



UOB's Digital Bank: TMRW

Investor Update

Kevin Lam, Head, TMRW Digital Group

Jimmy Koh, Chief Commercialization Officer, TMRW Digital Group

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UOB built 2 customer value propositions to compete

Innovation & learnings of TMRW brought back to wider UOB Group



Pioneer & innovation lab of digital transformation

Digital Bank



Engagement.

Digitally-inclined millennials

Payments, CASA and unsecured lending

Unique engagement differentiators

Customer who prefers mobile only

TMRW

Innovation & best practices
e.g. insight cards



Omnichannel



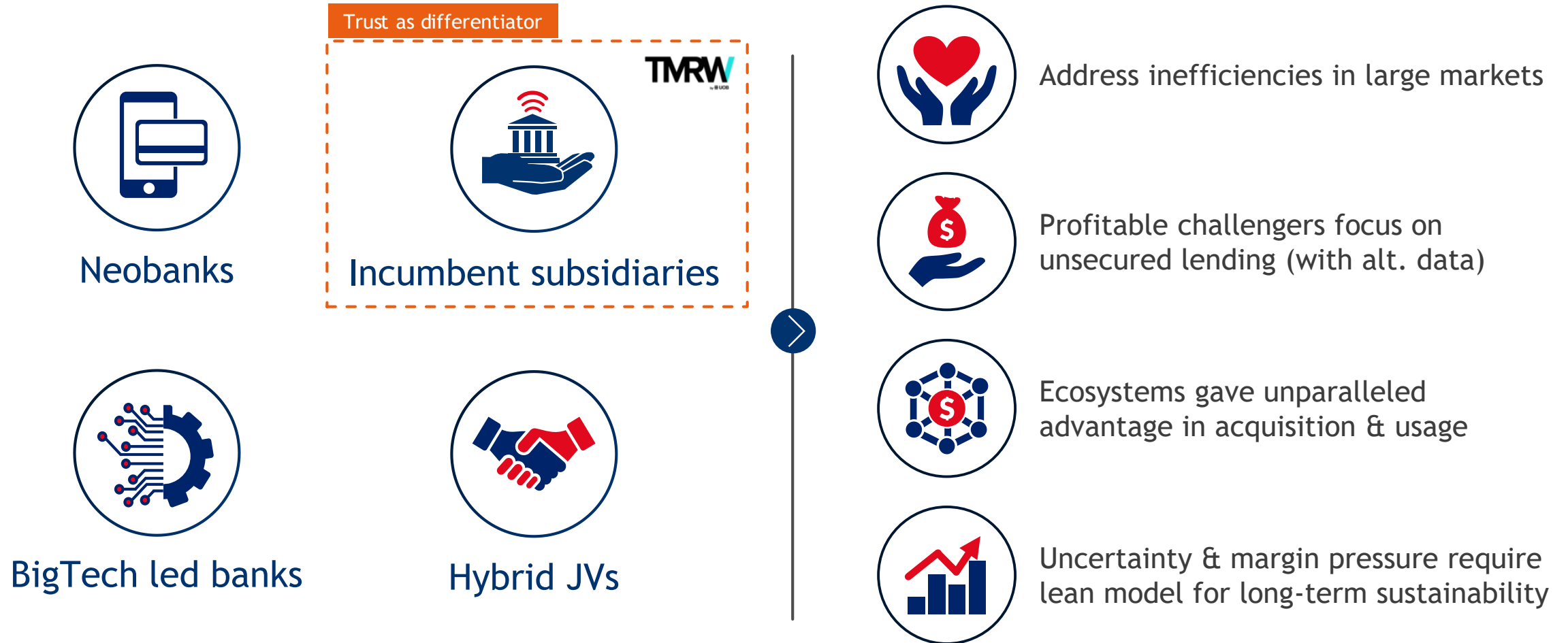
You. Family. Business

Universal banking customers

Advisory and planning

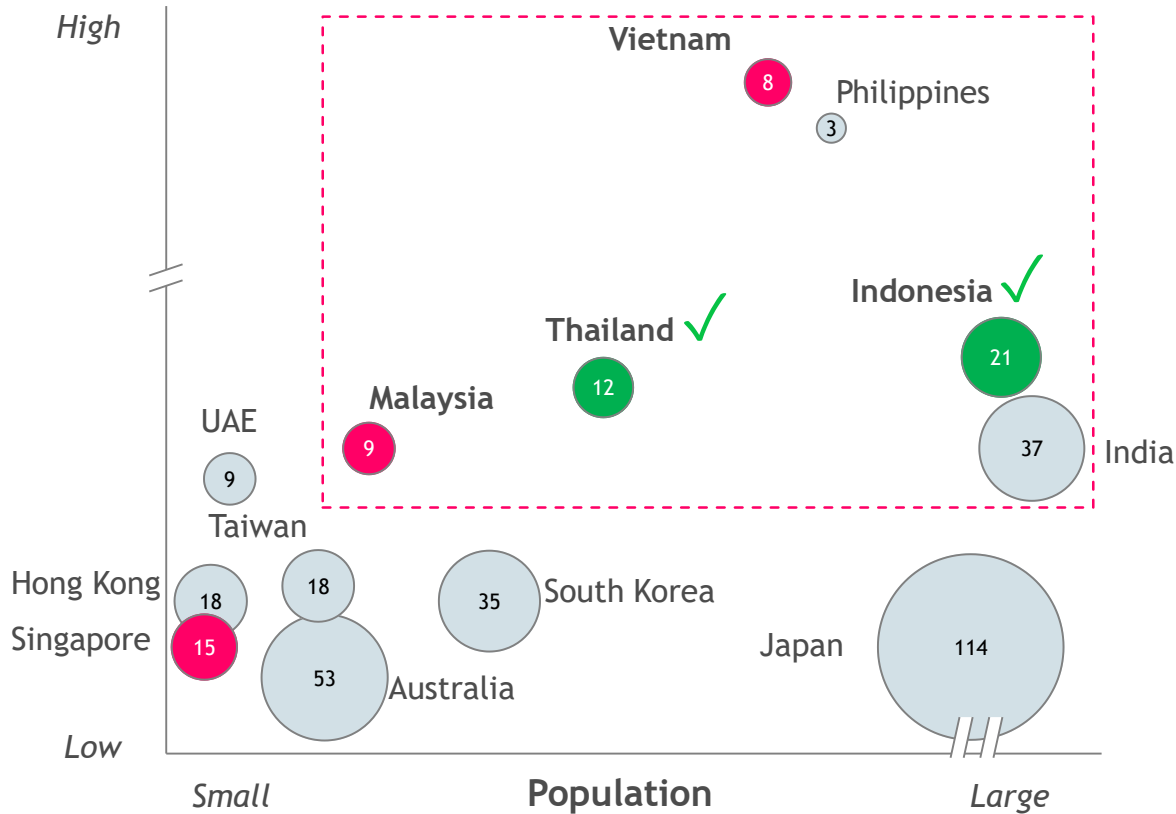
Customers who use multiple channels

We identified 4 success factors after researching digital banks globally; trust remains differentiator



TMRW markets selected by highest potential

Banking penetration growth potential



● USD B, 2019 retail banking pool sizes
 ● Markets where TMRW had been launched
 ● Markets under Consideration

Official launch in Mar 2019

- Population: 70M (20% YP/YPF)
- 71% smartphone penetration
- Favorable regulatory environment
- First mobile-only digital bank

Official launch in Aug 2020

- Population: 273M (23% YP/YPF)
- 60% smartphone penetration
- Favorable regulatory environment

TMRW's Vision:

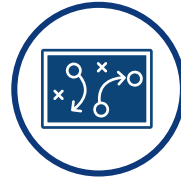
The World's Most Engaging Bank for Millennials



Where to play?

**\$10B Market opportunity [1]
by serving Millennials across
ASEAN**

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



How to Play?

**Built TMRW, a digital bank
targeting the younger
generation**

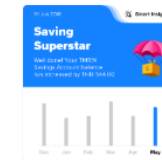
Ambition to acquire 3-5M
customers over the next 5 years



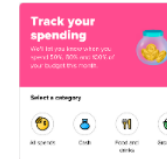
How to Win?

