In 2023, the average Net Interest Margin (NIM) reported by the top 55 APAC banks analysed saw an increase of 4.29%, rising from 3.04% to 3.17%.
- 16 out of 55 banks reported a decline in their NIMs.
- Chinese banks experienced the most substantial decline in their average NIM at 14.25%.
- Indonesian banks also reported a modest decrease in their average NIMs.
- Singaporean banks led with the highest growth rate, achieving an impressive increase of 18.12% in their average NIMs.

NIM for 2022 & 2023 in %



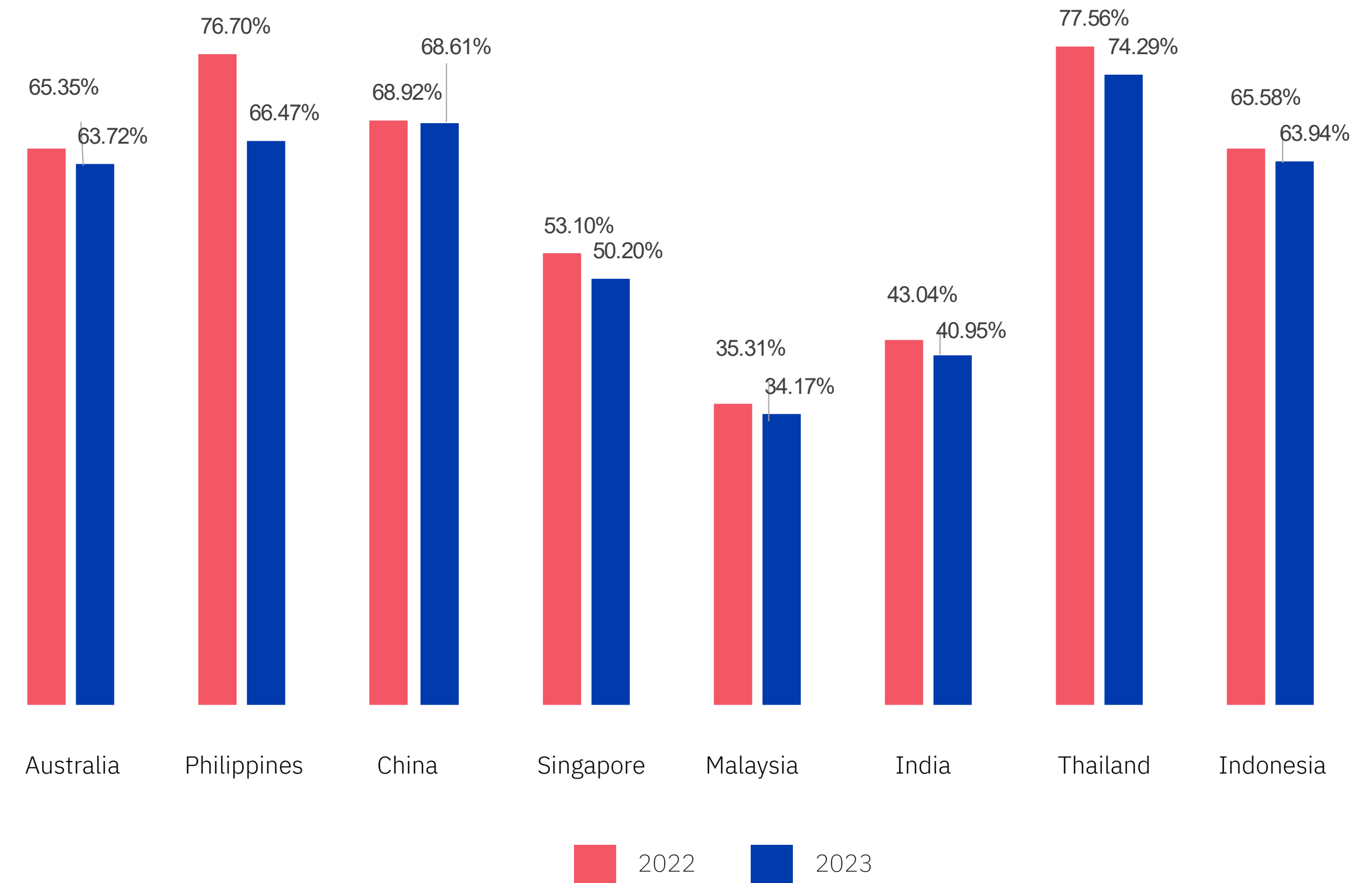
Source: Industry reporting; Twimbit Analysis

Research methodology: Based on reported financials of 55 APAC banks

APAC banks recorded an average CASA of 54.21% in 2023

- In 2023, the average Current Account Savings Account (CASA) ratio reported by the top 55 APAC banks analysed declined by 243 basis points, decreasing from 55.56% to 54.21%.
- The decline was widespread; 24 out of 55 banks reported a reduction in their CASA ratios.
- All regions experienced declines in their average CASA ratios:
 - Filipino banks faced the most significant drop with an average decline of 13.34%.
 - Chinese banks saw the smallest decrease at just 0.45%, maintaining a relatively high average CASA ratio of 68.61%.

