Addendum to UOB Group Investor Deck

Driving Client Centricity

November 2019
Integrate Banking Solutions into Consumer Top Lifestage/Style Priorities

Driving superior customer experience, Growing customer franchise and Enhance profitability

Transforming the way we BANK. PLAY. LIVE.

- Omni-channel engagement
- Design customer-centric solutions and digitise processes to make banking simpler
- Leverage partnership ecosystems


# Channel Preferences Vary across Engagement Journey and Products

<table>
<thead>
<tr>
<th>Engagement Journey</th>
<th>Awareness</th>
<th>Consideration</th>
<th>Application</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Find best product provider</td>
<td>30%</td>
<td>37%</td>
<td>56%</td>
<td>40%</td>
</tr>
<tr>
<td>Comparison of offers</td>
<td>70%</td>
<td>63%</td>
<td>44%</td>
<td>60%</td>
</tr>
<tr>
<td>Product take-up and advisory</td>
<td>31%</td>
<td>40%</td>
<td>58%</td>
<td>41%</td>
</tr>
<tr>
<td>Ongoing transactions</td>
<td>69%</td>
<td>60%</td>
<td>42%</td>
<td>59%</td>
</tr>
</tbody>
</table>

### CHANNEL BEHAVIOUR

1. ‘DIGITAL’ channels are preferred during the research and post-purchase stages.

2. ‘OFFLINE’ channels are preferred during the purchasing stage.

3. ‘OFFLINE’ channels are more relevant for wealth, deposit and loan products.

<table>
<thead>
<tr>
<th>Channel</th>
<th>Wealth</th>
<th>Deposit</th>
<th>Loan</th>
<th>Card</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offline</td>
<td>30%</td>
<td>31%</td>
<td>29%</td>
<td>23%</td>
</tr>
<tr>
<td>Digital</td>
<td>70%</td>
<td>69%</td>
<td>71%</td>
<td>77%</td>
</tr>
</tbody>
</table>

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1. UOB’s survey conducted in Singapore.
**Enhance Digital Capabilities to Engage Customers Online-to-Offline**

**Key Statistics**

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>Jun’18 – May’19</th>
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</thead>
<tbody>
<tr>
<td>% of UOB customers</td>
<td>55%</td>
<td>47%</td>
</tr>
<tr>
<td>Median transactions</td>
<td>35</td>
<td>33</td>
</tr>
<tr>
<td>Average product holdings</td>
<td>1.54</td>
<td>1.53</td>
</tr>
<tr>
<td>% of total revenue</td>
<td>48%</td>
<td>41%</td>
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**TRADITIONAL**

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**OMNI-CHANNEL**

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<tr>
<td>% of UOB customers</td>
<td>34%</td>
<td>37%↑</td>
</tr>
<tr>
<td>Median transactions</td>
<td>148</td>
<td>186↑</td>
</tr>
<tr>
<td>Average product holdings</td>
<td>1.85</td>
<td>1.87↑</td>
</tr>
<tr>
<td>% of total revenue</td>
<td>44%</td>
<td>50%↑</td>
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**DIGITAL**

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</thead>
<tbody>
<tr>
<td>% of UOB customers</td>
<td>11%</td>
<td>16%</td>
</tr>
<tr>
<td>Median transactions</td>
<td>100</td>
<td>123</td>
</tr>
<tr>
<td>Average product holdings</td>
<td>1.48</td>
<td>1.48</td>
</tr>
<tr>
<td>% of total revenue</td>
<td>8%</td>
<td>10%</td>
</tr>
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</table>

1. Traditional refers to customers using only branches and call centres; Digital refers to customers using only internet and mobile banking; Omni-channel refers to customers using both traditional and digital platforms.
2. All figures are related to Singapore and annualised, where appropriate.
3. Branch, internet banking, mobile banking, ATM, CASA and credit/debit card transactions are used for comparison.
Transforming Physical Network

As physical channels are still used by digitally-savvy customers, we leverage **data analytics and technology** to **enhance the role of branches** to provide omni-channel engagement.

