

Disclaimer: The contents of this document/information remain the intellectual property of Maybank and no part of this is to be reproduced or transmitted in any form or by any means, including electronically, photocopying, recording or in any information storage and retrieval system without the permission in writing from Maybank. The contents of this document/information are confidential and its circulation and use are restricted.

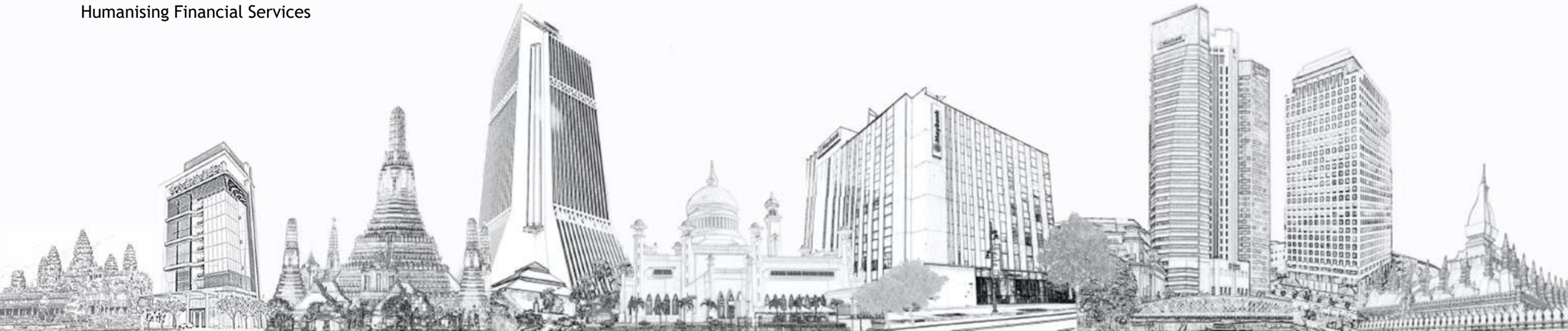
Investor Day 2022

M25+ From Good to Great

27 October 2022



Humanising Financial Services



The M25 Strategy Rolled Out In 2021 Has Guided Us to Maintain Our Position Despite the Challenges Posed by the Pandemic and External Headwinds



Selected Achievements (1H 2022)