CASA for 2022 & 2023 in %



Source: Industry reporting; Twimbit Analysis

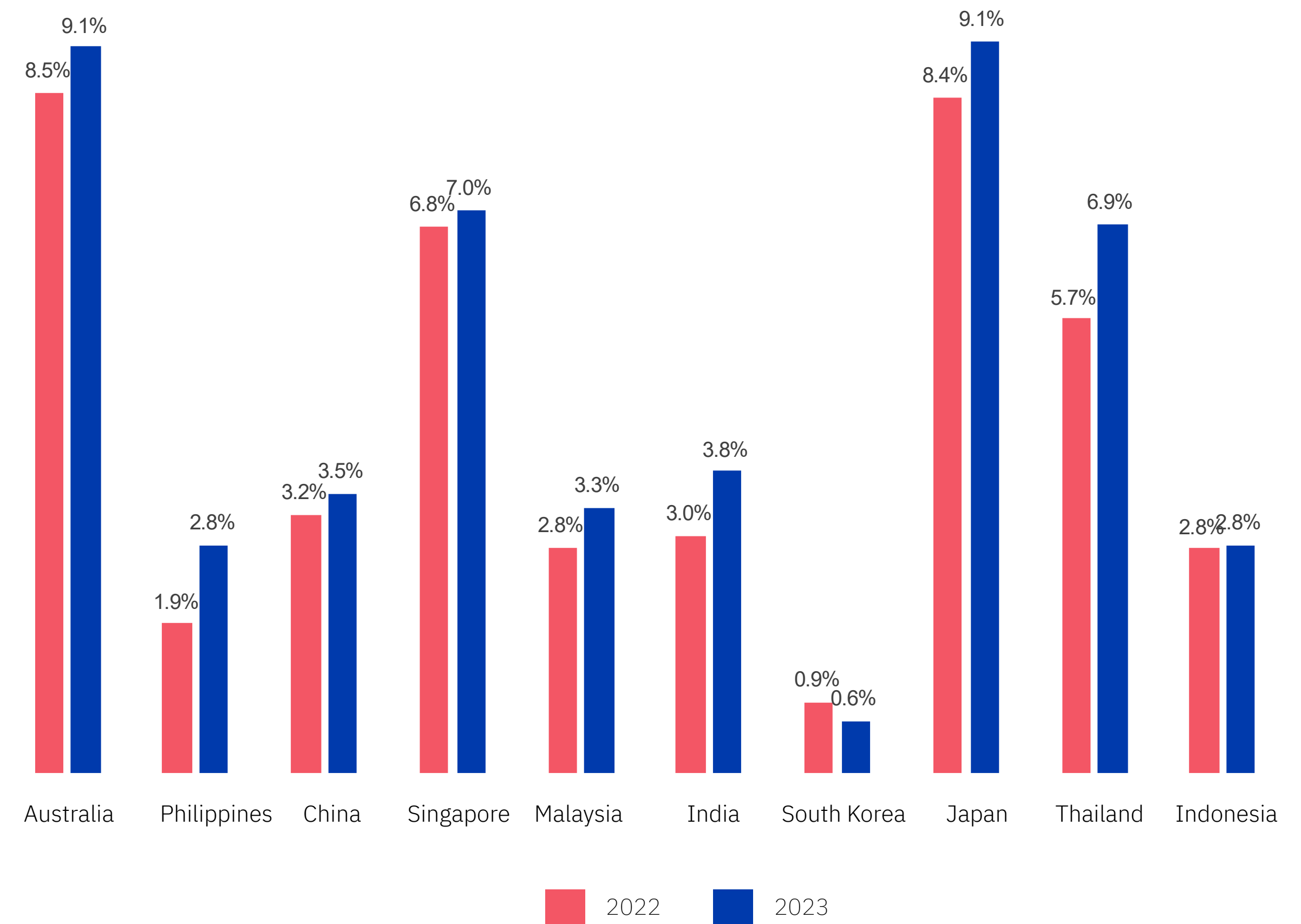
Research methodology: Based on reported financials of 55 APAC banks

