



TMRW 2.0: Driving Scale & Commercialisation

SGX & Goldman Sachs Virtual Singapore Corporate Day 2021

Kevin LAM

MD, Head of TMRW Digital Bank

Jimmy KOH

MD, Chief Commercialisation Officer, TMRW Digital Group

1st Apr 2021

TMRW
by UOB



Agenda

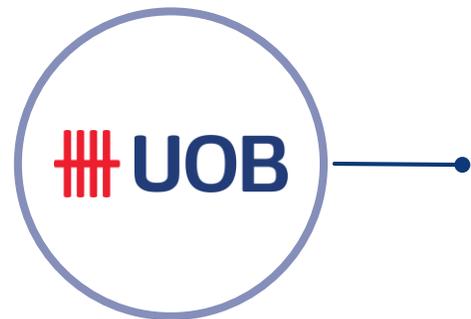
- 1 TMRW Overview
- 2 2020 Achievements
- 3 Key Differentiators - Customer Engagement
- 4 TMRW 2.0 - Driving Scale & Commercialisation

Expand & Defend Strategy: Digital & Omni-channel

Digital bank customers migrate to omni-channel as banking needs evolve



Digital Bank



Omni-channel

Expand

- Young Professional & Young Professional Family
- Lower cost digital operation - breaking branch limitations
- Pioneer & innovation lab of digital transformation

Defend

- Universal and affluent customers
- Omni-channel banking - seamless offline to online experience
- Leverage innovations of digital bank

TMRW's Vision

To be the World's Most Engaging Bank for Millennials

S\$10b market opportunity to capture Millennials across ASEAN [1]

Strategic intent is to build a sizable consumer business across ASEAN organically



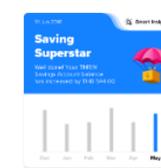
Built TMRW, a digital bank targeting the digitally savvy generation

Ambition to acquire 3-5 million customers over the next 5 years

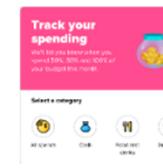


TMRW aspires to be most simple, engaging & transparent bank for Millennials

Objective to become main account and grow along with our customers



Enhancing engagement



Growing transactions



Increasing balances

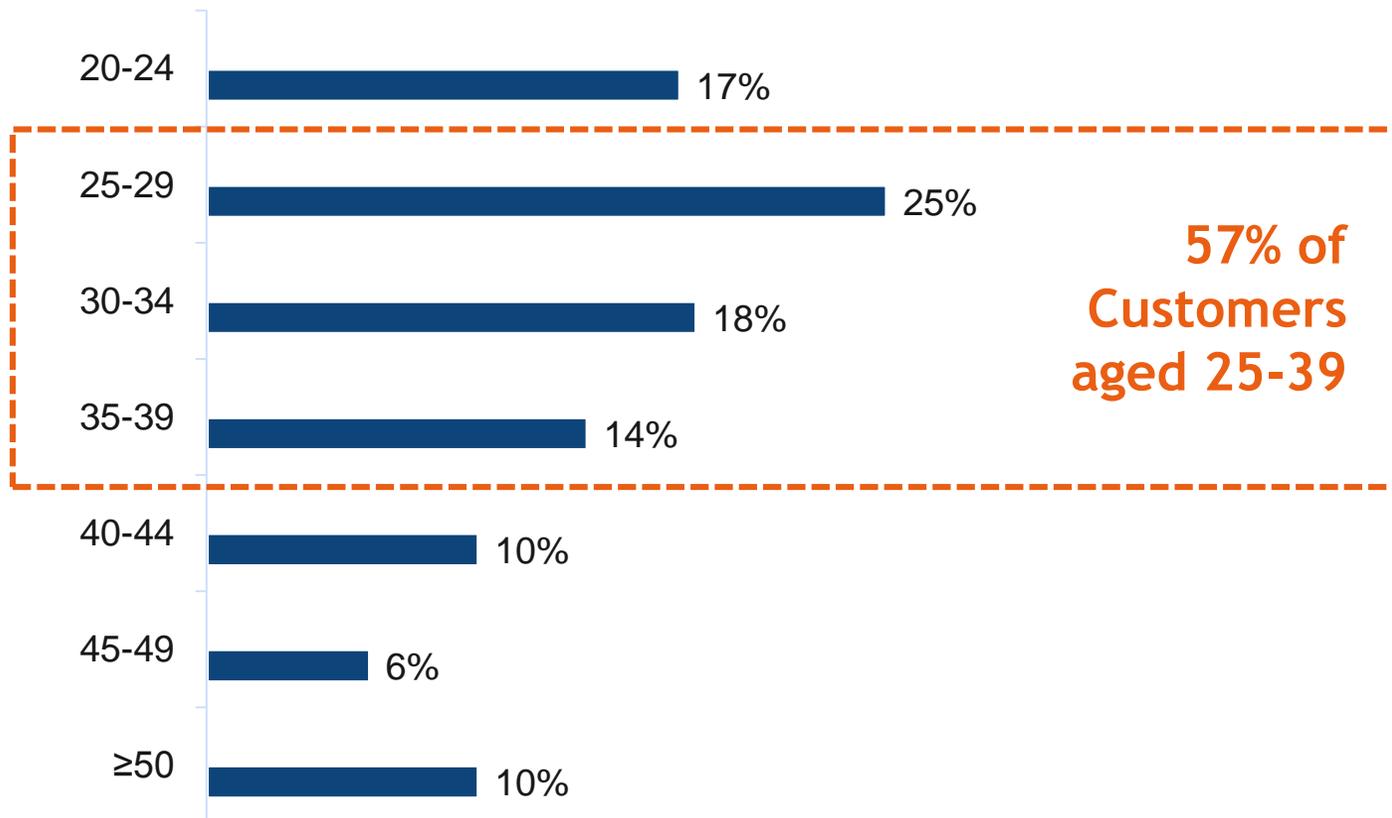
[1] S\$10b revenue pool estimated by BCG

