

The Digital Mutual

Digital Income: Customer-centric innovations with digital ecosystems



Episode 8, NTUC Income (Singapore)

26 October 2020, 9am GMT

Digital Income: Customer-centric innovations with digital ecosystems

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 **income**



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International Cooperative and Mutual Insurance Federation

The Digital Mutual: Episode 8, NTUC Income (Singapore)

26 Oct / /

Digital Income: Customer Centric Innovations with Digital Ecosystems

Agenda

● ● ● ABOUT NTUC INCOME

● ● ● THE DIGITAL ECOSYSTEM LANDSCAPE

● ● ● DIGITAL INCOME'S ECOSYSTEM JOURNEY

● ● ● CASE STUDIES OF ECOSYSTEM PARTNERSHIPS

made different

Price moderator . Value-added services



Founded in **1970** with the objective of providing insurance protection to the masses.

~ **\$S37 Bn** assets under management

The only insurance co-operative in Singapore.

The **top composite insurer** in Singapore. One of the largest general insurers and health insurance providers.

Rated "**AA-**" by Standard & Poors | Gross premiums of **\$S3.9 billion**

Life Insurance

- Whole Life
- Term
- Savings
- Investment-Linked

Health Insurance

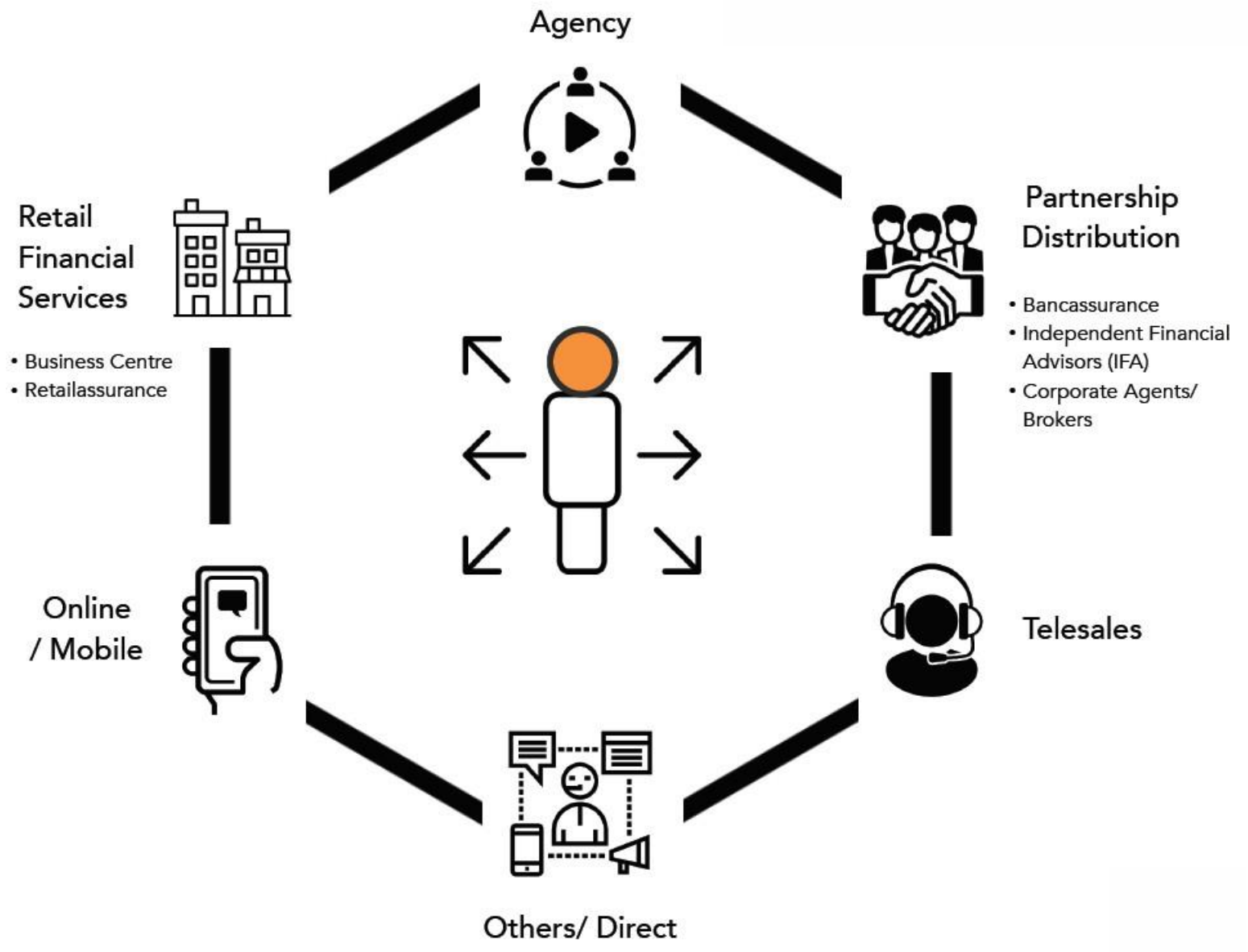
- IncomeShield
- Managed Healthcare
- ElderShield
- Dependants' Protection