ICT spend is growing YoY across the region with the exception of South Korea

- On average, the Information and Communications Technology (ICT) spend to revenue ratio for the top 45 APAC banks was 3.83% for 2023.
- In 2023, Australian banks emerged as leaders in ICT investment relative to net revenue among their APAC peers. The top six Australian banks collectively spent USD 4.9 billion on ICT—a 6.1% increase from USD 4.6 billion in 2022.
- While most regions saw an uptick; South Korean banks reported a decline in their ICT spend to revenue ratio, which fell to 0.6% in 2023.
- All other APAC banks demonstrated an increase in their ICT spend relative to revenue, reflecting a broader regional trend towards digital transformation and technological enhancement.
- The total ICT expenditure for these 45 banks grew from USD 26.5 billion in 2022 to USD 30.1 billion in 2023.
- 42 banks reported an uptick in their ICT spend for the year.
- 25 banks achieved double-digit growth rates.
- Only a minority—3 out of 45 banks—reported a decline in their ICT spending.

Source: Industry reporting; Twimbit Analysis

ICT spend to revenue ratio for 2022 & 2023 in %



Research methodology: Based on reported financials of 45 APAC banks, ICT spending is not fully reported by banks, the analysis is based on evaluation of key ICT metrics available in the annual reports—ICT spending for the banks excludes the communications expenses as they include other variables like marketing communication and branch communication expenses.

APAC's leading banks prioritized building competitive advantage with AI

01

Over 80% of banks now utilize Artificial Intelligence (AI) to enhance customer experience (CX).

02

40% of customer interactions are AI-enabled.

03

Banks are leveraging advanced algorithms to analyze vast amounts of customer data, enabling hyper-personalized product recommendations and services.

04

The integration of AI-driven analytics is enhancing operational efficiency by automating decision-making processes and optimizing resource allocation.

05

Generative AI tools are being deployed internally to support employee productivity.

06

Banks are pioneering new service delivery models using conversational agents powered by natural language processing.

”

In addition to creating the convenience that comes from digitalization, you can use the context to create appropriate ideas and nudges for customers. And when customers can get insights and make more informed choices, they wind up doing more with you.