TMRW Demographic Profile

Successfully acquired highly active Young Professionals / Young Professional Families segments



Customer Base Distribution By Age



23%

Highly Active
(≥4 financial transactions monthly)

17%

Active Main Bank
(≥8 financial transactions monthly)

TMRW Products & Features

Expanding catalogue
of products for our
customers' expanding
financial needs



**TMRW
Everyday
Account**



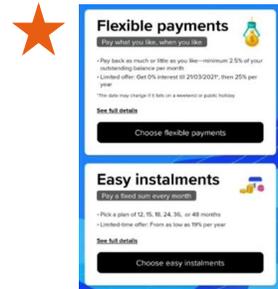
**Gamified
Savings
Account**



**TMRW
Debit Card**



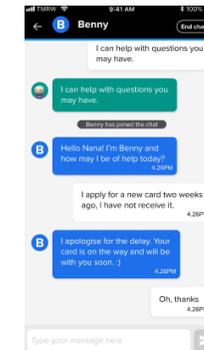
**TMRW
Credit
Card**



**TMRW
Cash Plus**



**AI-powered
Smart
Insights**



**24/7
Chat bot**



**End-to-End
Digital
Experience**

2020 Business Performance



Customer Base



Officially launched in Indonesia in Aug 2020 [1]

Soft launch in Jan 2020, 10 months after Thailand's launch

>300k

Our customer base

~70%

Customers acquired in 2020 are new-to-bank [2]

TMRW customers account for 26% & 12% of UOB's retail customer base in Indonesia & Thailand respectively

30%

Reduction in CPA [2] [3]

Business Traction

5x

Increase in total deposit

Average deposit per customer higher for those onboarded in 2H 2020

+86%

Increase in Credit Card Ending Net Receivable [4]

\$\$2.5k

Average Deposit per Bundle customer who has been with us ≥ 12 months



Official launch of Cash Plus in Thailand in Feb 2021

[1] YouTube link of Indonesia onboarding: https://youtu.be/YUfMDrGG_8E

[2] Dec 2019 vs. Dec 2020

[3] CPA: Cost per Acquisition

[4] Jul 2020 vs. Dec 2020

High Customer Advocacy & Globally Recognised

Industry leading NPS, App ratings & global accolades



Net Promoter Score (NPS)

+40 

Local leader: +39

+51 

Local leader: +45

App Store Rating

2nd 

Google Play [4.3 ★]

1st 

Apple Store [3.8 ★]

16 Prestigious Awards in 2020



Best digital bank (ASEAN)



Best digital bank for CX [1]



