

Metro Bank – £70m Award

CIF Key Achievements to Date

- In June 2020 we opened our third new store in the North of England, in Sheffield. This follows recent openings in Manchester and Liverpool
- 60 jobs have been created in the North of England, including 6 apprentices
- In June 2020 we enabled Direct Debit origination, letting business customers create, automatically collect, and manage payments with their own customers via Direct Debit
- In June 2020 we released new receipt management functionality into our mobile app, letting businesses capture and store receipts, which get automatically matched to the customer's transaction history
- In June 2020 we enabled physical sweeping functionality, helping businesses to manage their liquidity with automated rules for transferring funds between their accounts
- In March 2020 we announced a new partnership with ezbob, an award-winning lending-as-a-service provider, to deliver a next-generation small business loans platform.
- In February 2020 we became a direct participant of Bacs, the Pay.UK-operated payment system, helping enable Direct Debit origination for business customers through a new partnership with Bottomline Technologies
- In December 2019 we announced a new partnership with Canadian fintech Sensibill to offer receipt management technology to SMEs via the Metro Bank mobile app
- In December 2019 we launched 'MCash' our new on-demand cash collection and delivery service to support the 4.2 million UK SMEs that rely on cash
- In September 2019 we launched the first part of our Trade Services capabilities – offering Letters of Credit and Documentary Collections
- In September 2019 we launched our artificial-intelligence-led 'Business Insights' capability into the Metro Bank mobile app – helping businesses manage their cash flow and make more data-driven decisions

Assessment Period 5 (April 1st, 2020 – June 30th, 2020)

COMMITMENT 1: WE WILL RADICALLY TRANSFORM THE UK SME BANKING EXPERIENCE

- **Our unique model is able to combine growth with remarkable levels of service quality. We're committed to staying in the top 2 for customer service in the CMA service ratings.**
- **At current rates, Metro Bank business banking customers are 30% more satisfied than the industry average.**

Commitment 1 is on track. Metro Bank was ranked number 2 in the most recent CMA service rankings (February 2020). Results of the next survey are announced in August 2020.

COMMITMENT 2: WE WILL PROVIDE A "METRO MULTIPLIER" TO C&I FUNDING

- **Metro Bank will spend ~£2 of its own funds for every pound it receives from the Capability & Innovation Fund.**
- **This committed co-investment will ensure that the C&I funds have real impact, helping more SMEs benefit from better service and market-leading digital innovations and capabilities that bit sooner.**

Commitment 2 is on track. Metro Bank remains committed to spending ~£2 of its own funds for every pound it receives from the Capability & Innovation Fund.

COMMITMENT 3: WE WILL OPEN 15 NEW METRO BANK STORES IN THE NORTH BY THE END OF 2025

- **C&I funds will be used to fund frontline roles for 18 months to provide SMEs with the support and service they need**
- **Metro Bank will pay for all store capital costs.**
- **All our stores will be open 7 days a week, early and late, offer in-store debit and credit card printing, safe deposit boxes and access to a Local Business Manager.**

Commitment 3 is on track. Our latest store in the North of England opened in Sheffield in June 2020.

This follows new store openings in Liverpool and Manchester in March 2020 and December 2019.

COMMITMENT 4: IN DELIVERING OUR PLANS WE WILL CREATE ~300 NEW JOBS IN THE NORTH

- When combined with our Metro Multiplier, C&I funding will directly support the creation of ~300 high quality jobs in the North by 2025.

- C&I funding will also support the creation of ~50 new apprenticeship roles in the North by 2025.

Commitment 4 is on track. By the end of June 2020, 60 colleagues had joined Metro Bank in the North, including 6 apprentices.

COMMITMENT 5: WE WILL BUILD A RANGE OF GAME-CHANGING DIGITAL CAPABILITIES TO HELP SMEs THRIVE

- In 2019 we launched an artificial-intelligence led insights capability for SMEs using our mobile app, helping them to understand their cash flow and forthcoming payment obligations better.

- In 2019 we launched a mobile cash pick up and drop off service, ensuring SMEs can save time managing their cash needs.

- In 2020 we will launch a truly straight-through business current account online application, enabling 100% of SMEs in the UK to benefit from the Metro Bank experience.

- In 2020 we will enable SMEs to manage tax submissions, bookkeeping, invoicing and receipts via mobile and online banking and help them link to their favourite cloud accounting platform.