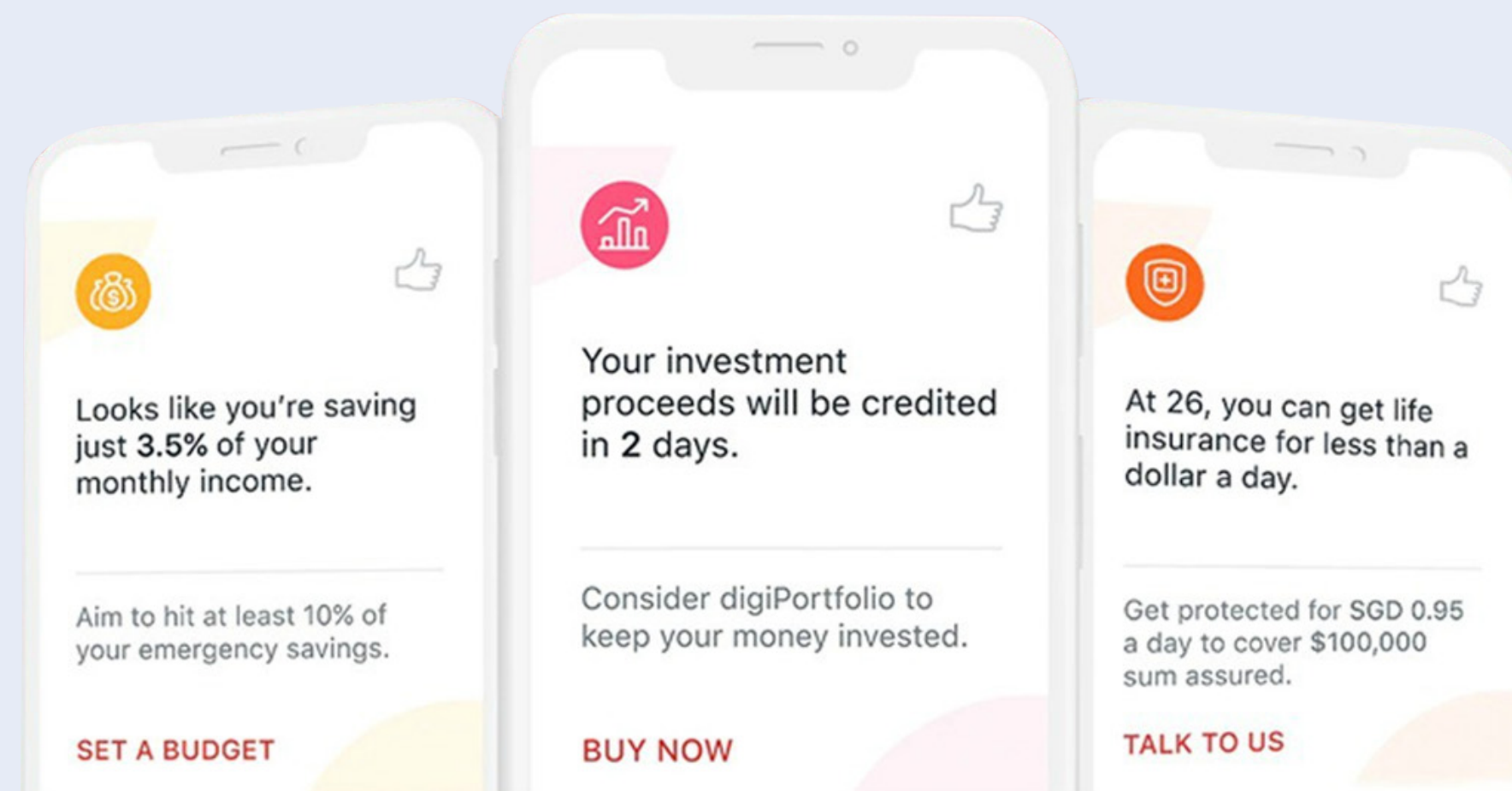


Piyush Gupta

Chief Executive Officer, DBS



DBS industrializes AI across its business



Source: DBS; Twimbit Analysis

The race for AI adoption and corporate pressure can lead organizations to deploy technology without clear objectives. However, DBS, Southeast Asia's largest lender, has spent the past seven years building a solid