Best UX/CX [1] in Finance Initiative

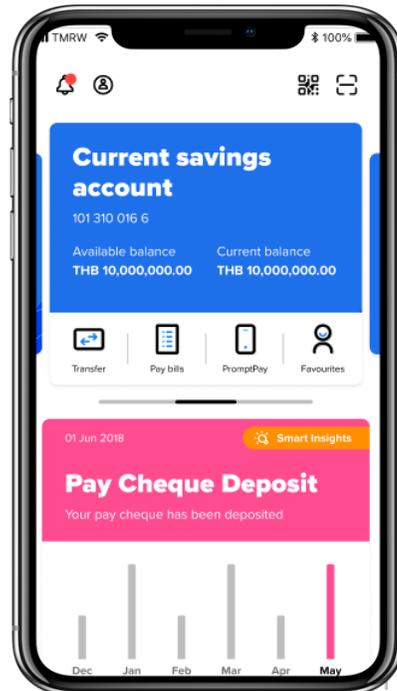
Awards from other prestigious agencies



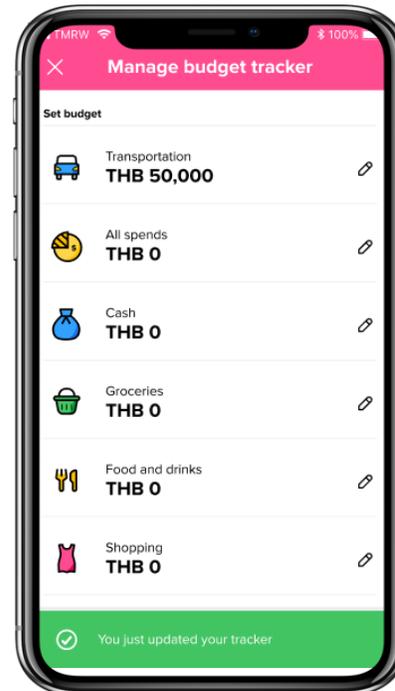
TMRW User Experience

Key engagement differentiators of TMRW

Insights cards



Real-time expense tracking



City of TMRW



Enhancing engagement



Increasing balances



Growing transactions

Intelligent Serve - Easy to Scale Architecture

Unique orchestration of chat bot, live chat & VOIP call



Key Differentiators

1st Digital Service Model

Uses chat bot to orchestrate the delivery of service combining self-service, FAQ, human support within the App

Seamless Transition

From chat bot to human agent
(In-app escalation to live chat/VOIP Call)

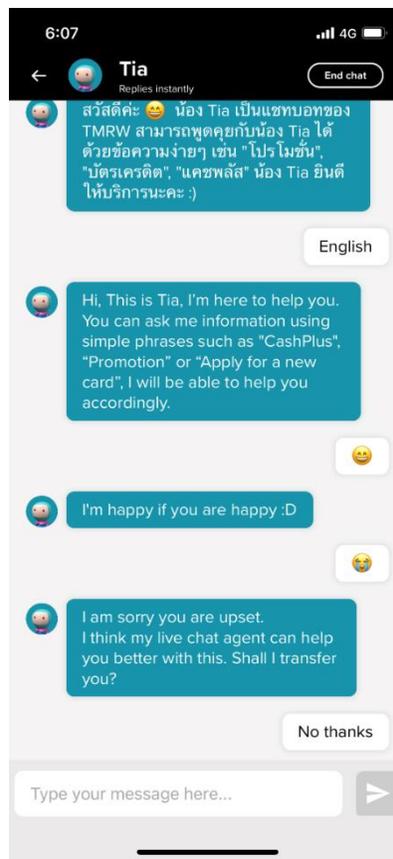
1st Full NLP Chat bot (Thai)

Bilingual capabilities in Thai and English
Machine learning in Thai for conversation management

Sentiment detection

For improved confidence with bot usage

Emoji sentiment detection



Performance

>95%

Conversations handled by Tia in Thai language in Thailand

>80%

First contact resolution before escalation to agent

+45

TMRW's serve NPS [1]



WIN Program

Financial literacy always-on program in educating YP/YPF [1] on the importance of savings

3,000,000 reach

+15% CASA increase in 3 weeks

Valentine Campaign

Hyper-personalised message in YP/YPF [1] Key moments to increase consumer engagement

250k customers targeted

5% customers logged in again (with prior 100+ days inactivity)