- **Geospatial analytics-driven decisioning on touchpoint location/format**
  - Locality knowledge augmented with data insights to enable network optimisation and touchpoint

- **Customer-centric journey**
  - Customer queue profile system, offering next best product/engagement recommendation via personalised SMS for existing customers

- **Simple and seamless onboarding**
  - Leverage SingPass/MyInfo to enable quick and fuss-free onboarding for new-to-bank customers

- **One-stop financial services**
  - Purpose-built digital financial advisory tool, augmented with face-to-face advisory, to address customers’ needs for **borrowing**, **protection** and **investments**, beyond **saving** and **transactional** needs.
Digitise to Make Banking Simpler

**Transforming** customer onboarding journey

**Improving** turnaround time through digitisation

**Aligning** with Smart Nation

*Customer is given the option to log into SingPass at point of online application*

*Fast application < 3-mins leveraging MyInfo*

*Automated KYC, income calculation and instant credit decision*

*Real-time approval via SMS*

*Customers can transact immediately*

*Instant Approval*

*Instant Usage*

**Authentication**

**Data Retrieval**

**Automated KYC and Credit Decisioning**

**Online submission with MyInfo**

**Products**

- Savings and current accounts
- Car loans
- Mortgage loans
- Credit cards

**1st bank to enable instant digital onboarding for new-to-bank customers across ALL products**

Less than 15 minutes
Forging Ecosystems and Marketplace

Build the Largest Partnership **Ecosystems** and **Marketplace**

**UOB Mortgage**
Market’s 1st digital **Home Loans solution**, partnering largest partner ecosystem (>80% agents, online marketplace) - Aug’18

**UOB Utilities Marketplace**
Market’s 1st **Utilities marketplace** partnering the largest network of utilities partners (>60% electricity retailers, SP group and Singtel) - Nov’18

**UOB Car Loan**
Market’s 1st digital **Car Loans solution**, partnering largest partner ecosystem (>70% dealers and online marketplace) - Jul’18

**UOB Grab**
Preferred banking partner, providing greater value and convenience for customers who commute - Jan’19

**UOB LTA, TransitLink**
Only bank appointed to process debit/credit payments at fare readers - Apr’19

**UOB SIA**
Partnering home-grown brand to address needs of frequent travellers - Apr’19

**UOB X Travel Insider**
Market’s 1st **online travel marketplace** partnering the largest online travel agencies - Mar’18

**UOB X Dining Advisor**
Market’s 1st **online dining platform** that provides honest food reviews and restaurant bookings - Sep’17

Special thanks to United Overseas Bank Limited for their sponsorship.
UOB Home Solution: Turning House Hunters into Home Owners

**CUSTOMER JOURNEY**
- Awareness: Research on house that suits his/her lifestyle
- Consideration: Engage agent and showflat valuation
- Application: Enquire financing package from banker
- Service: Wait 3 days for bank loan approval

**CUSTOMER-CENTRIC SOLUTION**
1. Online Affordability Calculator and Instant Valuation
2. Getbanker Instantly
3. Digitised and Instant Home Loan Approval

**PAIN POINT**
- House valuation after showflat
- Liaise with multiple parties
- Multiple forms needed
- 3 days for loan approvals

**SOLUTION**
- Credible and instant online property valuation
- Liaise with one party with GetBanker
- Hassle-free online approval with MyInfo
- Instant generation of Letters of Offers

**RESULTS**
- Partnerships with largest real estate agencies
- Penetration of active property agents: 40%
- Turnaround time for online valuation: <1 min
- Lift in online applications: 3x
UOB Car Solution: Turning Car Hunters into Car Owners

**CUSTOMER JOURNEY**

- Research on model that suits his/her lifestyle
- Test drive the car model
- Enquire financing package
- Wait 2-3 days for bank loan approval
- Service loan

**CUSTOMER-CENTRIC SOLUTION**

1. **Digitised Car Loan Approval**
   - PAIN POINT: Loan applications through physical forms
   - SOLUTION: Paperless loan applications