General Insurance

- Motor
- Personal Accident
- Travel
- Home & Lifestyle
- Commercial

Multi-channel distribution

A variety of channels to meet with the needs of our customers



Digital Income

WHO ARE WE

A group of diverse individuals from different backgrounds and world views who shares the same commitment to designing the future of insurance

WHAT WE DO

Disrupting Insurance

by venturing into new risks arising from technology trends and people's change in behaviours

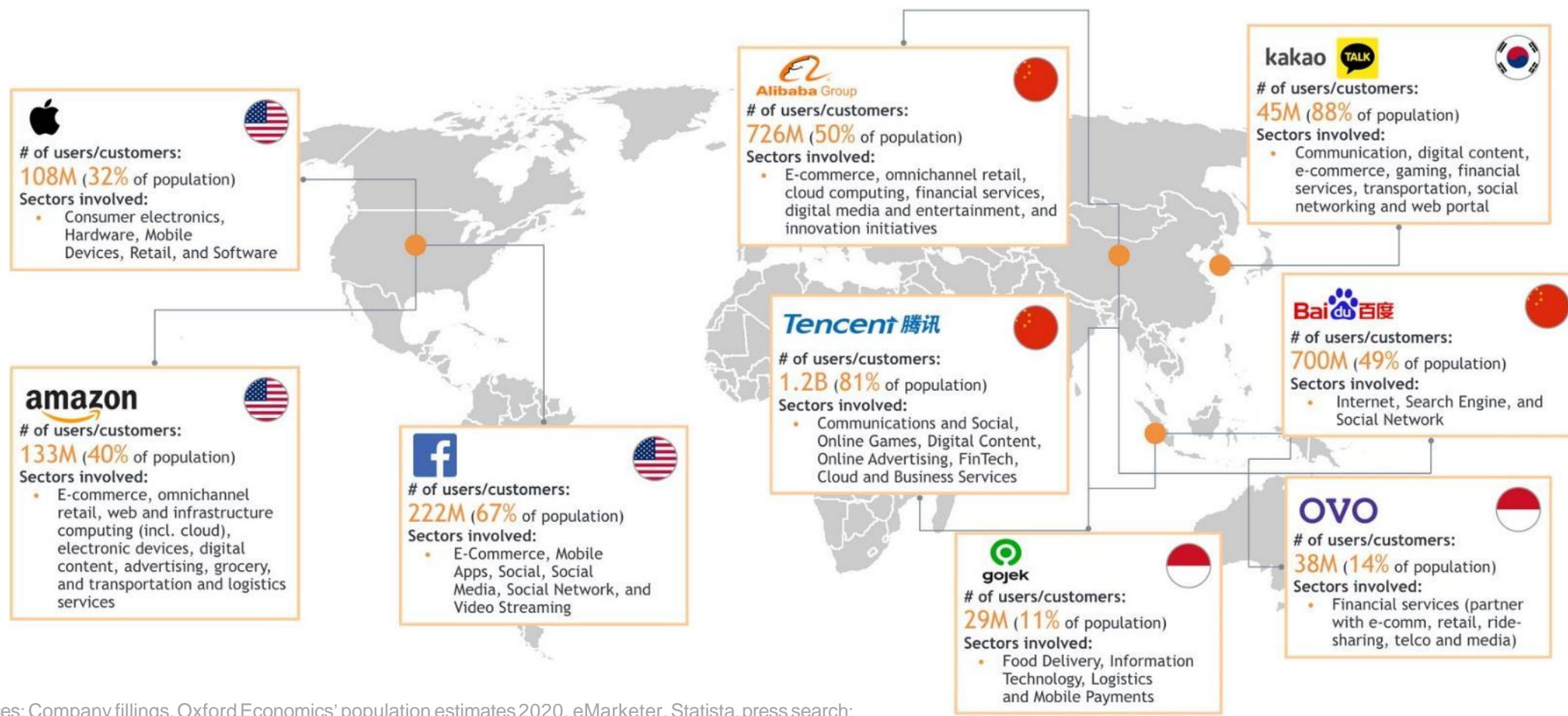
Reimagining Insurance

by transforming consumption patterns and breaking down traditional barriers



More than just digital innovation...

