



Axiata Analyst & Investor Day 2021

Boost: Path to profitability

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Boost CEO

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AGENDA

Post-Covid Landscape

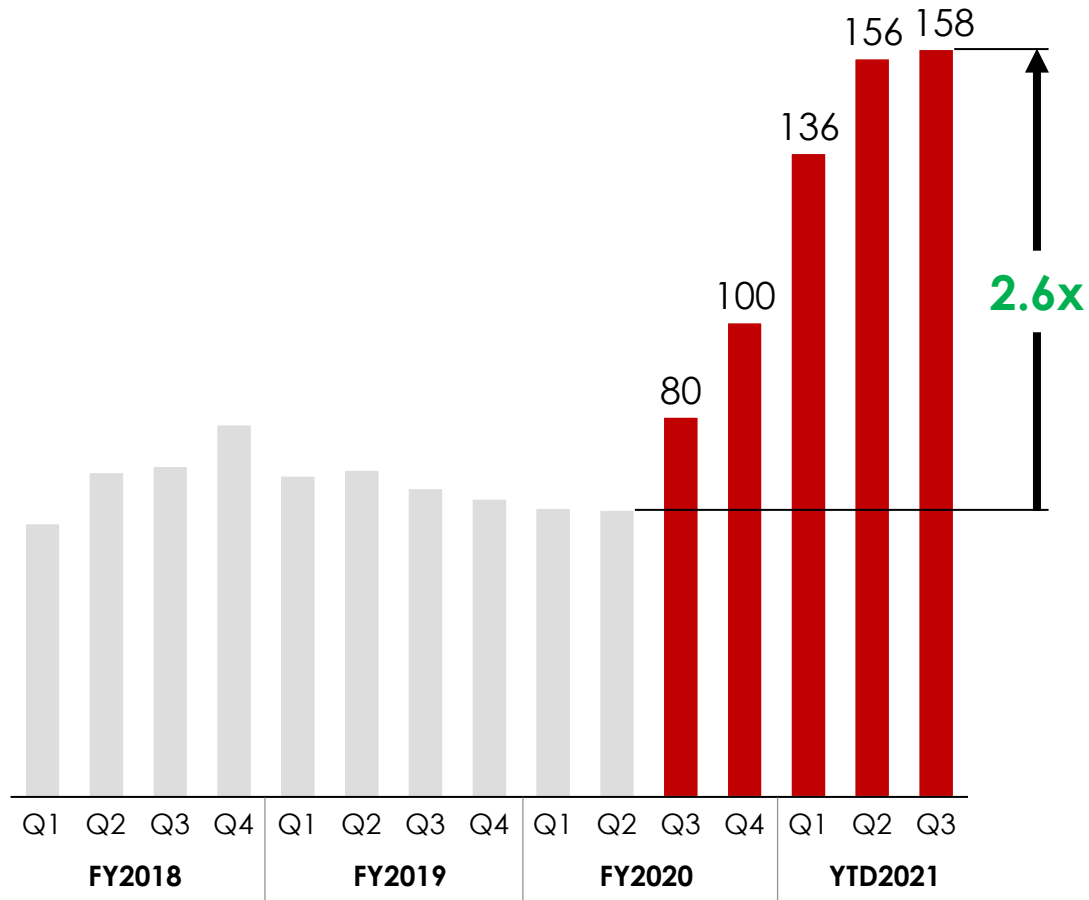
Boost 2.0