data foundation to support future big data and AI initiatives.

DBS tapping into AI-powered nudges

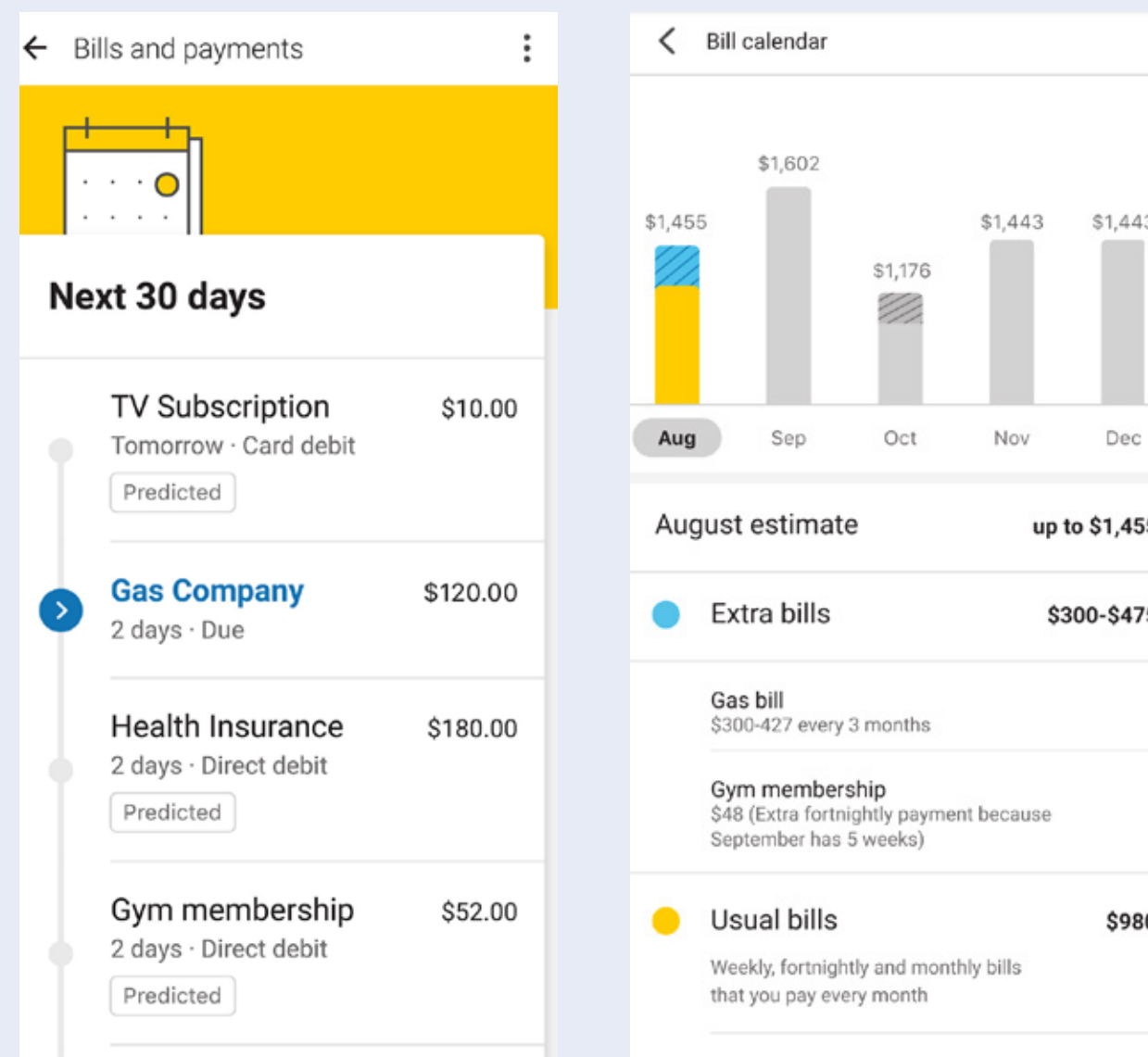
DBS has developed over 100 AI and ML algorithms that analyze internal data across 15,000 customer data points. This generates seven types of nudges offering personalized product recommendations and celebrating customer milestones.