Looking ahead, people will increasingly live their lives in a few digital ecosystems



Sources: Company fillings, Oxford Economics' population estimates 2020, eMarketer, Statista, press search;

Digital ecosystems become a one-stop shop for customer – leading to loyalty, high frequency usage and dependency



Features of a one-stop-shop

Build loyalty



Appeal to people's emotions



Build user base with 'hook offering'



Share value - users & partners

Frequent engagement



Design for high freq interactions



Build for 'network' effects



"Open door" for coverage

Open & adaptive



Easily integrated plug'n'play Platform



Incentivise third-party innovation



Tight feedback loop with market shifts

Digital ecosystems designed to own every moment with the customer



Higher engagement with customers

Owens multiple touchpoints across wide range of partners beyond core to engage the customer at a high frequency



Massive data advantage

Built with the intent of capturing extensive data on the profile, context and preferences of the customer all leading to hyper personalization



Stronger customer loyalty

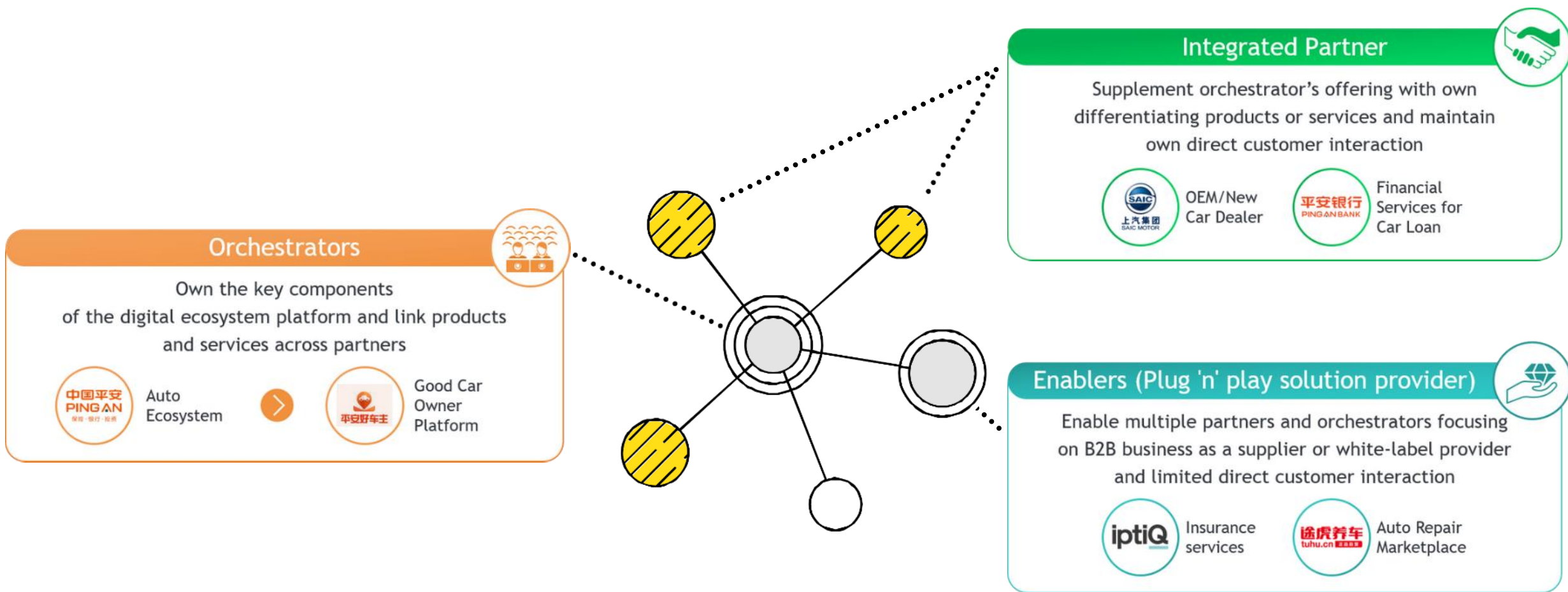
Entrenched loyalty and stickiness from innovative products and services that touch multiple aspects of daily life