	<u>2020</u>	<u>1H 2022</u>
ROE	8.1%	9.3%
GIL	2.23%	1.81%

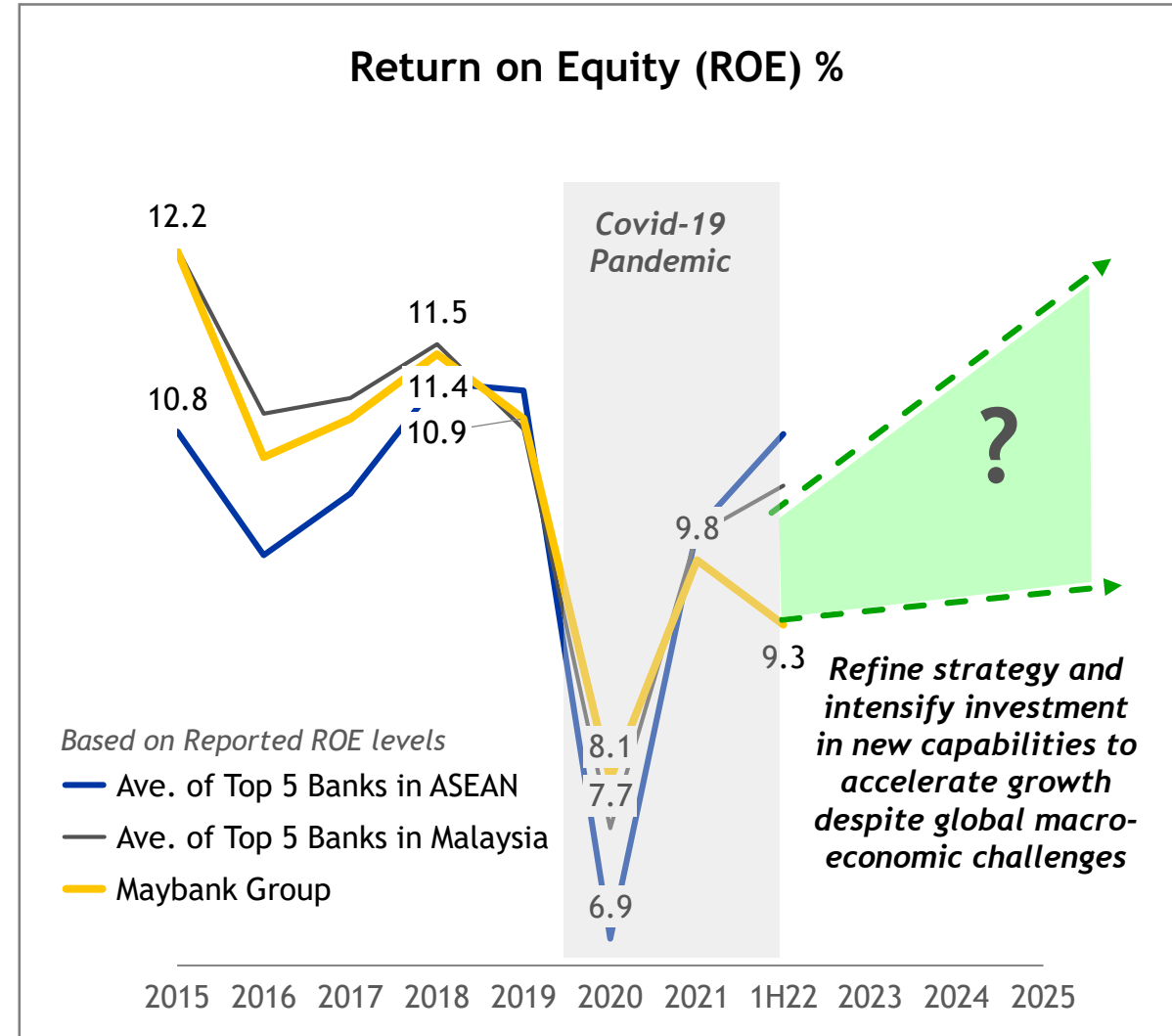
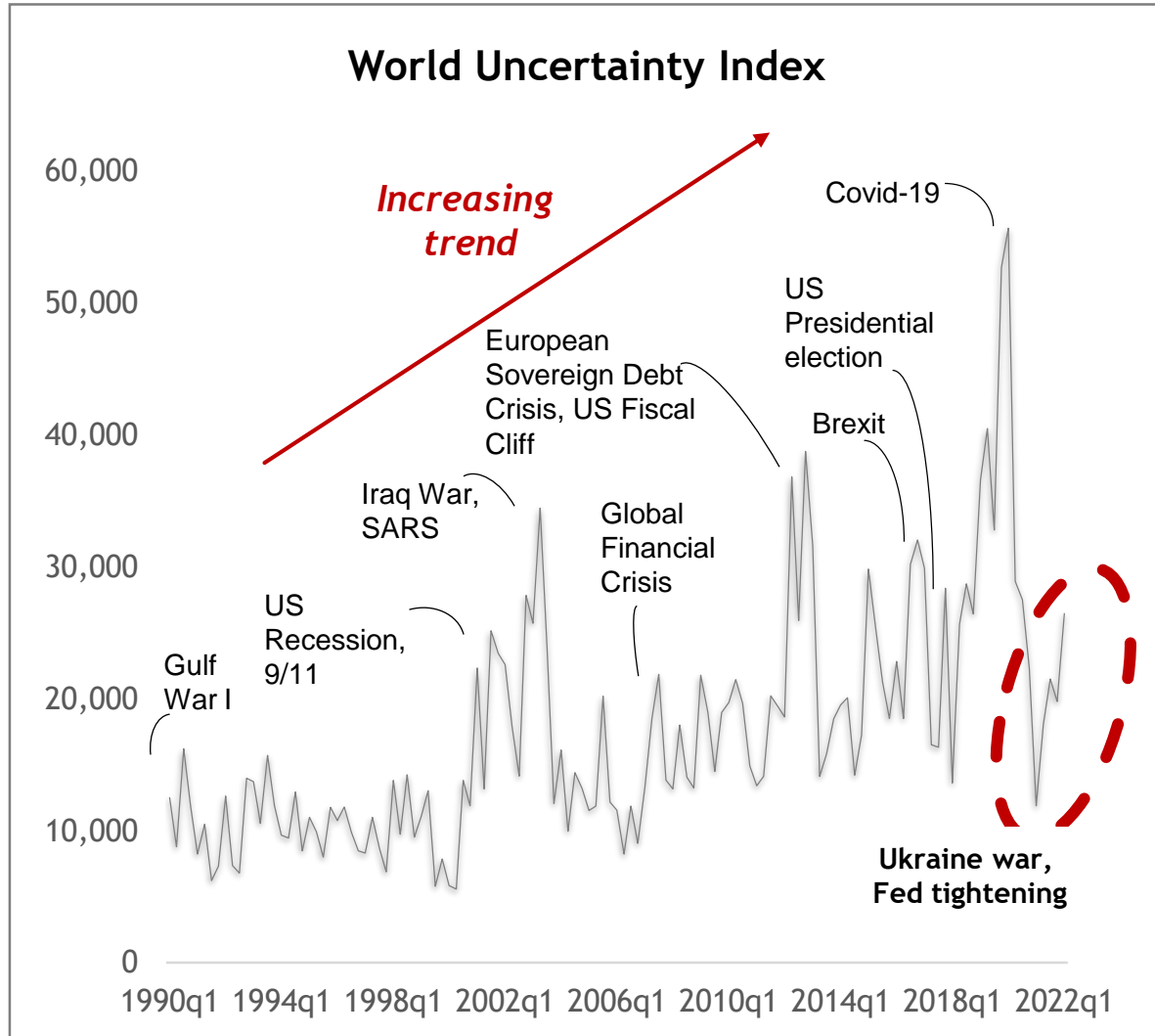
SUSTAINABILITY

- Established Sustainable Product Framework and financed emissions baseline by asset classes and geographies
- Provided ~**RM24 bil** Sustainable Finance in two years vs five-year target of **RM50 bil**

DIGITAL

- **54.5%** market share in mobile banking transaction volume and **49.3%** internet banking market share in Malaysia
- **Market leading digital solutions**, e.g. Maybank Home2u and Personal Digital Financing with **approvals within 10 seconds**, **8.3m** MAE app downloads since 2020 launch

We Have Refined Our Strategy to be Agile to Drive Sustainable Returns in an Uncertain World Due to the Pandemic and Global Socio-economic Challenges...