In Singapore, more than 3.5 million retail and wealth customers interact with 30 million hyper-personalized nudges each month.

Harnessing the benefits of Generative AI

DBS launched DBS-GPT, an internal variant of ChatGPT, to support staff with content production and writing tasks in a secure environment. Over 5,000 employees in DBS Singapore have utilized DBS-GPT, with plans for broader integration across the organization.

CommBank using AI to deliver personalised customer experiences



Customer Engagement Engine (CEE)

The CEE is an AI tool used by the bank to understand customers' everyday needs and deliver personalized experiences. It makes over 35 million decisions daily using 1,000 ML models and 157 billion data points.

Leveraging CEE, CBA aims to engage with customers facing challenges and provide tailored assistance, including options like loan deferment or emergency overdraft facilities.

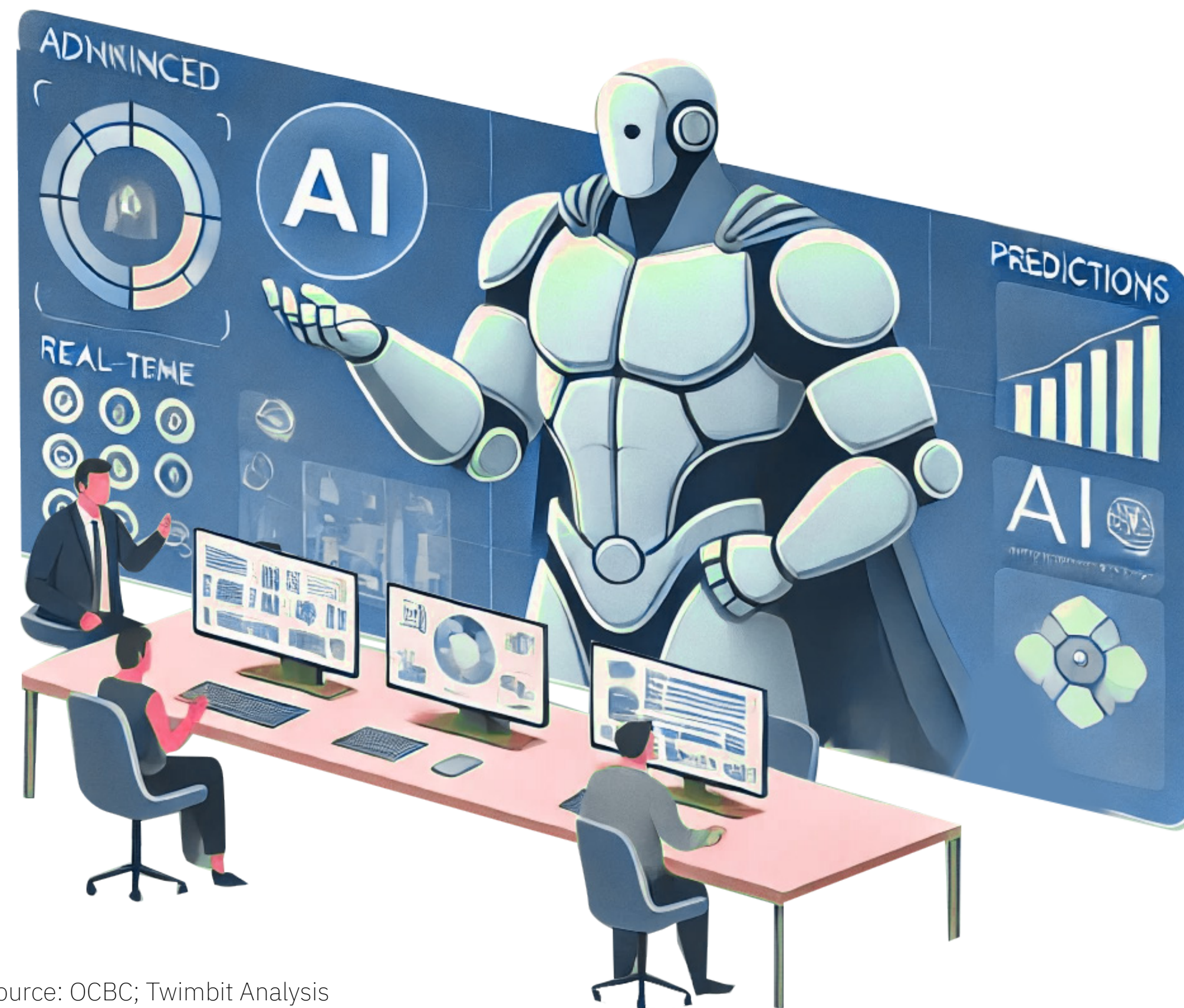
CBA Bill Sense uses AI for bill prediction

The Bill Sense functionality in the CommBank mobile app helps users forecast upcoming expenses, enabling them to anticipate the financial resources needed for monthly bills.

This predictive feature extends up to 12 months in advance, aiming to shield customers from potential bill payment burdens by spreading them out over time.

Source: CBA; Twimbit Analysis

OCBC becomes the first Singapore bank to roll out generative AI for employees



Source: OCBC; Twimbit Analysis

OCBC GPT

- OCBC partnered with Microsoft's Azure OpenAI to deploy a generative AI chatbot named OCBC GPT, available to 30,000 global employees in November 2023.
- OCBC GPT assists with writing, research, ideation, and enhances productivity and customer service.
- Powered by ChatGPT's Large Language Models, it uses web-based text information to produce comprehensive responses within a secure environment that ensures confidentiality.
- The bank-wide deployment follows a successful six-month trial from April to September 2023 involving approximately 1,000 staff across various functions.
- OCBC GPT was used for tasks such as writing investment research reports, translating content, and drafting customer responses.
- Participants reported completing tasks around 50% faster after verifying the chatbot's output for accuracy.

Leading banks in focus



Hana Bank's AI wealth

Introduced 'AI Wealth,' an individualised AI asset management platform offering hyper-personalisation by analysing customers' transaction histories to determine their unique 'investment DNA.'

This approach delivers tailored investment information, enhancing the overall asset management experience.



Bangkok Bank's Thai conversational AI engine

Bangkok Bank's innovation program 'InnoHub' developed TT01 in collaboration with Singapore-based fintech Pand.ai.

The engine achieved a 96% accuracy rate and is trained to process mixed-use language in Thai and English, as well as emoticons.



Development of Sabrina, the AI chatbot

Sabrina provides information on products, promotions, events, and BRI offices, helping agents establish better customer connections. It also frees up human agents to handle complex inquiries and build rapport with customers.

This streamlines communication for customers, enabling them to access comprehensive information about BRI.



Kookmin Bank has a human-based AI avatar

The bank collaborated with DeepBrain to introduce a kiosk-style AI Banker, a national first. This virtual entity enables real-time interactions and direct communication with users through speech synthesis, video synthesis, natural language processing, and speech recognition technologies.

This innovation revolutionizes customer interactions by offering non-face-to-face services, significantly reducing waiting times with swift responses.