Disintermediation of traditional insurers shifting customer ownership to digital ecosystems


Digital Strategy

Diverse business models that tap on different forms of ecosystem partnerships




Digital Strategy


Designing experiences around our customers and their ecosystems



Designed around your **spare change**; Happens **invisibly** for the new generation of consumers



tribe by income



Designed around **subscription** models; Gives the consumer **flexible** control to **customize** their own products easily

COMING SOON!



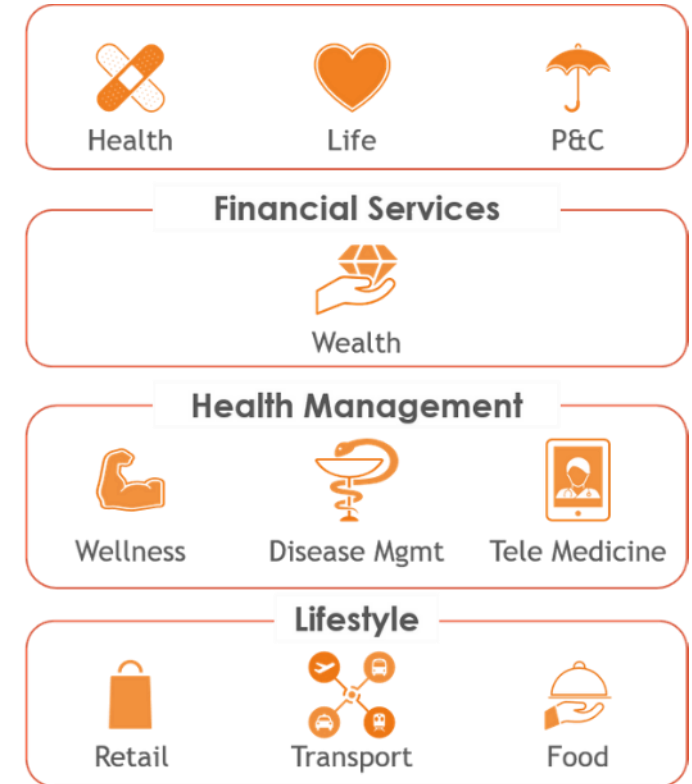
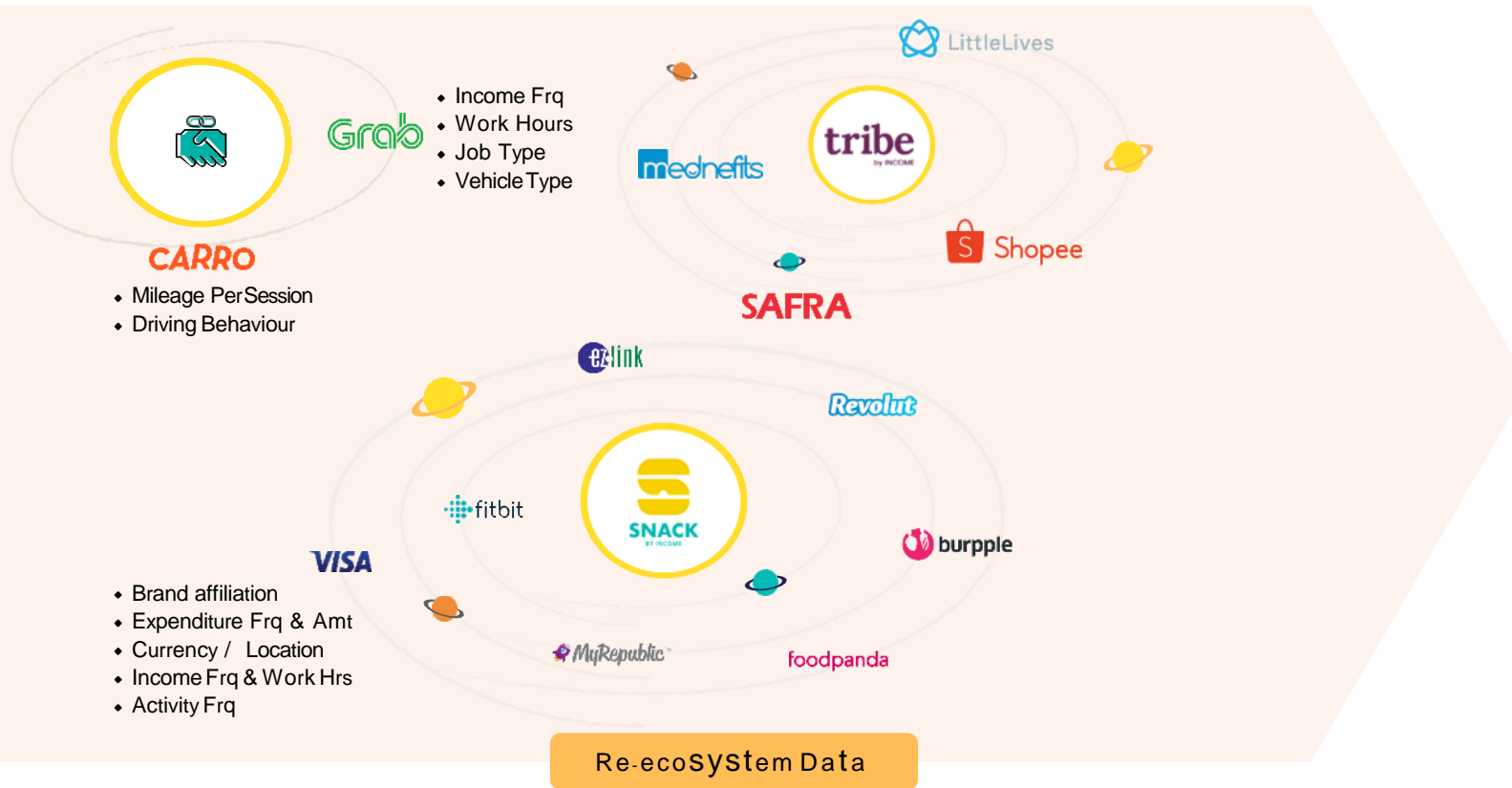
Emerging Ecosystems Next-Gen Products