... Premised on Key Macrotrends Requiring Our Response



1	Global Sustainability	2	New Digital Economies	3	War for Talent	4	Changing Customer Preferences	5	Agility needed in volatile market
	<ul style="list-style-type: none">Increased preferences of investors and customers on ethics, integrity, and inclusivityHuge needs for transition finance to support the “Net Zero Carbon Emissions” goal		<ul style="list-style-type: none">Big tech companies innovating and winning in financial servicesDigital players and platforms disintermediation accelerated by the pandemic		<ul style="list-style-type: none">Talent mix change with embedded digital bankersImmense talent competition with big techEvolving ways of working across all layers		<ul style="list-style-type: none">More customers expect efficient, quality service offerings in real timeOne-size-fit-all financial services will be the past - Hyper-personalisation is needed		<ul style="list-style-type: none">Increase market uncertainty requires FIs to be agile in responding to market challengesIncreasing credit risk with looming recession fears

Maybank's New M25+ Growth Strategy is Anchored on a Greater and Deeper Purpose



Infusing the principles of **ethical banking** (*fairness, inclusivity, preservation of environment and exclusion of harmful activities to mankind*) as a differentiator to drive **economic value** for the Group



Orchestrating **digital ecosystems** and **integrating customer offerings** across the **region**

“We are a **values-driven platform**, powered by a **bionic workforce** that **humanises financial services**”

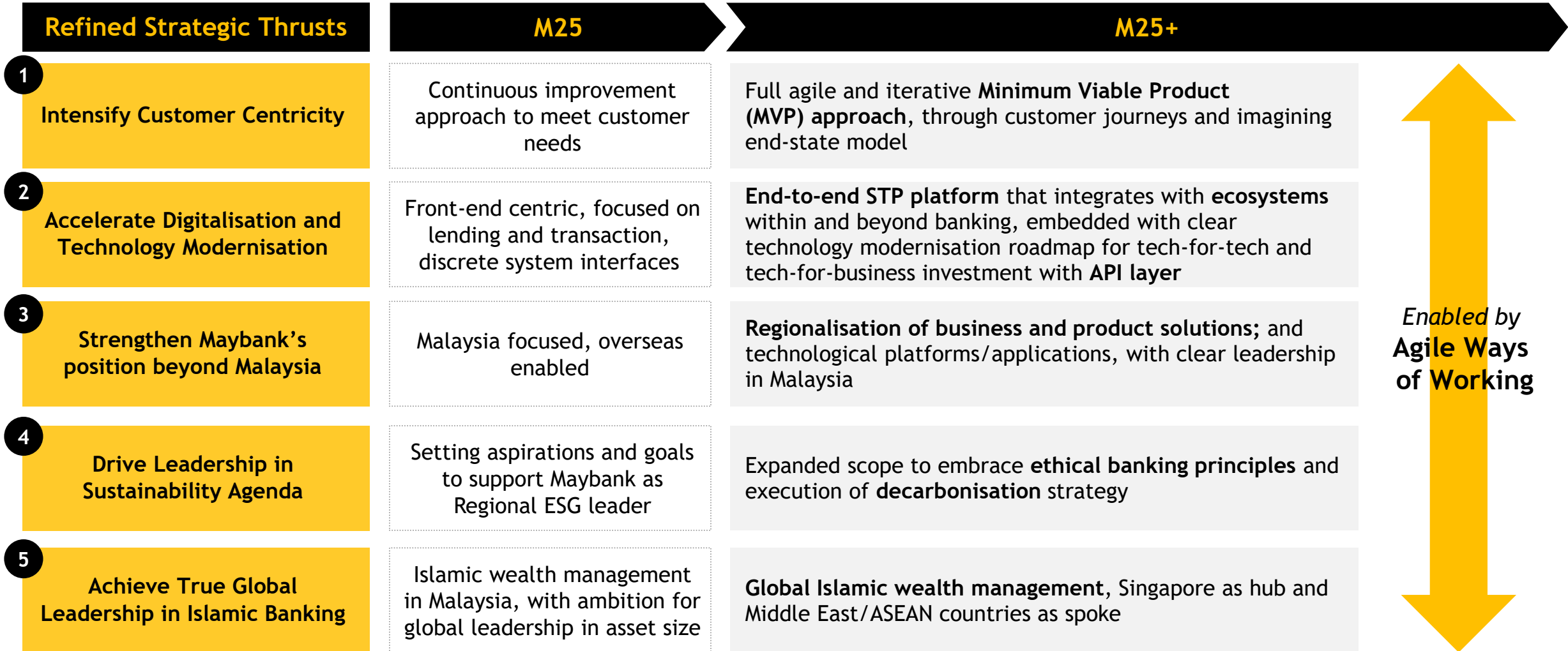


Upskilling and equipping Maybankers with the **right technological capabilities**, further unlocking their potential



Providing customers with **hyper-personalised solutions** to support them through their life journeys and serving the Community as the **Force for Good**

Building on the M25 Foundation, M25+ Will Reinforce the Push for Differentiation and Focus Across Five Strategic Thrusts