- By 2022 we will offer SMEs the UK's first end-to-end payments and accounts receivable solution that automatically reconciles with cloud accounting services, allowing businesses to get paid faster and save time.

Commitment 5 is on track. Our artificial-intelligence led Business Insights capability was launched in September 2019 and our mobile cash pick up and drop off service (MCash) was launched in December 2019.

A phased launch of our straight-through business current account online application process will begin in July 2020, starting with sole traders and single-director businesses.

Our mobile receipt-capture capability, which helps small businesses manage their expenses, launched in June 2020, followed by integrated on-boarding with Clear Books cloud accounting software in July 2020.

The end-to-end payments and accounts receivable solution will start development in 2021 to be available to customers in 2022.

COMMITMENT 6: WE WILL BUILD THE CAPABILITIES NECESSARY TO SUPPORT LARGER AND MORE COMPLEX SMEs

- Starting in 2019 we began to enhance our trade finance and foreign exchange capabilities to ensure that the 14% of SMEs that trade internationally can access the finance products they need to grow.

- In 2020 we will offer SME customers the ability to accept direct debits, supporting the 12% of SMEs that rely on subscriptions and membership revenue from customers.

- In 2020 we will deliver balance sweeping capabilities to help SMEs better manage their liquidity

- In 2020 we will deliver a new SME overdraft proposition and a new Small Business Loan platform to ensure SMEs can get access to the finance they need in a matter of minutes. This will be followed in 2021 by a new Revolving Credit Facility proposition.

- In 2021 we will offer a market-leading commercial credit card proposition, offering SMEs a full suite of customisable limits and controls.

Commitment 6 is on track. The first launch of our Trade Services capabilities went live in September 2019.

The ability for SME customers to collect payments via Direct Debit and a facility for customers to

manage fund sweeping between their accounts both went live in June 2020. The new SME overdraft proposition will launch in the second half of 2020, with work to embed the application journey into a new internet banking platform continuing into 2021. The new Small Business Loan platform will also launch in the second half of 2020. The new Revolving Credit Facility proposition will be available in 2021. The new commercial credit card proposition will be available to customers in late 2021.

COMMITMENT 7: WE WILL HELP 8+ INNOVATIVE UK SMEs SCALE BY PARTNERING WITH THEM TO DELIVER OUR BID COMMITMENTS

- **In delivering our bid commitments we will partner with 8+ UK SMEs, helping them scale next-generation innovations for business banking customers.**
- **This will expand the addressable market for these companies by more than 395,000 SMEs by 2025.**

Commitment 7 is on track. We have partnered with four UK SMEs and are working with a further four to deliver our bid commitments.

COMMITMENT 8: WE WILL PROVIDE BCR LTD AND OUR CUSTOMERS WITH UNPRECEDENTED TRANSPARENCY ON OUR PROGRESS TOWARDS DELIVERING ON OUR COMMITMENTS

- **In June 2019 we provided BCR Ltd with access to real time Microsoft Power BI dashboards, so it can track progress against agreed project milestones.**
- **Every quarter until our commitments are delivered, we will publish a “BCR Commitments Update” on our public website, so that stakeholders can monitor our progress.**

Commitment 8 is on track. Metro Bank provided BCR Ltd with access to real-time Microsoft Power BI dashboards to track our progress against agreed project milestones in June 2019 as planned. We will continue to publish quarterly updates on our progress on the Metro Bank website.

Investing £70M from the Capability and Innovation Fund will enable Metro Bank to win an additional 93,000 SME BCA customers by 2025, based on Frontier Economics’ calculations. This equates to a 1.3 percentage point move in market share of stock. When combined with our ‘business as usual’ growth plans, Metro Bank will become an at-scale challenger with a 5.6% BCA market share of stock by 2025, serving more than 395,000 customers.

The impact of the coronavirus pandemic on UK SMEs has been far-reaching, and is yet to be fully understood. We continue to monitor the effect this is likely to have on our ability to meet these customer acquisition targets. Greater business dissolutions and account closures due to Covid-19 are anticipated across the UK over the coming few months. While government lending schemes have created a recent uptick in demand for BCAs, we believe this is temporary. In addition, the pandemic has capacity-constrained our Stores which are operating with reduced opening hours and fewer colleagues, with a focus on essential servicing activity.