UOB Corporate Day 2019: Our Omni-Channel Approach to Engaging Our Customers

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Group Channels and Digitalisation

15 May 2019
Omni-Channel for Our Customers

**Accessible and Convenient**

*Network location* matches where customers bank, play and live

**Differentiated Experiences**

*Customer-centric branch formats*

**Customer Engagement**

Best of breed service delivered by *multi-skilled advisory staff*
Enhancing UOB’s Branch Network

Maximising Network Potential

- 69% of branches in high concentration areas
- 25% in medium concentration areas
- 6% in low concentration areas

94% of UOB branches are located in high and medium target customer concentration areas.

Reshaping Network Presence

- 486 branches in 2014
- 445 branches in 2018

Increased accessibility and convenience by locating where our customers work, live, play and do business.
Customers are Embracing Digital

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2018</th>
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<tbody>
<tr>
<td><strong>Digital and Self-Serve</strong></td>
<td>Digital and Self-Serve</td>
<td>91% 263m transactions</td>
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<tr>
<td><strong>Branch</strong></td>
<td>9% 26m transactions</td>
<td>6% 23m transactions</td>
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Total transactions increased from 288m in 2016 to 407m in 2018.
New Branch Models Focus on Customer Experience and Community Engagement
New Orchard High Street Wealth Branch Model for Emerging Affluent Customers

- 476,000 emerging affluent consumers
- Premier shopping belt where people shop, play and dine
- Affluent young individuals frequent Orchard
- High visitorship to Orchard branch (100k customers in 1H18)
- Emerging affluent prefer to speak to adviser before making financial decisions

Sources: GlobalData research report, various media articles, UOB’s survey
Applying Design Thinking to New Tampines 1 Branch

Discussion Booths

Quick Serve Counter

QR Code Wall

Self-service Banking
Tampines 1 Branch Designed for Young Family and Digital Generation

Positive Results FY2018:

10% more Accounts Opened

20% higher Branch Revenue

20% lower Operating Expenses
Express Branch Format Makes It Easy for Thai Customers to Apply For a Loan

First Pilot Loan Branch at Mall Thapra (50m²): 8 Nov 2018
- Fast Track Application: 1 Hour Approval
- Instant National Credit Bureau checks
- Loan Specialist Advisor

1. Cash deposit machine
New Branch Concepts Centred around Thai Consumer and Business Customers

Central Eastville family-oriented branch concept features children’s play areas

Icon Siam Privilege Banking Centre with luxury modern Thai art concept

Business Centre at True Digital Park for SMEs/Startups and SME Advisory Corner at Chiangrai

Highly Commended for Excellence in Customer Centricity
Customers Visiting Branches Increasingly for Advisory Services Across Entire Network

10% Eliminated routine transactions by 10% with digital advocates at branches

48% Increase in successful referrals with shift towards advisory interactions

Total UOB Branch Transactions

Singapore home market – transaction decline most pronounced
Regional markets – transaction decline more gradual
Training Staff to be Multi-skilled, Future-ready

<table>
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<tr>
<th>Reskilling Programme</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td>Digital and FinTech literacy</td>
<td>15%</td>
</tr>
<tr>
<td>Leadership and advisory</td>
<td>25%</td>
</tr>
<tr>
<td>Future-ready skills</td>
<td>60%</td>
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Leadership and Advisory

Multi-Skilled and Advisory

Single-Skilled
Customer Omni-channel Experience to Support Business Growth and Aspirations

Support business growth and aspirations

Omni-channel Experience

- Continual review of branch network
- Smaller and lower cost branch formats
- Innovative and relevant products
- Multi-skilled staff focus on advisory and customer engagement
- Helping customers to go digital

Helping customers to go digital
Thank You