3x higher engagements [2] than average



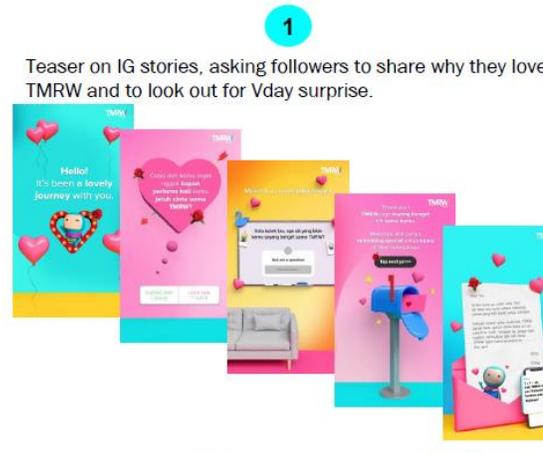
'Waktu Indonesia Nabung' demotainment video

<https://youtu.be/GixpG6iqYLQ>

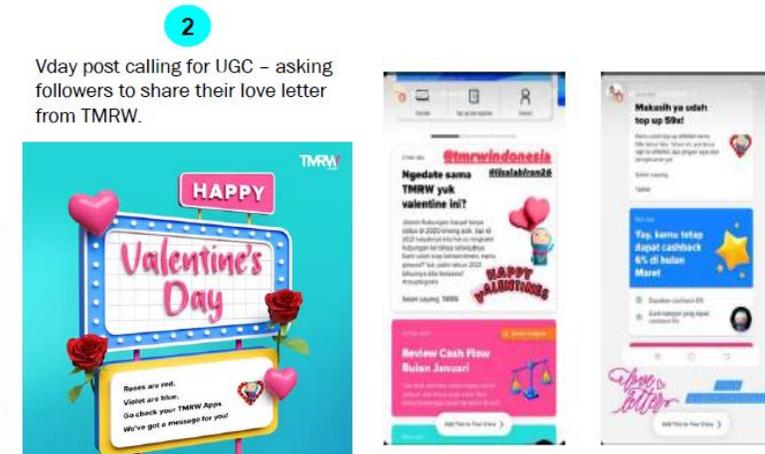


Makna Talks x TMRW Talkshow series

https://youtu.be/3YFIKkm0_mQ



1 Teaser on IG stories, asking followers to share why they love TMRW and to look out for Vday surprise.



2 Vday post calling for UGC - asking followers to share their love letter from TMRW.

Engaged customers sharing their V-day Marketing Cards from TMRW and tell us how they love TMRW by giving us 5 stars in App / Play Stores

[1] YP/YPF: Young professional / Young professional family

[2] Engagement here is defined by social media - ie interactions with each social post