Specifically designed for **emerging ecosystems** that require a fundamentally different product build in order to **enable/enhance their business models**

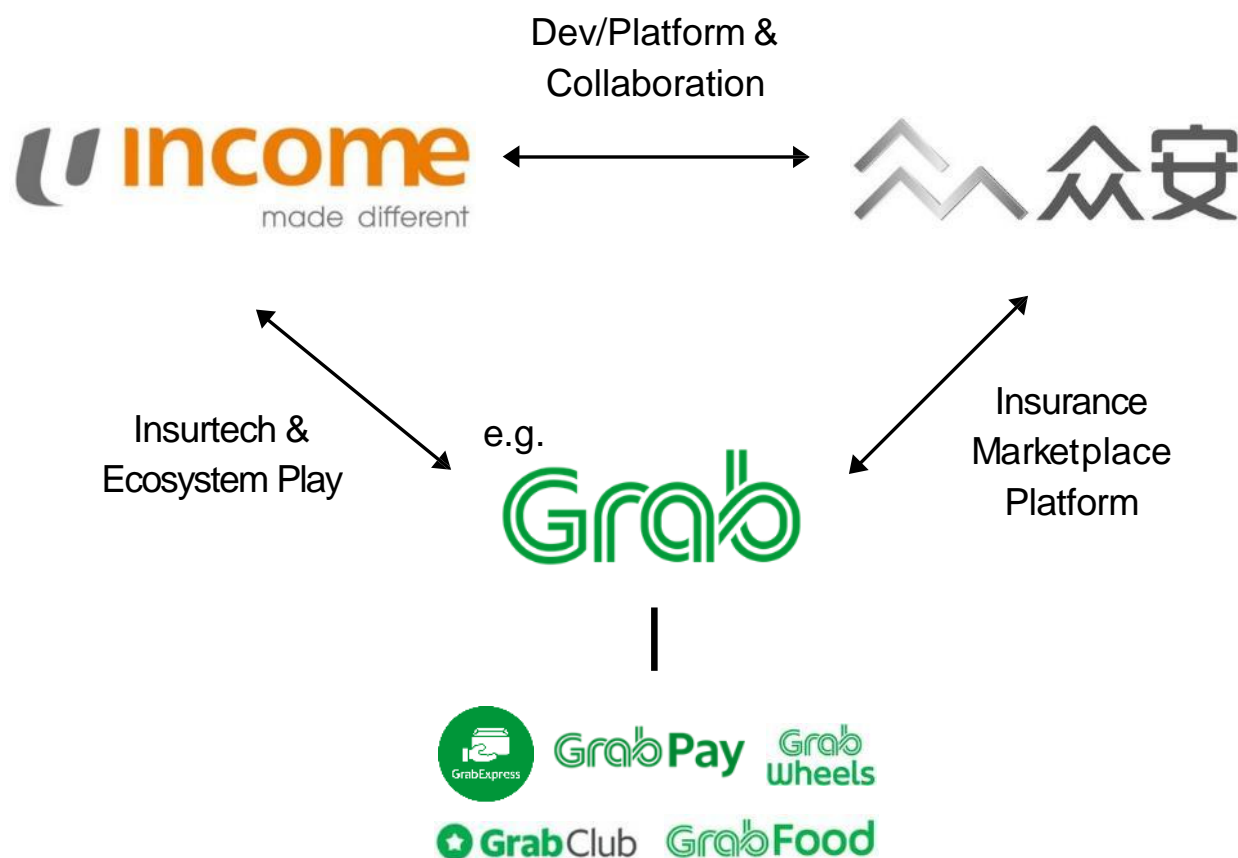
- Gig Economy - 
- Smart City - (Motor UBI) 
- Ecommerce - (Coming Soon) 