...Resulting in a Formulation of 12 Strategic Programmes to Propel Us Forward

PMO

Institutionalise Group-wide Programme Management Office

Go beyond **rigorous progress tracking**, managing interdependencies and problem resolution to ensure **full infusion of ethical banking, regional integration, cross-sector collaboration** and **Agile ways of working**

SP1

Reshape wholesale target operating model

SP2

Build a regional transaction banking proposition

SP3

Reimagine the consumer banking customer journey

SP4

Reimagine the SME banking customer journey

SP5

Build global Islamic banking leadership

SP6

Become a regional leader in Insurance

SP7

Uplift Indonesia

SP8

Redefine our International footprint

SP9

Be the Sustainability leader in SEA

SP10

Elevate Maybankers

SP11

Drive hyper-personalisation through advanced analytics

SP12

Build Next-Gen Technology capabilities

PMO

Institutionalise Group-wide Programme Management Office

Go beyond **rigorous progress tracking**, managing interdependencies and problem resolution to ensure **full infusion of ethical principles**, **regional integration**, **cross-sector collaboration** and **Agile ways of working**

SP1

Reshape wholesale target operating model

- Enhance **group-wide coverage model**, customer segment and product strategy
- Reignite **regional sales productivity**
- Build **deeper sector expertise**, offering tailored sector solutions
- Reimagine the end-to-end **onboarding and credit process**

SP2

Build a regional transaction banking proposition

- Establish a cross-country target operating model for **regional trade and financial supply chain management**
- Establish a cross-country target operating model for **regional cash management and payments**

SP3

Reimagine the consumer banking customer journey

- Reimagine the customer journey across **key, life milestones** (opening first account, buying first car, buying a home, and growing one's wealth, etc)
- Integrate & strengthen Maybank's position as an **orchestrator within select digital ecosystems** (auto, real estate, etc)
- Offer services **beyond banking**

SP4

Reimagine the SME banking customer journey

- Reimagine the customer journey across **key, growth milestones** within (opening a business account, getting a loan, etc) and **beyond banking** (value-added services)
- Integrate and strengthen Maybank's position as an **orchestrator within select digital ecosystems** (supply chain, trade, etc)

SP5

Build global Islamic banking leadership

- Establish global **Islamic Wealth Management hubs** via Singapore and Dubai
- Establish **as-a-service offering** to expand into new markets via asset-lite manner

SP6

Become a regional leader in Insurance

- **Strengthen Life coverage** in core markets (Malaysia and Singapore)
- Leverage on built platform and learnings to **scale and expand regionally**
- Deliver customer-centricity through **cutting-edge banca 2.0, agency 2.0, straight-through processing** and analytics

PMO

Institutionalise Group-wide Programme Management Office (con't)

Go beyond **rigorous progress tracking**, managing interdependencies and problem resolution to ensure **full infusion of ethical principles**, **regional integration**, **cross-sector collaboration** and **Agile ways of working**

SP7

Uplift Indonesia

- Continue to **strengthen fundamentals** - clear segment target and entailing proposition, operations optimisation, etc.
- **Differentiate and grow** through expansion of select key levers (digital SME and accelerate Islamic offerings including *as-a-service* offerings)

SP8

Redefine our International footprint

- **Refocus Maybank's global footprint** based on three archetypes
- Redesign **target operating model** for markets moving to a different archetype
- **Optimise** investment portfolio

SP9

Be the Sustainability leader in SEA

- **Enhance** baseline, measurement and target-setting capabilities
- Build **segment-specific business strategies**
- Develop a **sustainability integrated target operating model** covering governance and organisation, business/individual KPIs and credit approval processes

SP10

Elevate Maybankers

- Initiate **strategic workforce planning**, focusing on the Next-Gen talent required
- Reimagine the **employee value proposition** for digital talent and talent abroad
- Enhance **performance management**
- Institutionalise **Agile@Scale**

SP11

Drive hyper-personalisation through advanced analytics

- Build **hyper-personalisation** alongside the reimagination of customer journeys
- Develop platforms that enable hyper-personalisation experiences for customers at **communication**, **channel** and **product/service** levels

SP12

Build Next-Gen Technology capabilities

- Build a **digital-ready architecture**
- Implement an **operating model** that drives more seamless collaboration between business and support units, and technology, and **prioritisation of initiatives**
- Inculcate a **workforce culture** that drives towards a digital culture, retaining the right talent

M25+ Sharpens Our Focus By Defining Our Group Portfolio in Three Archetypes



Universal Play

Universal offering;
Participation in all segments and core products



Malaysia



Singapore



Indonesia



Cambodia



Focused Play

Focused propositions;
Opportunistic on key segments with tailored products



Greater China



Vietnam



Philippines



Thailand



Strategic Footprint

Serves strategic imperatives;
Lean setup to connect customers, act as liquidity hub, etc.