Pledge of **Change**

A pledge to curb unwise and develop better spending habits through TMRW

5M views

2.5B impressions

7.7M unique viewers

~8K user generated content

+35% installs during campaign

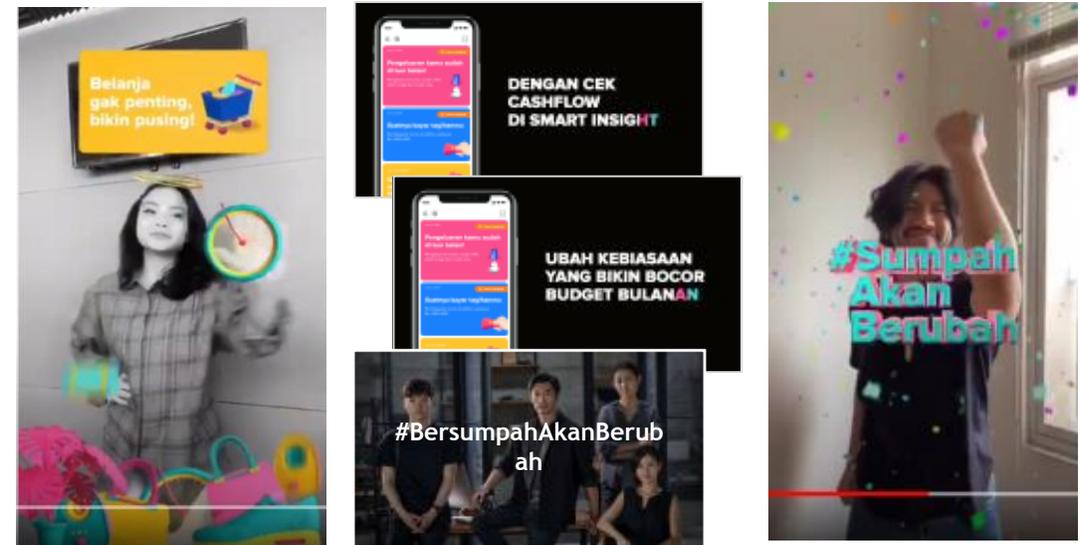
+24% CASA generated

Top 5 Trending Topic in Social Media



'Pledge of Change' manifesto video

<https://www.youtube.com/watch?v=vaCTPicYVl0>



#BersumpahAkanBerubah #PromiseToChange

TMRW 2.0

Well positioned to drive Scale & Commercialisation



Strategic partnerships to achieve scale

By building an ecosystem of lifestyle customer benefits



Leverage connectivity & expertise from wider UOB for commercialisation



Lean business model to accelerate path to profitability

Sharing capabilities & leveraging Fintech partnerships for agility & ↓ cost



Shared capabilities across UOB (e.g. Mighty leverages **Personetics**)



CVP_[1] to enhance customer experience & drive higher revenues

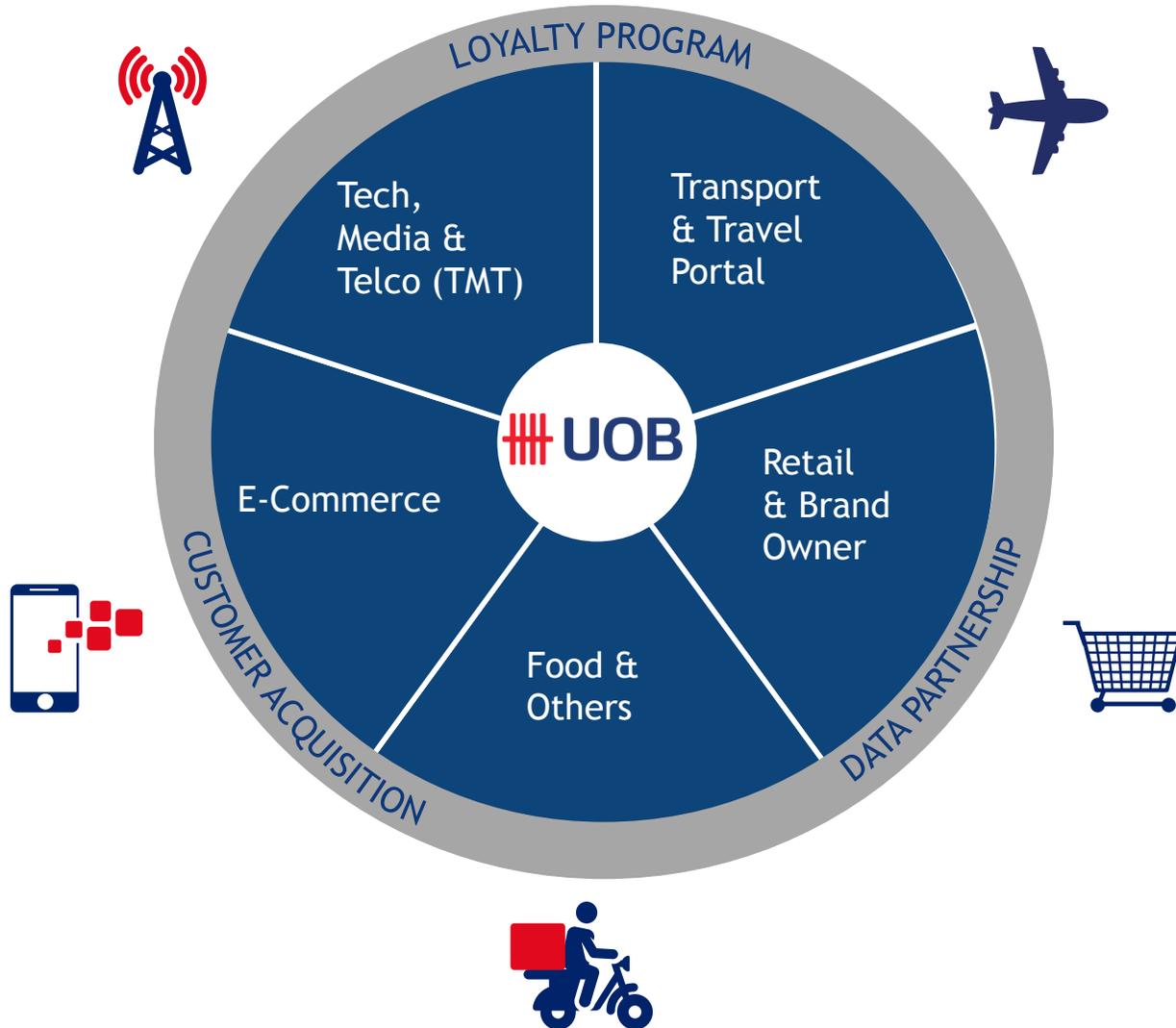
Building up both sides of the balance sheet, supplemented by fee income