Digital Strategy

Through digital ecosystem partners, we are able to create Income's re-ecosystem layer



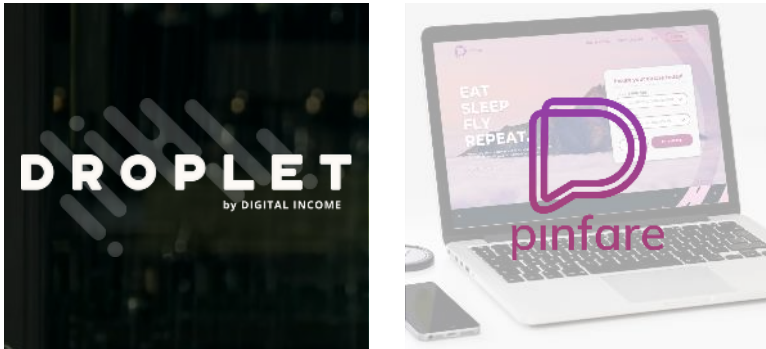
Technology readiness is key when participating in an agile ecosystem economy



- China's First Licensed Online Insurer
- Largest Online Insurer w/ ~500mm insured
- Technology staff accounts for >50% of employees
- Partnered with 5 major ecosystems and 307 ecosystem partners
- Achieved 1 billion micro policies issued in a single day during China's ecommerce events

Summary of our digital ecosystem-led innovation journey

// DTO 1.0

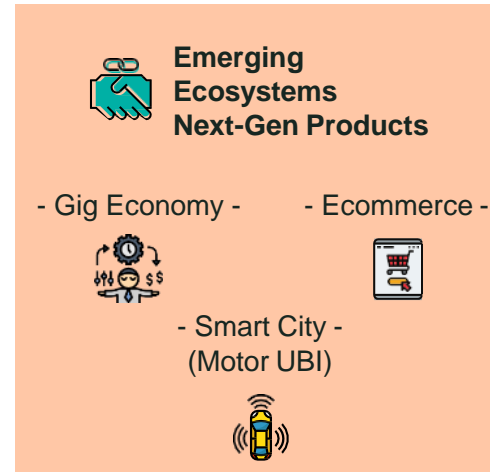
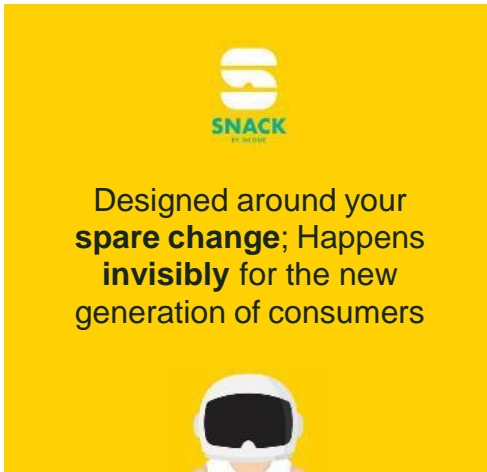


// DTO 2.0



NOTE: We've also successfully digitalized channels for life and health insurance

// DTO 3.0



\$0.10 Per Trip

ACCUMULATED COVERAGE
\$72,140

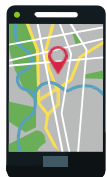
Pay
\$0.10

\$40
coverage
gained



The more I drive, the more my protection increases.