Brunei



London



Laos



Mumbai



Myanmar

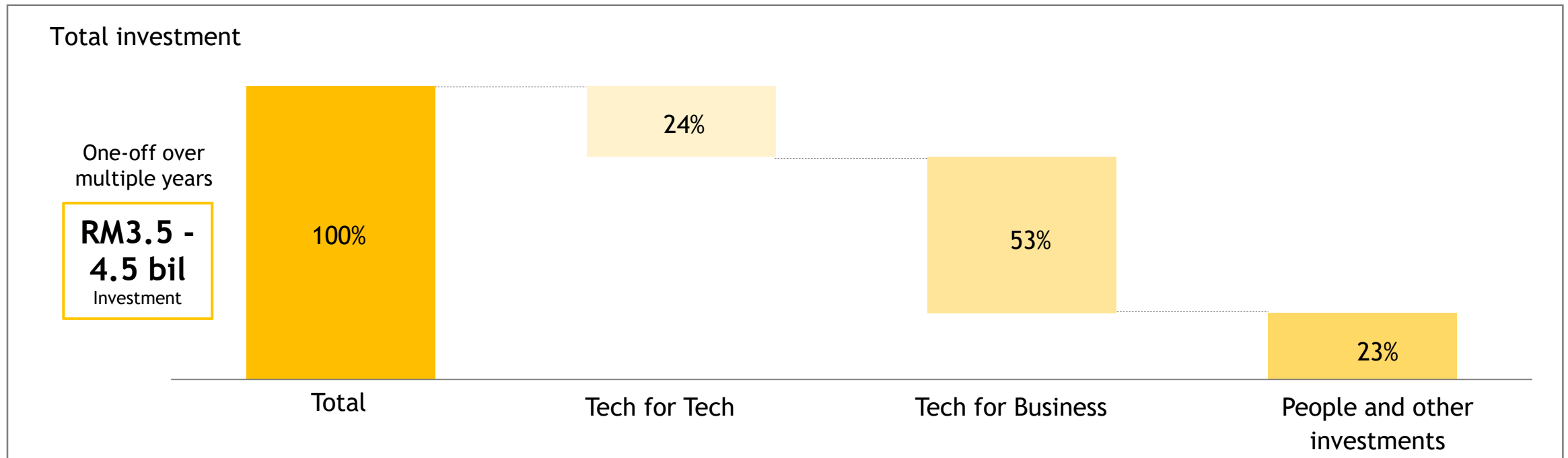


Dubai



New York

In the Next Three to Five Years, We Will Invest RM3.5 - 4.5 bil to Accelerate the Development of New Capabilities for Long-Term Growth



Potential areas for investments

- Data platforms
- Channel integration
- Lean the core
- Hybrid cloud
- IT rationalisation
- Cybersecurity
- Straight-through-processing (STP)
- API layer

- **Consumer & SME:** CX¹ Journey E2E²
- **Wholesale TOM³:** Loan origination system
- **Regional wholesale:** Payment hub and trade
- **Islamic Banking:** Regional Islamic wealth platform
- **Insurance:** F2B transformation

- Talent investments
- Expert resources
- Marketing costs

We Will Leverage Enterprise Platforms and Emerging Tech Platforms to Deliver M25+ Strategic Programmes