Value Catalysts

Path to Unicorn

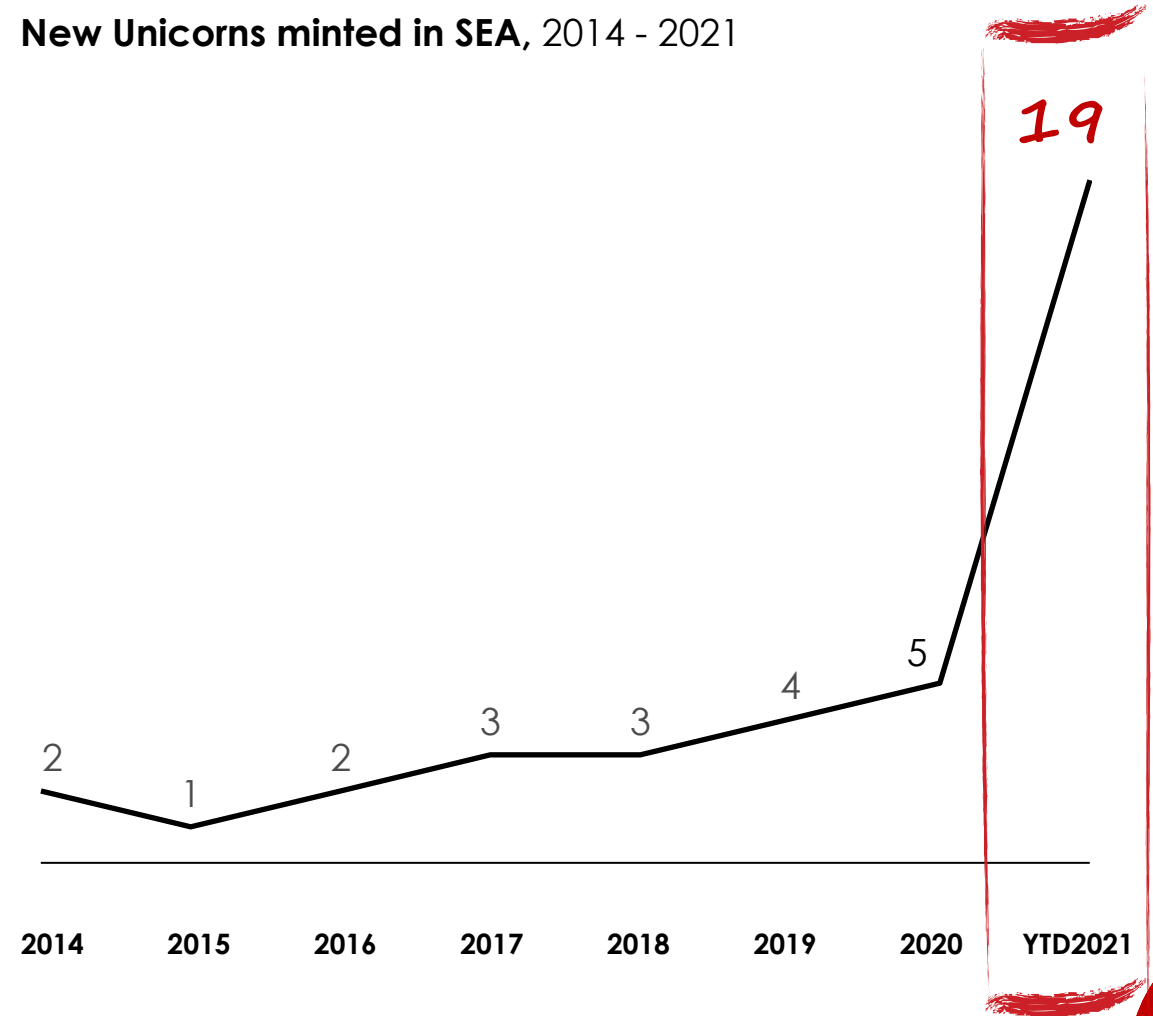
Private Markets: 5 successive quarters of record-breaking investments

Private market funding, in \$ billion



South-East Asia: SEA is getting deserved attention with 19 newly minted unicorns this year