WHAT IS GRABINSURE CRITICAL ILLNESS PAY PERTRIP



4 million Grab users
(access to mobile app)



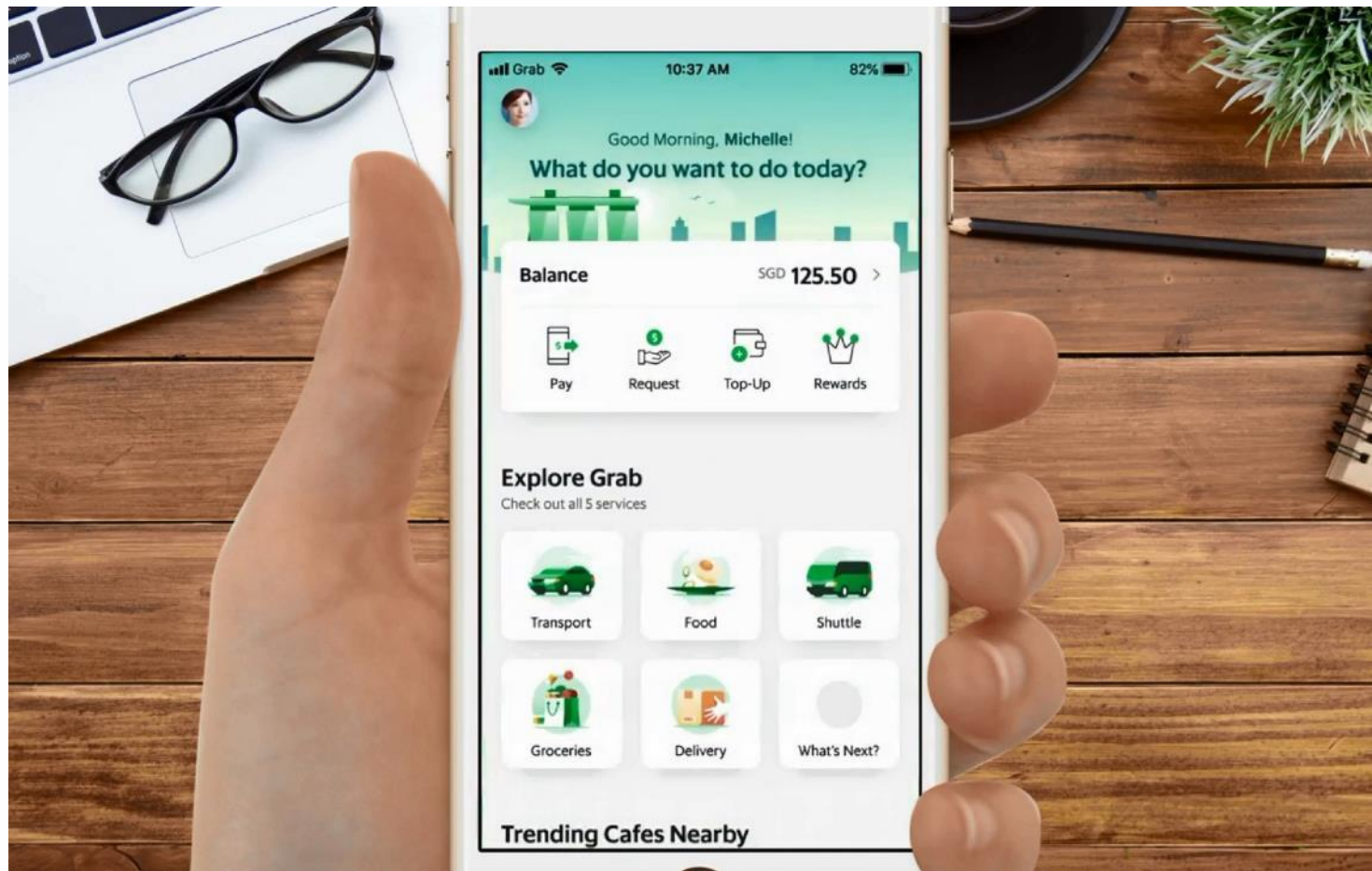
2 million Grabpay wallets
(wallets with credit cards)