Build both sides of UOB's balance sheet and fee income (alternative data driven digital credit & insurance)



Building a Partnership Ecosystem



Customers

Customer acquisition at scale & low CPA



Data

Source of alternative data for credit



Lifestyle

Address customers' pain points



Brand

Enhanced awareness for acquisitions



Transforming & utilising our data



External Data

Bureau data
Paid data



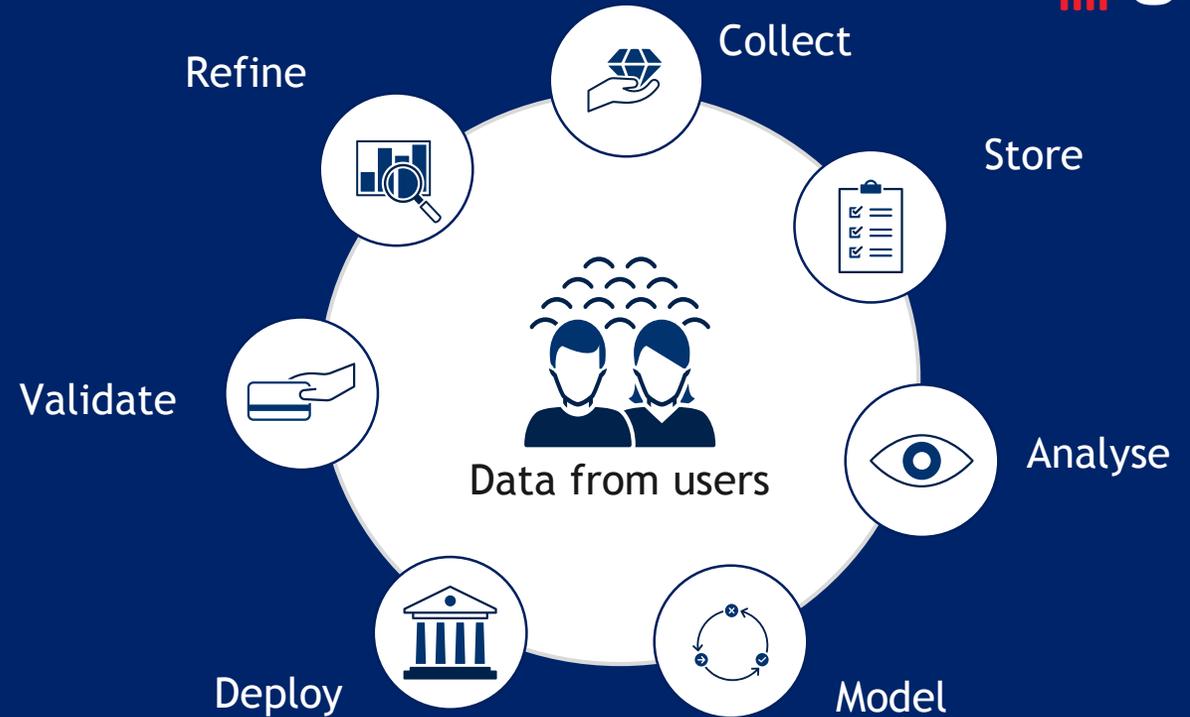
Bank Data

Transaction data
Asset under management



Partner Data

Behavioural data
Spending data



personetics

Trigger Based Alerts

Personalisation

Engagement

AVATEC.AI

Verification / Authentication

Income / Capacity Assessment

Credit Scoring



Sharing capabilities



Shared Digital Capabilities



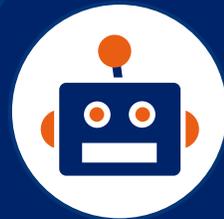
On-Boarding



Design & UI/UX [1]