New Unicorns minted in SEA, 2014 - 2021



AGENDA

Post-Covid Landscape

Boost 2.0

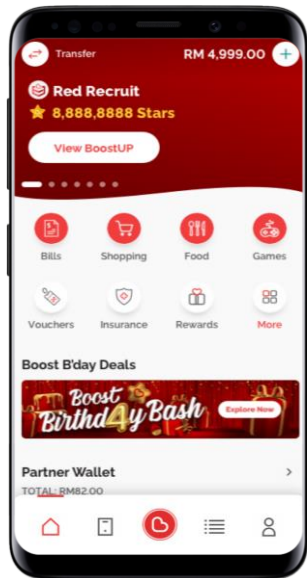
Value Catalysts

Boost 2.0: Today we are a dominant full spectrum Fintech player in Malaysia & with a growing presence in adjacent markets



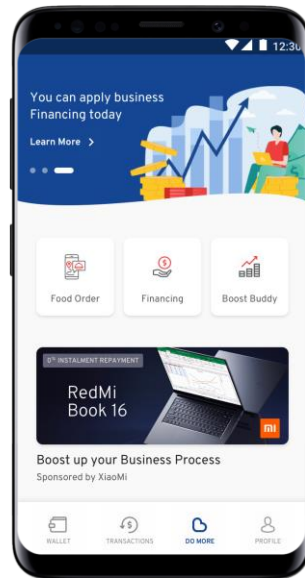
1

Consumer Payment



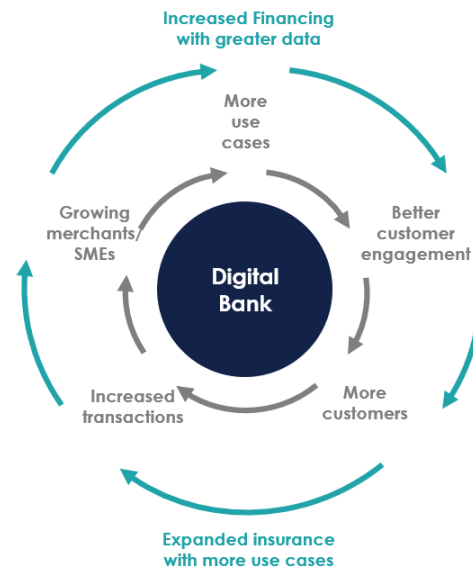
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Merchant Solutions Business



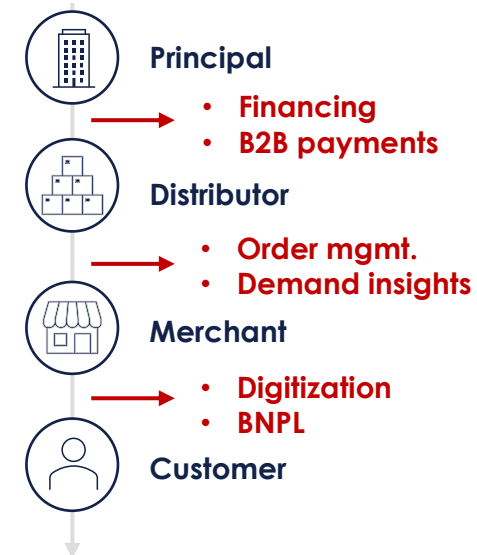
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Digital Financing & Digital Banking