Source: Industry reporting; Twimbit Analysis

Customer experience

Deliver exceptional customer experiences



Deliver exceptional customer experiences

01

Digital-only banks are emerging as formidable players by offering seamless online experiences that cater to tech-savvy customers.

02

Cloud technology is revolutionising banking operations by enabling agility and scalability.

03

Physical branches are being reimagined as experiential hubs that blend digital innovation with personalised service.

04

As cyber threats become increasingly sophisticated fortifying defenses paramount ensuring safe secure experiences.

05

Contact centers are transforming next-gen care integrating AI-driven chatbots and virtual assistants to handle routine inquiries efficiently, freeing human agents to focus on complex issues.



Leading banks in focus



BOQ's fully digital bank

Introduced ME Go, a fully digital bank offering streamlined mortgages and online deposits.

Delivers a seamless digital experience, enabling customer engagement via online platforms, mobile bankers, or brokers. Account setup and transactions are completed in under five minutes.



NAB's cloud migration

Migrated 77% of applications to cloud services, aiming for 83% by 2024 to boost technology resilience. Achieved a 17% year-on-year reduction in critical incidents and an 83% decrease since 2018.

NAB's top 47 critical services maintained an average availability of 99.89%.



OCBC's smart branch

Launched the "OCBC Future Smart Branch," merging banking with life-style elements.

Features a family-friendly environment, including children's play areas and advanced digital advisory services for adults, redefining traditional banking.



DBS's Arculus for data security

Launched Arculus, an advanced in-house data policy engine, to strengthen data security on the Enterprise Data Platform.

This scalable solution enhances regional expansion capabilities and fortifies data privacy and security measures.

Source: Industry reporting; Twimbit Analysis

Leading banks in focus



BOC's virtual banking initiative

Spearheading a virtual banking initiative, utilising virtual reality (VR) and augmented reality (AR) platforms to deliver innovative banking experiences.



KB Kookmin's suite of AI services

Launched multiple AI services: voice phishing monitoring, an automated corporate lending review system (ML Bics), KB AI Financial Assistant, an AI financial consulting system, and the KB AI Translator.



Union bank's CX COE

Launched the Customer Experience Centre of Excellence (CX COE) to enhance customer relations, service delivery, and client satisfaction through workshops and training programs.

CX COE monitors team performance and features Client Obsession Closure stories to inspire employees to 'do more, do better, do greater.'



CIMB's contact centre transformation program

Initiated the Contact Centre Transformation program to create a leading Customer Experience Contact Centre in Malaysia. This includes enhancing CX Quality Monitoring and implementing a Performance Monitoring Dashboard for real-time visibility into customer experience metrics.

The dashboard enables proactive corrective actions across call volume, SLA fulfillment, manpower, call disposition, and Voice-of-Customer feedback.

Source: Industry reporting; Twimbit Analysis

Employee experience

Create a fulfilling and supportive workplace for employees



Create a fulfilling and supportive workplace for employees

01

Banks are leveraging digital tools to streamline workflows, enhance communication, and provide employees with seamless access to resources.

02

Banks are investing heavily into continuous learning development programs to ensure workforce remains agile and future-ready.

03

Recognizing the importance of holistic well-being, banks are fostering environments that prioritize mental health, physical wellness, and work-life balance.

04

Banks are committed towards diversity inclusion and creating equitable workplaces where diverse perspectives are valued and celebrated.



Leading banks in focus



BOQ's Sonder

Launched Sonder, a digital platform enhancing employee safety and wellbeing with psychosocial, medical, and safety services. Utilisation surged to 22%, five times higher than the previous provider.

Provides 24/7 confidential support via chat, phone, or in-person for medical and mental health needs.



SCB's partnership with Microsoft for People Analytics

SCB utilises Microsoft's Power BI for People Analytics, facilitating data-driven HR decisions across headcount movement, learning, resignation analysis, and real-time dashboards.

This strategic approach helps SCB identify talent, mitigate risks, and align workforce planning with organisational objectives.



Union bank's UBPXcellerator program

The UBPXcellerator program addresses future skills demand in Data Science, AI, Cloud Computing, and Blockchain. It offers on-demand learning with a 39% enrollment increase in 2023 and practical case work opportunities, leading to 30% of top performers being hired by the bank.

Additionally, it provides free courses in Business Communication, Presentation Skills, and Python to enhance talent pools.



Metrobank's EmpowHER campaign

The EmpowHER campaign drives women empowerment through targeted initiatives.

The Breakthrough of Women Leaders highlights 16 female leaders and fosters networks via MB Connect.