M25+ TECHNOLOGY ENABLEMENT

EMERGING TECH



API



Data Science



RPA Bots



Big data



Chatbot



Cloud



DevOps Automation



Distributed Micro-services



Event Driven

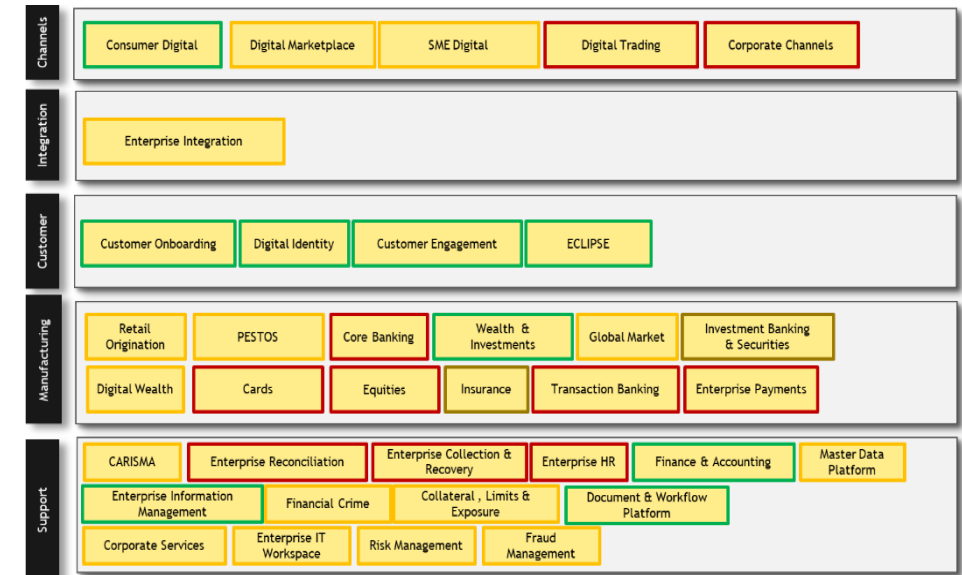


Enterprise Platforms

ENTERPRISE PLATFORMS



REGIONAL PLATFORM-CENTRIC SERVICE-ORIENTED



A Series of Key Tech for Tech Initiatives are Planned to Deliver M25+



Channel/Customer Enablement and Integration

- Enable unified omni-channel experience based on shared reusable services

Shared Data Platforms

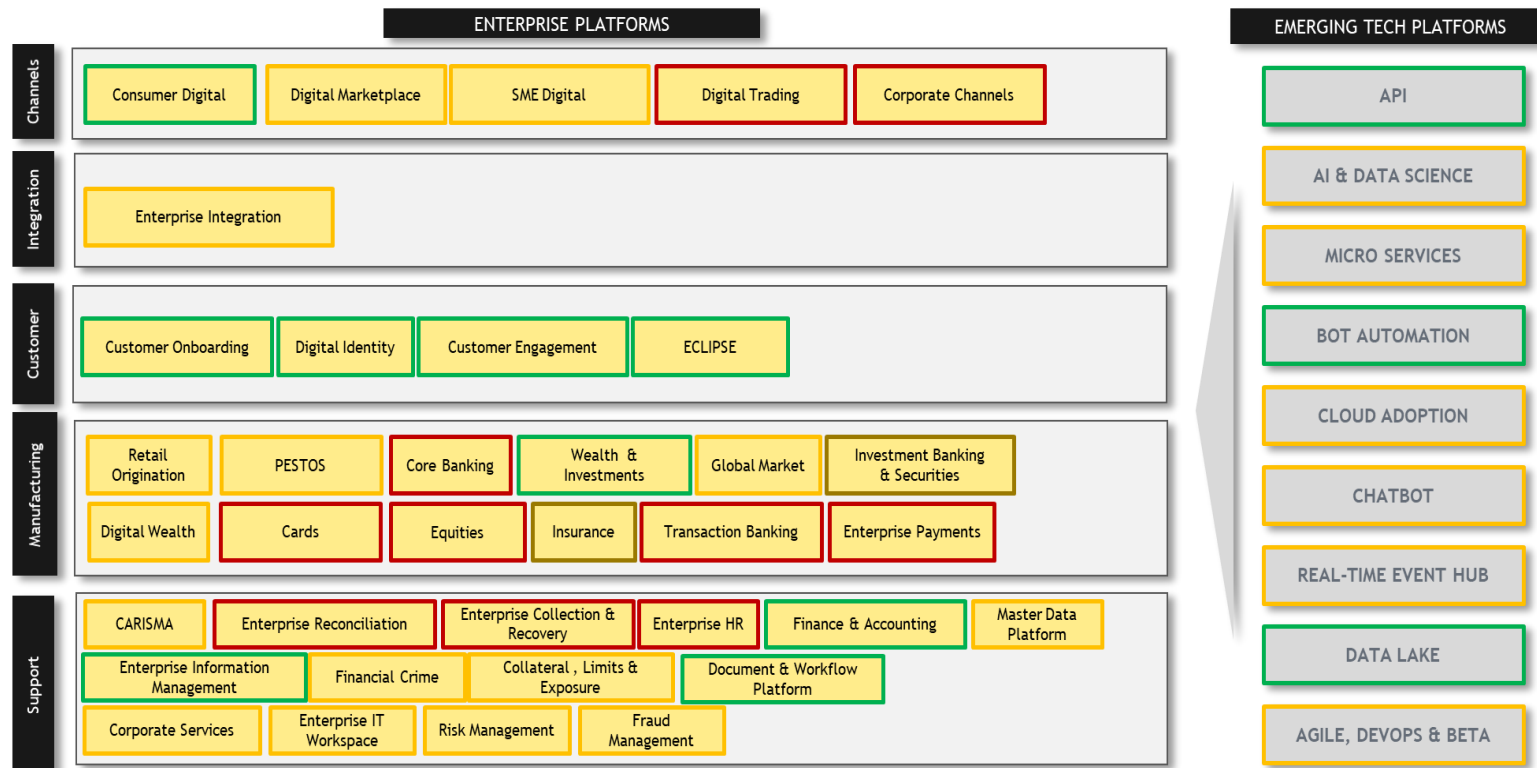
- Facilitate ease of data consumption for business through automation and data quality enhancement

Enterprise Collaboration

- Deployment of all the necessary tools in an integrated environment for all workforce in the enterprise

STP and API

- End-to-end STP with API and micro service layer enabling integration with ecosystems within and beyond banking



Agile Governance and Processes

- Streamline governance process, reducing time to develop and launch projects
- Drive engineering and agile mind-set across the enterprise

Cloud and Automated Infrastructure

- Transition to cloud via dedicated secure private cloud offering
- Automate all infrastructure and environment

Tools Enablement for Developers and Tech Talents

- Deployment of supporting tools, improving automation, efficiency and experience of Developers across the enterprise

Cybersecurity

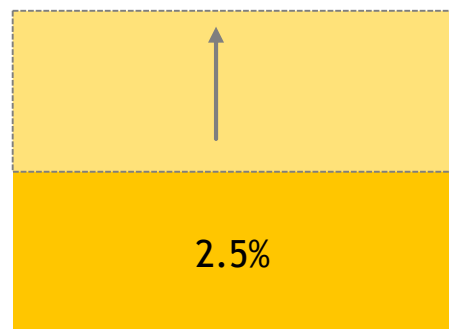
- Deployment of all the necessary tools, platforms and controls across the group with no deviation

The Planned IT Investment for M25+ Will Bring Us on Par With the Average of Top Regional Banks



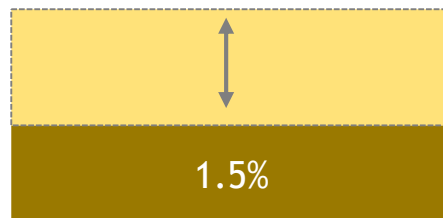
Group IT spend¹ as % of revenue vs. peers, 2018-2021