Data Program



Digital Serve

Capabilities of TMRW shared across wider UOB franchise

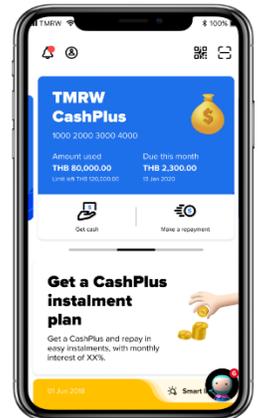
AI Engines leveraged by TMRW and wider UOB



Enterprise-wide authentication module



Sharing of best UI/UX [1] practices



[1]: User interface/user experience

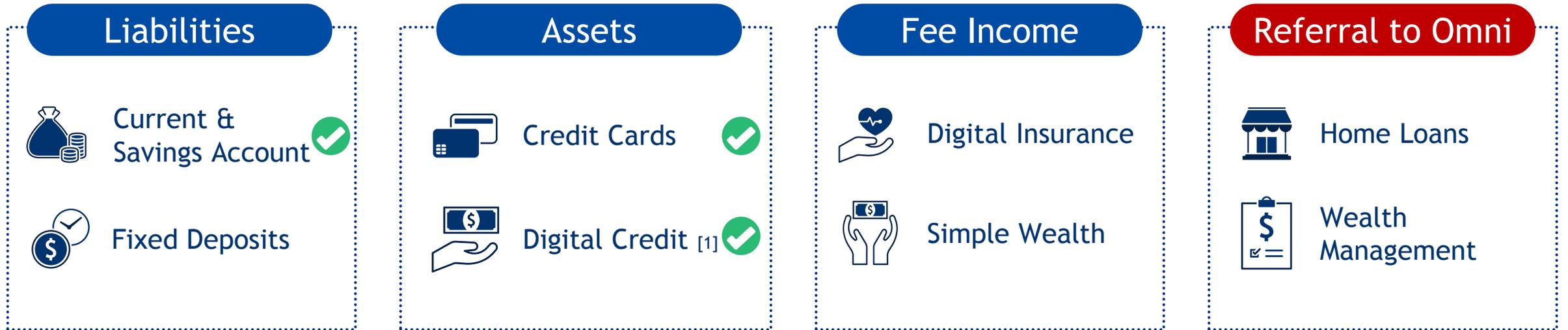


Enhanced Customer Value Proposition Roadmap



Building up both sides of the balance sheet supplemented by fee income

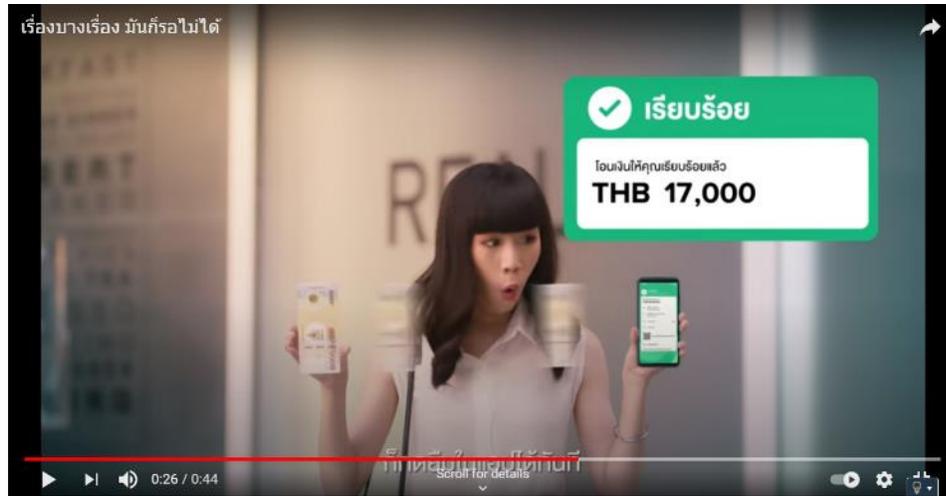
Enhanced CVP Roadmap



Denotes existing products for TMRW

[1] YouTube link of Cash Plus launch in Thailand: <https://youtu.be/uoWtOSOeDug>

TMRW Thailand Cash Plus Launch in Feb 2021



Views: >808k



Views: >342k



Views: >494k



TMRW's 2025 ambition



3-5m

Customers

>60

Net Promoter
Score



3-5 countries

35%

Cost to Income
Ratio



RIGHT BY YOU