The Purple Table Podcast shares leader insights, enhancing visibility and knowledge-sharing.

A dedicated webinar educates Metro-bankers on effectively supporting women.

Source: Industry reporting; Twimbit Analysis

Partner experience

Foster transparent and collaborative partnerships for growth



Foster transparent and collaborative partnerships for growth

01

The establishment of API developer portals is pivotal for driving innovation within the banking ecosystem.

APAC banks now manage between 300 to 3,000 APIs across various product and service categories. The rapid increase in the number of open APIs deployed by leading banks underscores their commitment to transparency and interoperability.

This trend signifies a shift towards a more collaborative and inclusive financial ecosystem, where value is co-created with network partners.

02

Marketplaces are emerging as pivotal hubs where banks, fintechs, and service providers converge to offer a comprehensive suite of financial products.

These platforms enable seamless interactions among stakeholders, fostering enhanced transparency and collaboration.

This strategic participation not only amplifies market presence but also drives innovation by leveraging the collective expertise within the ecosystem.



Leading banks in focus



ICICI Bank's API ecosystem for SME's

ICICI Bank leads in developing a robust third-party API platform, establishing an ecosystem for core and SME banking with over 600 APIs.



Axis Bank's API developer portal

Axis Bank launched an API Developer Portal with over 410 APIs, including 285+ retail and 25+ connected APIs. This initiative fosters fintech collaborations, driving innovative solutions and enhanced customer experiences through seamless integration.



Maybank's M-CONNECT

Maybank is expanding its ecosystem strategy regionally by integrating M-CONNECT with various platforms. This grants customers access to Maybank's solutions and partners' offerings, including home purchases, SME services, and travel insurance.

Maybank Home2u, powered by APIs, enables seamless loan applications with instant approvals for over 2,900 property listings.



Union Bank's API Marketplace

Union Bank's API Marketplace allows businesses to integrate banking services into digital applications, fostering customised and secure digital experiences.

With over 100 partners, the platform integrates Union Bank's account information, authentication, and fund collection APIs, accelerating innovation and enhancing service offerings and customer interactions.

Source: Industry reporting; Twimbit Analysis

Planet impact

Promote sustainable practices benefiting society and the environment



Promote sustainable practices benefiting society and the environment

01

Banks are emerging as pivotal players in sustainability by integrating environmental considerations into their core operations.

The average electricity consumption for APAC banks is 197 thousand MWh, while average greenhouse gas emissions stand at 657 kt.

To address these significant footprints, leading institutions are investing heavily in energy-efficient technologies and renewable energy sources.

These efforts not only reduce operational costs but also align with global sustainability goals, reinforcing the banks' commitment to environmental stewardship.

02

Banks play a pivotal role in advancing community welfare through targeted initiatives that drive social progress. They actively bolster local economies by providing essential capital and resources for growth.

- Investments in small and medium enterprises (SMEs) is critical for driving job creation and economic stability within communities.
- Local partnerships amplify impact, ensuring sustainable development aligned with regional needs.

Community-focused efforts not only enhance the bank's reputation but also foster long-term relationships built on trust.



Leading banks in focus



BOQ's charity-linked debit cards

BOQ's ME customers can choose from five charity-linked debit cards, with each digital wallet payment contributing one cent to charities: Beyond Blue, Australian Wildlife Conservancy, Minus18, National Breast Cancer Foundation, and OrangeSky.

The physical cards are made from 82% recycled materials and feature braille, promoting financial inclusion and environmental sustainability.



Krungthai's vision of "Growing Together for Sustainability"

Krungthai Bank promotes environmental sustainability by recycling PET bottles into fabric for employee polo shirts, with each shirt using 12–15 bottles. This initiative reduces natural resource use, energy consumption, and greenhouse gas emissions, aligning with Krungthai's vision of "Growing Together for Sustainability."



KB SOHO Consulting Centres

KB Kookmin Bank provides free business consulting to microbusiness owners and aspiring entrepreneurs through 13 KB SOHO Consulting Centres nationwide, including the Yeouido HUB Centre in Seoul.

The program offers guidance on business startups, market analysis, and financial advice, delivering over 37,000 consulting services to date.



Woori Love Fund

Woori Bank manages the Woori Love Fund, with employees voluntarily donating a portion of their monthly paychecks. In 2023, an average of 4,614 employees participated monthly, raising KRW 335 million.

The fund supported social contribution projects for underprivileged groups, utilizing a total of KRW 380 million for these initiatives.

Source: Industry reporting; Twimbit Analysis



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