Target to be >5% in 2025



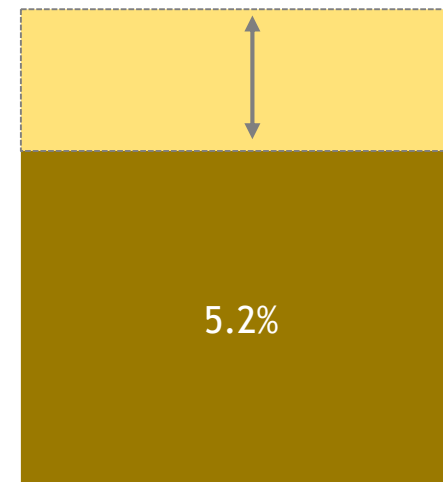
 **Maybank**

1.5-3.3%



Local players²

5.2-7.4%



Regional players³

Notes: 1. Includes expenses paid for communications, data processing and technology such as computers, software, information systems & telecommunications.

2. Includes CIMB, RHB, Public Bank. 3. Includes DBS, UOB, OCBC

Source: OCBC Apr 2022 AGM Meeting Notes, S&P Capital IQ, Bloomberg Intelligence

Two Years to Market Traction, Three To Five Years to Steady State Realisation



Horizon 1 Q4 2022 - Q4 2023

All Strategic Programmes launched
(sequential approach within each)

- Strategic programmes running with dedicated full-time FTE with Agile ways of working
- First MVPs live - e.g. journey of buying a home, Islamic banking value proposition, etc.
- First wave of customer journey and ecosystem build implemented



Horizon 2 Q1 2024 - Q4 2024

Market traction and recognition of
new Maybank DNA

- Target top-line growth achieved
- Regional FSCM¹ platform rolled-out in the region
- Ethical banking and Islamic (IWM²) propositions live in market



Horizon 3 2025 and beyond

Full value of Strategic
Programmes realised

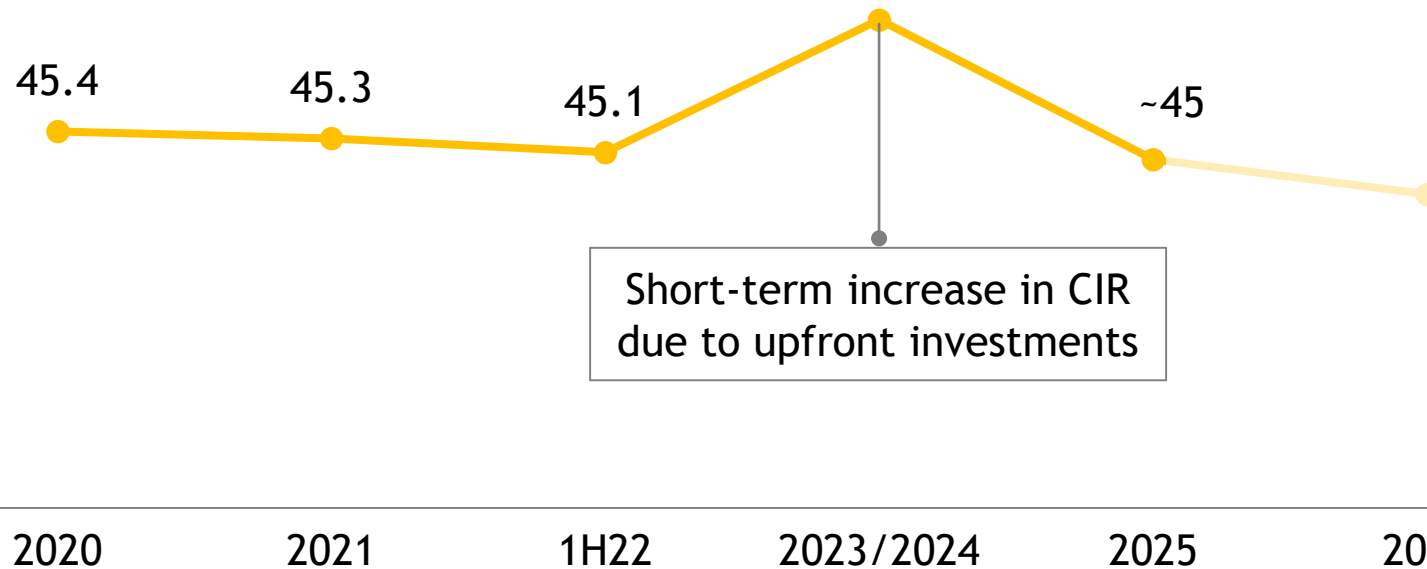
- Target top-line growth achieved
- Values-driven platform rolled out
- Bionic workforce implemented and Agile WOW³ scaled
- Infused ethical banking across the bank

Steady-state

Increased Investment in Next Three to Five Years to Drive Success of Reinforcing Business Growth with Digital and Technological Capabilities



Cost to Income Ratio (CIR) projection for Maybank Group (%)



RM3.5 - RM4.5 bil Investment for next 3-5 years

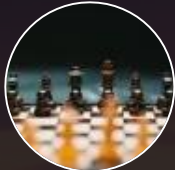
Target ROE

11%-12%

by 2025

In our journey towards ROE target, we will continue to improve and sustain Credit Cost

We Have Embarked on a Journey to **Re-wire Our DNA** and Apply **Agile Ways of Working** for the Success of M25+ and Beyond



The nature of teams

We will **tighten integration** across sectors and geographies to collaborate and create synergies