2. **Instant Car Loan Approval**
   - PAIN POINT: Hassle-free online approval through 3 data points
   - SOLUTION: Loan approvals cut to 15 mins

**RESULTS**

- 12 Car dealerships
- Partnership with Carousell
- >50% Online applications since launch
Cards Solution: The Right Card for Everyone

**CUSTOMER JOURNEY**

- **Research** on card that suits his/her lifestyle
- **Compare** cards
- **Apply** for selected card
- **Pay** recurring bills

**CUSTOMER-CENTRIC SOLUTION**

1. **Right Card Recommender**
   - **PAIN POINT**
     - Unaware of relevant credit card
     - Unable to choose appropriately
   - **SOLUTION**
     - Recommend a card that matches their lifestyle through data insights

2. **Digitised Card Application**
   - **PAIN POINT**
     - Manual filling of information
   - **SOLUTION**
     - Auto-population through MyInfo
     - Up to a week for card approval
     - Same day approval

**RESULTS**

- **40%** Increase in online credit card applications
- **>80%** of applications done through MyInfo
Omni-channel Wealth Creation Journey

CUSTOMER JOURNEY

AWARENESS
Research on wealth planning advice online and offline

CONSIDERATION
- Compares products/offers online
- Consults financial advisors
- Understands risk-returns of various asset classes
- Prefers to take up wealth product after face-to-face consultation with advisor

APPLICATION
- Ongoing transactions are preferred to be done online

SERVICE

CUSTOMER-CENTRIC SOLUTION

1. Structured Risk-First Approach
   - Clients do not know where to begin
   - Structured Risk-First approach to address their financial goals and needs

2. Simple and Digital Investment Insights
   - Complex investment insights
   - Digitally-delivered and simple infographics with key insights

3. Digital Portfolio Advisory Tools
   - Singular and basic view of portfolio
   - Easy-to-visualise portfolio explorer, tracker and insight tools

RESULTS

AUM Mix

- 34% Tactical
- 66% Core

- ~900 Choice of bonds and funds on Portfolio Explorer
- ~90%

Portfolio tracker adoption rate within sales force

CUSTOMER CENTRIC SOLUTION

1. Core products are suitable for achieving long-term financial goals.
2. Tactical products are more focused on short-term capital appreciation.
Transforming the way we BANK.

On-the-Go
- Digital straight-through account opening
- Transactional and payment capabilities
- Digital Wealth advisory tools

Travellers
- Co-Brand cards and banking account
- Travel Insider

Diners
- Dining Advisor

Drivers
- Digital Car Loan solution and petrol offers

Ride-Hailers
- Greater value and convenience

Commuters
- LTA/TransitLink: SimplyGo with hassle-free Account based ticketing

Mobile Users
- Exclusive deals & rebates for mobile plan that matters

Home-Seekers/Owners
- Digital home loan solution
- Utilities Marketplace
- Everyday groceries rebates that bring about more savings
- Exclusive mobile plans and rebates
Making Banking Simpler and Smarter: Launch of Mighty v2 with AI-powered insights

UOB Mighty, an all-in-one banking app, that allows our customers to BANK, PAY and PLAY effortlessly.

**BANK:** Manage accounts and transactions on the go
- **Mighty Insights** – Insights tailored to you
- **Contactless cash withdrawal** – Withdraw cash with your phone
- **Mighty FX** – Competitive exchange rates 24/7
- **Mighty Secure** – Personalised digital token

**PAY:** Make payments swiftly and securely
- **PayNow** – Quick fund transfers via your mobile number
- **QR Pay** – Scan and pay with your mobile phone
- **Bill Payments** – Pay your bills on the go

**Play:** Deals, dining reviews and rewards redemption
- **Deals and coupons** – Exclusive coupons up for grabs and all your favorite deals at your fingertips
- **Rewards** – Miles, vouchers, cashbacks and more. Redeem your preferred UNI$ rewards on the go
Thank You