4

Merchant-focused Solutions



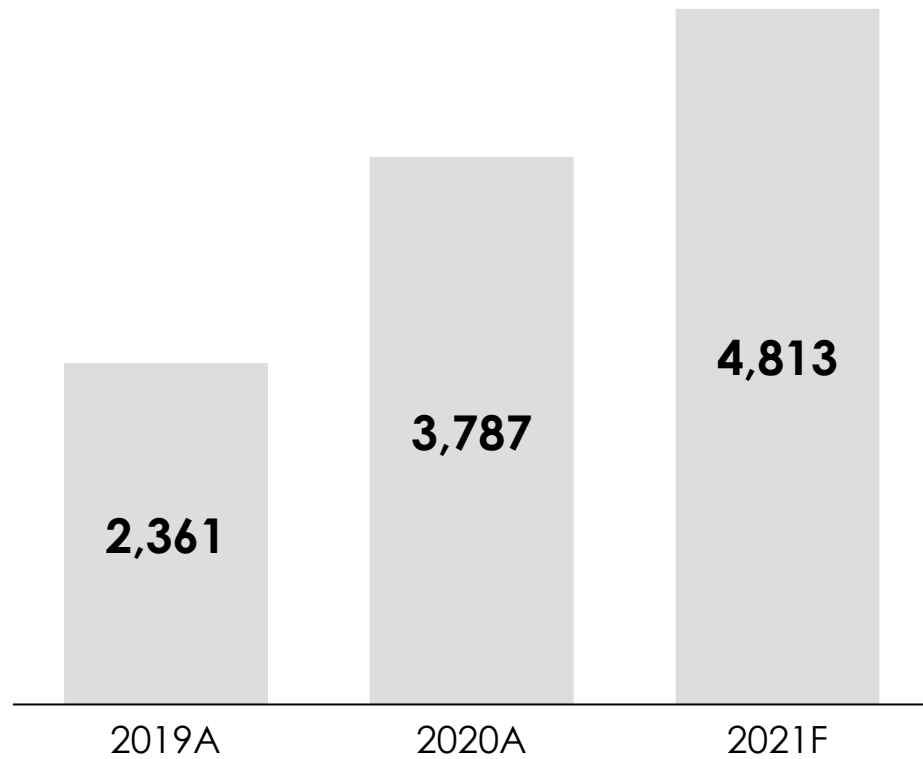
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Cross Border Payment