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

Objective to become main
account and grow along with our
customers



Enhancing
engagement



Growing
transactions

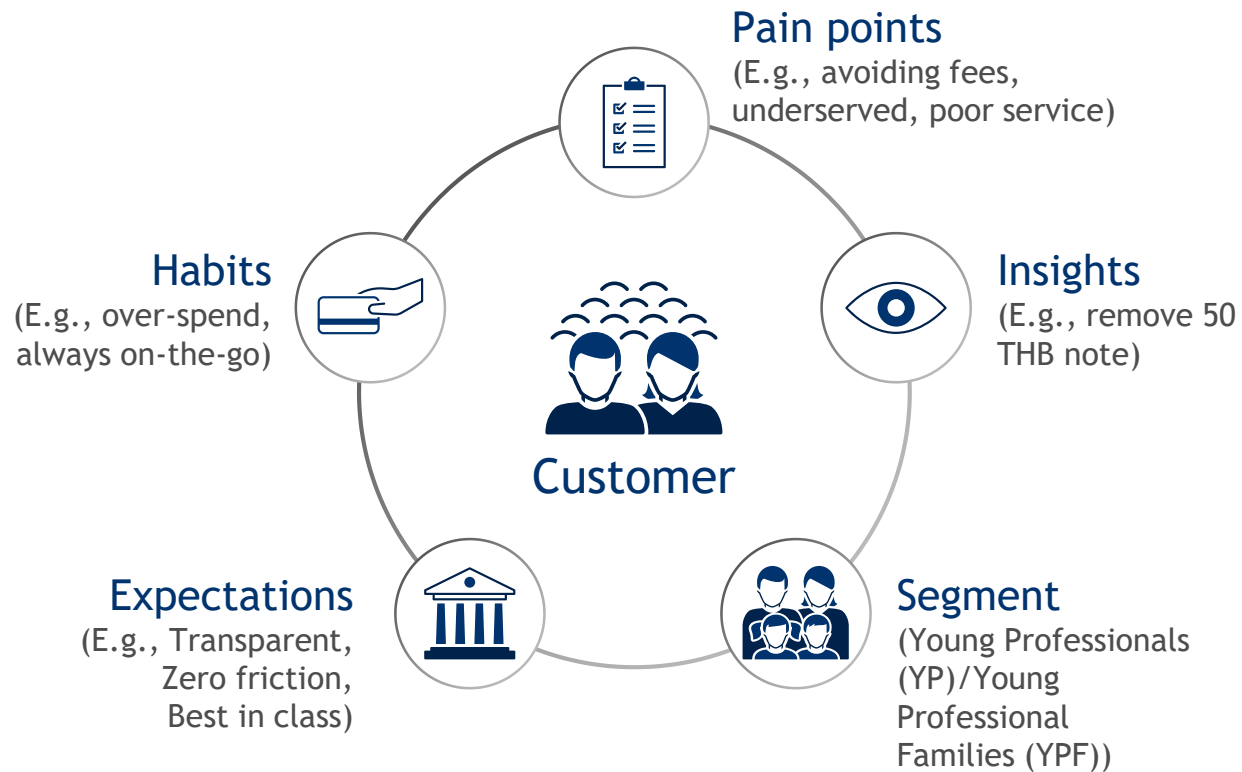


Increasing
balances

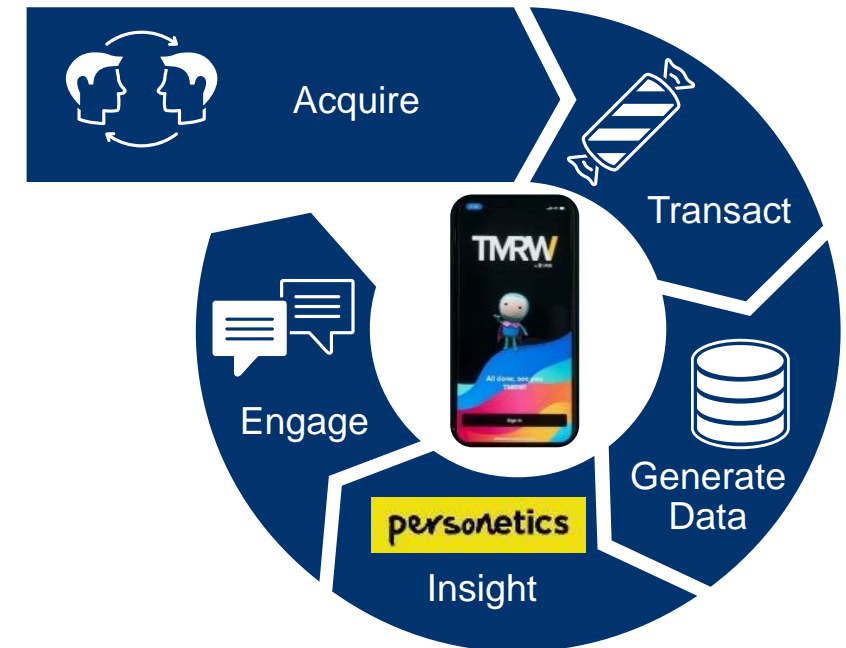
[1] US\$10B lifetime revenue pool estimated by BCG

TMRW is designed for customers & business

Customer Centric Design



TMRW ATGIE Business Model



TMRW innovations ...