The ways of working

We want to **inculcate a "fail fast" mindset**; short cycles of learning and re-learning vs focus on immediacy of perfection



The making of decisions

We will apply an **MVP approach** to initiatives, enabling rapid course correction, over a rigid plan for execution



The integration with partners and ecosystems

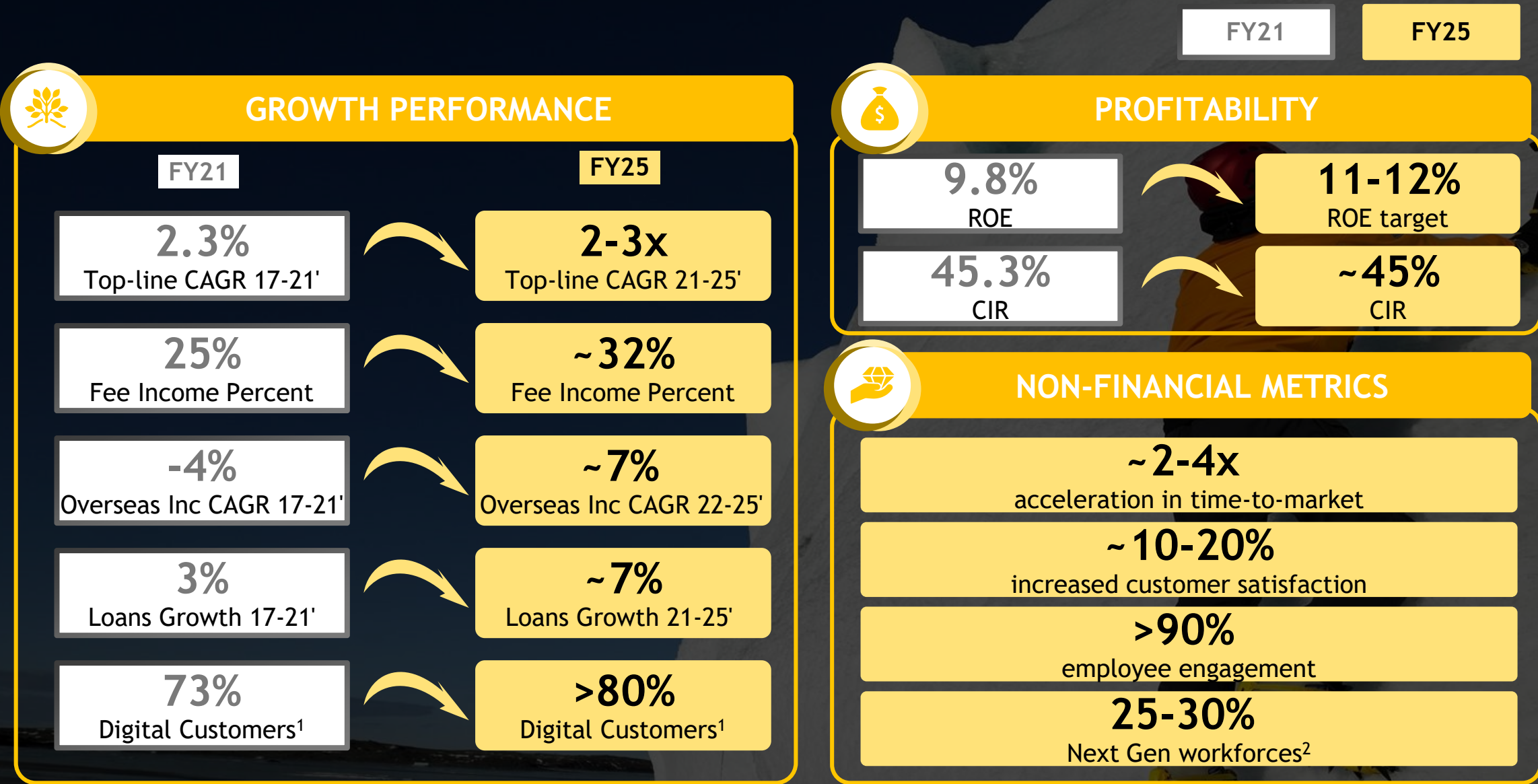
We will be open to **collaborations with partners** through integrated operating models; serve as orchestrator in many ecosystems



The infusion of ethics as differentiator

We will **embrace ethically differentiated offerings** in solutions, propositions and dealings, across the Group

Full Realisation of M25+ Will Holistically Transform Maybank's Performance



MALAYAN BANKING BERHAD
14th Floor, Menara Maybank
100, Jalan Tun Perak
50050 Kuala Lumpur, Malaysia
Tel : (6)03-2070 8833

www.maybank.com

Disclaimer. This presentation has been prepared by Malayan Banking Berhad (the “Company”) for information purposes only and does not purport to contain all the information that may be required to evaluate the Company or its financial position. No representation or warranty, express or implied, is given by or on behalf of the Company as to the accuracy or completeness of the information or opinions contained in this presentation.

The presentation does not constitute or form part of an offer, solicitation or invitation of any offer, to buy or subscribe for any securities, nor should it or any part of it form the basis of, or be relied in any connection with, any contract, investment decision or commitment whatsoever.

The Company does not accept any liability whatsoever for any loss howsoever arising from any use of this presentation or their contents or otherwise arising in connection therewith.



Humanising Financial Services