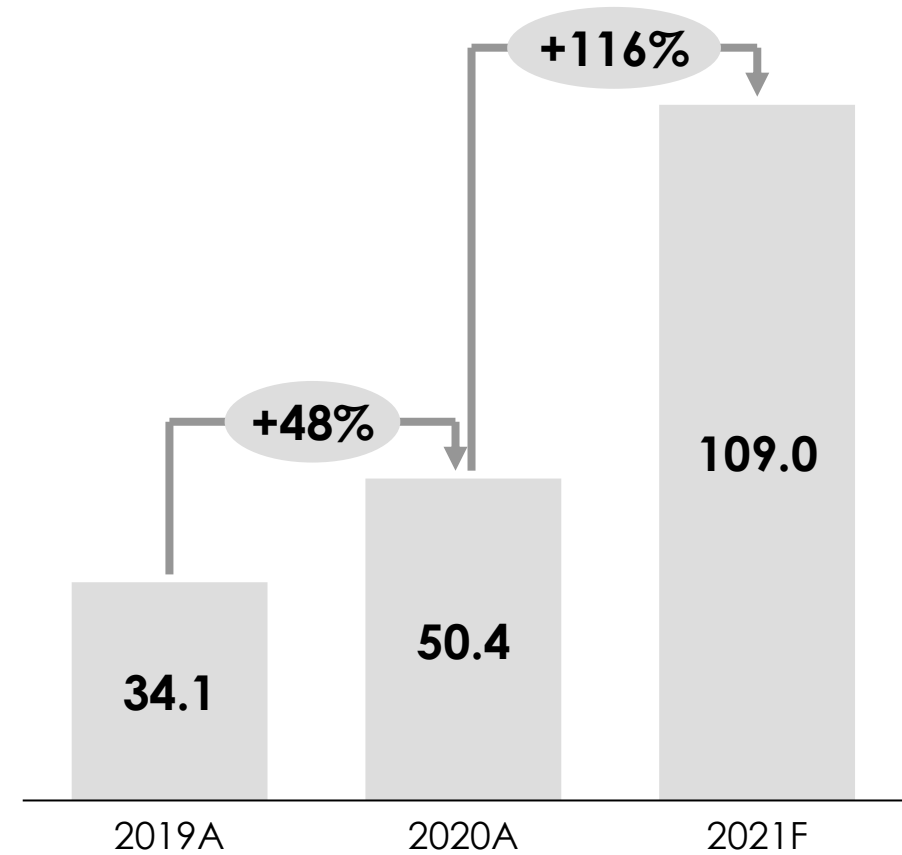


State of Businesses: Doubling topline year on year

Gross Transaction Value, in RM million



Consolidated Revenue, in RM million

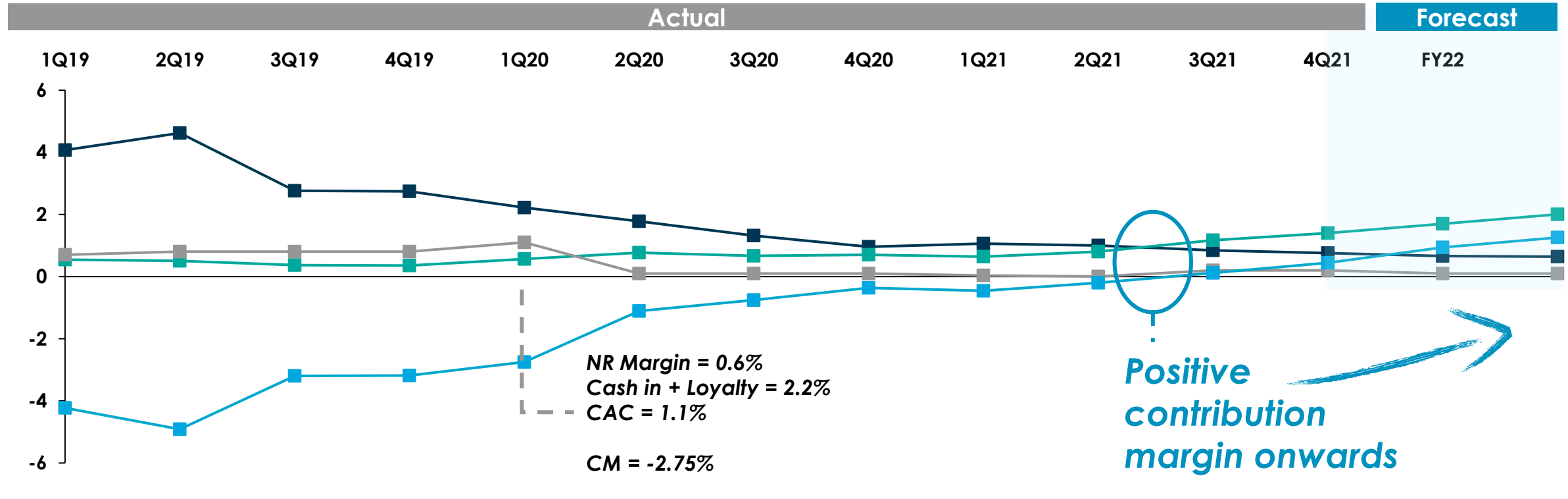


Payments & Platforms: Positive contribution margins & path to profitability



Unit Economics [%]

■ Cash-In & Loyalty Cost %
 ■ NR Margin %
 ■ Customer Acq. Cost
 ■ Contribution Margin %