1st Global implementation

1st Thai bank with non-face-to-face biometric

1st Bank to develop a full-fledged savings game to make savings fun and easy



1st Bank to set up a pan-regional engagement lab

Agile New ways of working

... shared across wider UOB Group

Trigger-based Alerts

Just now

Welcome to TMRW

TMRW will help you stay on top of your finances and highlight important insights and unusual events.

Just now

Received your new debit card? Activate it now!

Enjoy the full benefits of your card.

03 Oct 2017

Cheque Deposited

A cheque was deposited to your account.

1 Cheque	THB 73,250.00 Amount
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Personalization

12 Mar 2019

Account Activity Summary

View what you have been up to in February.

Feb	██████████
Jan	██████████

15 Jan 2018

Weekly Purchase Update

Review your spending during the first half of January.

Dining: 54%	Insurance: 29%	Travel: 12%
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02 Apr 2019

Saving for something special?

Whether it's a dream vacation or limited edition gadget, you can make it yours! Tap to find out how.

Artificial Intelligence

25 Nov 2017

Spending Decrease

You've spent less in October.

Dining: 44%	Shopping & Services: 34%	Transportation: 22%
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25 Nov 2017

Exchange Rate Tip

Exchange rate tips when traveling abroad.

28 Feb 2019

Similar Transfers

You may have duplicate outgoing transfers to FUNDS TRF Wd Goal Trf.

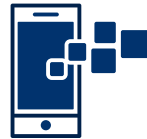
2 Transfers	THB 1,200.00 Each
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TMRW
Stands
strong
amidst
Covid-19

Covid-19 has changed consumer banking behaviour permanently ...



40M new internet users in 2020



70% of SEA population are online



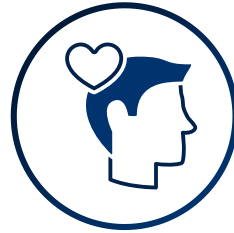
94% of new customers to continue using digital

... and accelerated digital transformation to meet these needs

In Aug-20 TMRW was launched in **Indonesia**



Fully digital onboarding (<7 mins) → strong acquisitions despite 2nd lockdown



High Net Promoter Score in ID (+60) & lower cost of acquisition incorporating lessons from TH



1.2B impressions & >7K submissions on Tiktok Campaign encouraging better financial habits



Harnando 🇮🇩
@dittoharnando

I am pretty sure that I just found the best mobile banking apps in Indonesia. And it's from UOB called TMRW!

... with strong market **traction & appeal**

What has TMRW **achieved** since launch?



Rapid market expansion

- Launched across **2** markets

 **~80% NTB Cust.** (YTD-20)

 **~54% NTB Cust.** (YTD-20)


- Driving growth in casa balances in Indonesia and Thailand
- High re-use of regional core platform with local Indonesian customization



Key KPIs on track

- **Industry leading NPS**

+45 for TH 

+60 for ID 

- On-track 3-5M customers
- Highly active customer base
- Fast on-boarding <7 Minutes



International recognition

24 awards won and counting...



Best Digital Bank (ASEAN), Best Bank for Millennials



Best Consumer Digital Bank (Thailand)



Best Digital Bank for Customer Experience

Well positioned to drive **Scale & Commercialization**



Strategic partnerships to achieve scale

By building an ecosystem of lifestyle customer benefits



- Leverage **Wholesale Banking** relationships & UOB's regional reach
- Data-rich partners with large consumer bases
- Accelerated contracts to scale & lower cost of acquisition



Lean biz. model to accelerate path to profitability

Sharing capabilities & leveraging Fintech partnerships for agility & ↓ cost



- Shared capabilities across UOB (e.g. Mighty leverages **Personetics**)
- Common build across wider UOB (e.g. NDID in Thailand)
- Sharing best practices across UX/UI, Digital Serve, Analytics and Credit



CVP to enhance CX & drive higher revenues

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



- Lending is UOB's core competency
- Leverage alternative data to fuel **Avatec.ai** credit scoring engine
- Key differentiators: Gamification, financial well-being and sustainability



TMRW
by UOB

Banking for the
Digital Generation