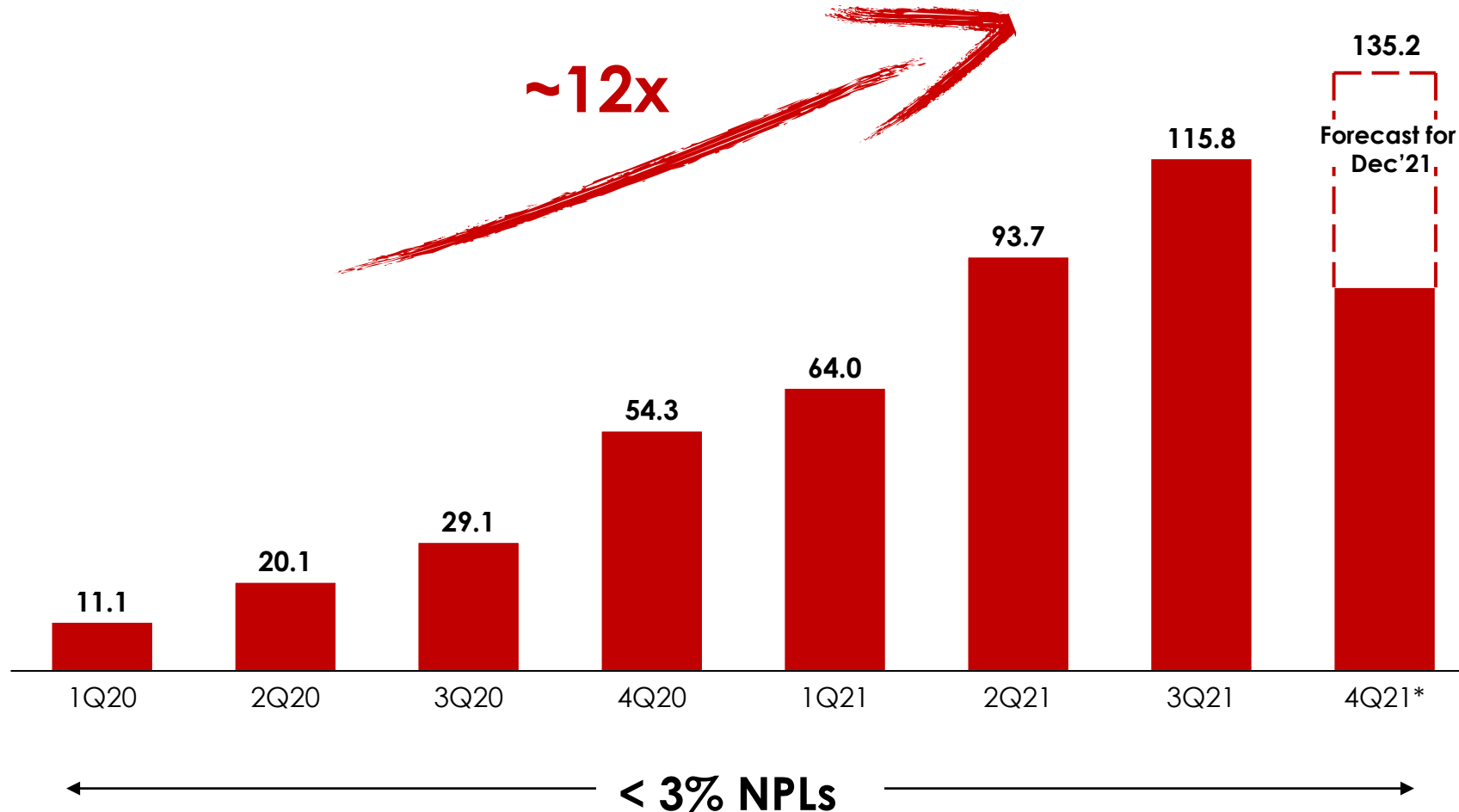


Achieved Profitability



Lending: Sharp growth approaching hockey stick trajectory

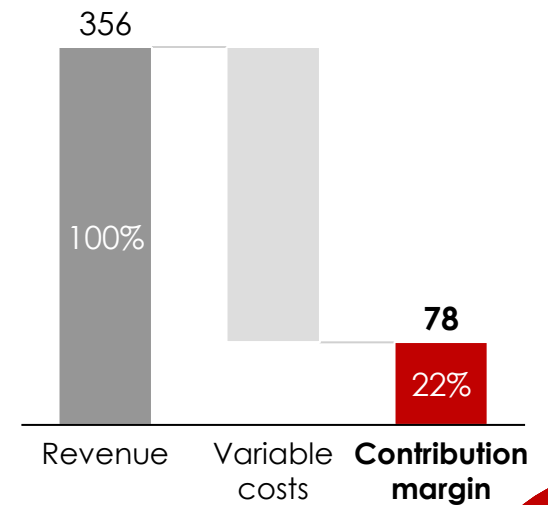
Disbursement GTV, in RM million



Preliminary A1 Stable & Sustainable Rating



Unit Economics per Loan, in RM



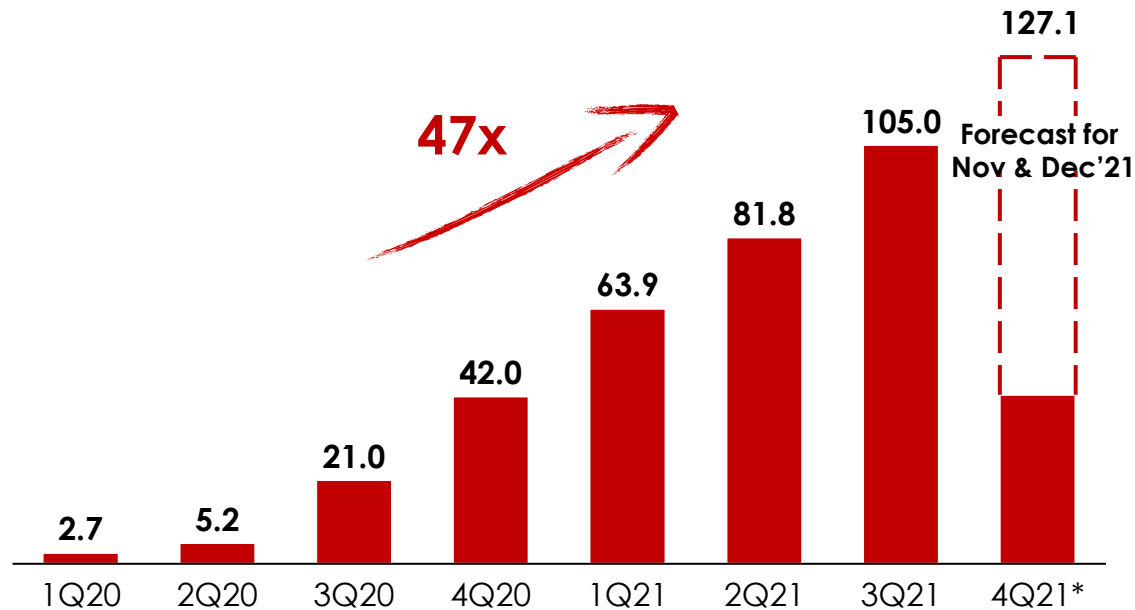
*As of end Nov 2021; Full quarter forecast in dotted box



Indonesia: Focused B2B play with rapid sustainable growth

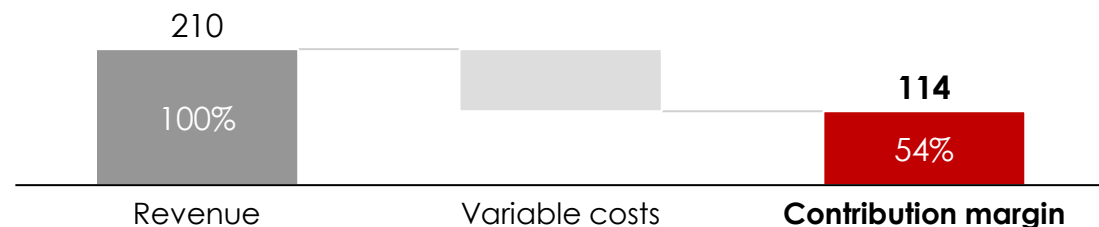


Disbursement GTV, in RM million



← < 1% NPLs →

Unit Economics per Loan, in RM



Boost Kedai

Targeted solutions for ID FMCG ecosystem



*As of end Oct 2021; Full quarter forecast in dotted box



AGENDA

Post-Covid Landscape

Boost 2.0

Value Catalysts

Mid-Term Value Catalysts: We are positioned to grow across key vectors

A Digital Bank

Digital Bank: Unique opportunity to capture full value from customer

We have established the case to apply in MY & are seen as a leading contender..

..& have seen that ID will represent bulk of future value pools; should consider seriously

OJK introduced regulations to allow and encourage acq. of small banks for banking licenses

- Relaxed single presence policy
- Secure banking license by either (a) applying for a new license or (b) acquiring an existing bank with a license; Later is encouraged
- Seek approval from OJK to provide digital banking services – simpler and shorter process, 2 mths prior to implementation

Long-tail of small-scale banks still exists:

Assets	No. of banks
IDR 8,563T	110
4,629	26
2,729	61
1,126	17

Legend: ■ BUKU 1 (<1T) ■ BUKU 2 (1-5T) ■ BUKU 3 (5-30T) ■ BUKU 4 (>30T)

B Buy Now, Pay Later

BNPL: We have a strong right to win in this space w existing capabilities

BNPL Value Chain & Capabilities in Malaysia

	Existing customer base	Customer-facing app	Existing merchant base	Backend integration	Credit scoring experience	Under-writing experience	Payment/settlement experience	Collection
Coost*	Life	Life	Biz & Credit	Credit & Connect	Credit	Credit	Biz & Credit	Credit
Pre Labs								
Jave								
PayLater by Grab								
haolah								
atome								
Rely								
split								
myIOU								
MICRO-LATER								
Split								

Legend: ■ Has expertise / assets ■ No existing asset to leverage entering BNPL

C Merchant & B2B Business

Product Pipeline: We are positioned to grow across key business lines

	Boost Makan	Boost Pay Later	Boost Biz App 2.0	Boost Kedai
Purpose	Leverage Boost merchants to provide food ordering service on Boost Life	Split payments into three interest-free instalments	Revamped official app & web portal for Boost Business	Digitize the underserved FMCG retail industry
USP	<ul style="list-style-type: none"> Low txn fees (1.8%) Fast settlement (T+2) No additional device required Supports multiple fulfillment methods: Delivery, Pickup, Drive-thru, and Dine-in 	<ul style="list-style-type: none"> No interest fees No upfront costs (except up to RM10 wakalah fee) No hidden charges, subject to timely repayments 	<ul style="list-style-type: none"> Merchant self-registration and self-help services App and web portal functionalities Merchant wallet solution¹ Access to Boost VAS² 	<ul style="list-style-type: none"> Digital procurement and POS leads to better margin rates and time convenience In-house lending solutions (IF) Access to Boost VAS³
Target Segments	Tier 2-3 merchants	Customers of Boost and marquee merchants	Tier 3-4 merchants	Class C-D merchants ⁴

Footnote: 1. In the pipeline for 2022. 2. Value-added services include Boost Makan, Boost Kedai, Financial Services, Data and Loyalty as Services (2022). 3. Successfully e-KYC and passed Approval Credit Scoring checks. 4. Class C-D merchants have a QTY/turn of 100 and gross margin of 10-20%.

D Regional Presence

Footprint: DFS strongholds reside in MY & ID; minor presence in other countries presents scaling potential when opportunities arise

1 Boost Stronghold

- Boost Life
- Boost Business
- Boost Credit
- Boost Connect
- Boost Indonesia

2 New opportunity area in next slide

3 Boost Shadow Presence

- Boost Connect has contracts with several MNCs across India, Bangladesh, Sri Lanka, Cambodia, Nepal & Philippines
- Though small, the minor foothold operation that can allow us to scale in those markets as opportunities arise



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Thank You