70,000 Grab drivers
(excluding Grabhitch)



150 million Grab rides a year
(excluding Grabhitch)



WHAT IS GRABINSURE CRITICAL ILLNESS PAY PERTRIP



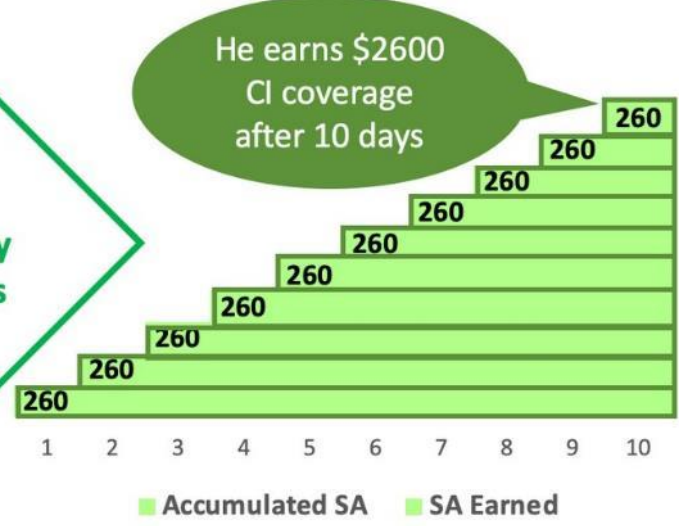
Completed 10 trips in Day 1

Each trip will trigger \$26 micro **annual** CI policy upon trip completion



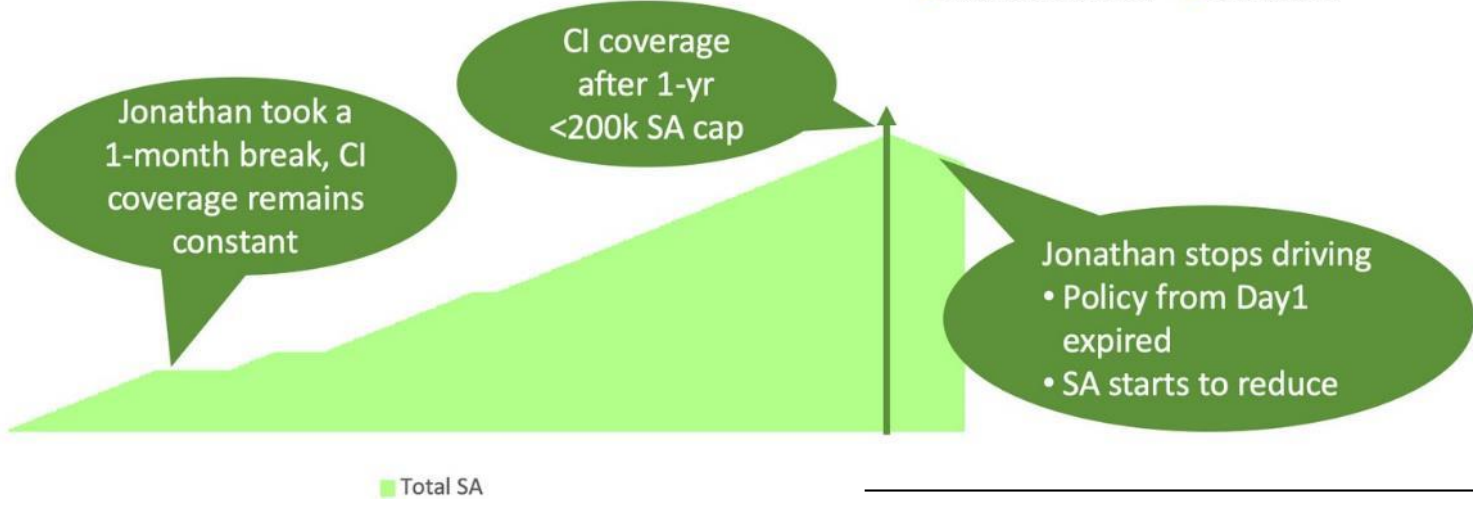
Drive consistently for 10-Days

10 policies will be issued, worth \$260 CI coverage



He earns \$2600 CI coverage after 10 days

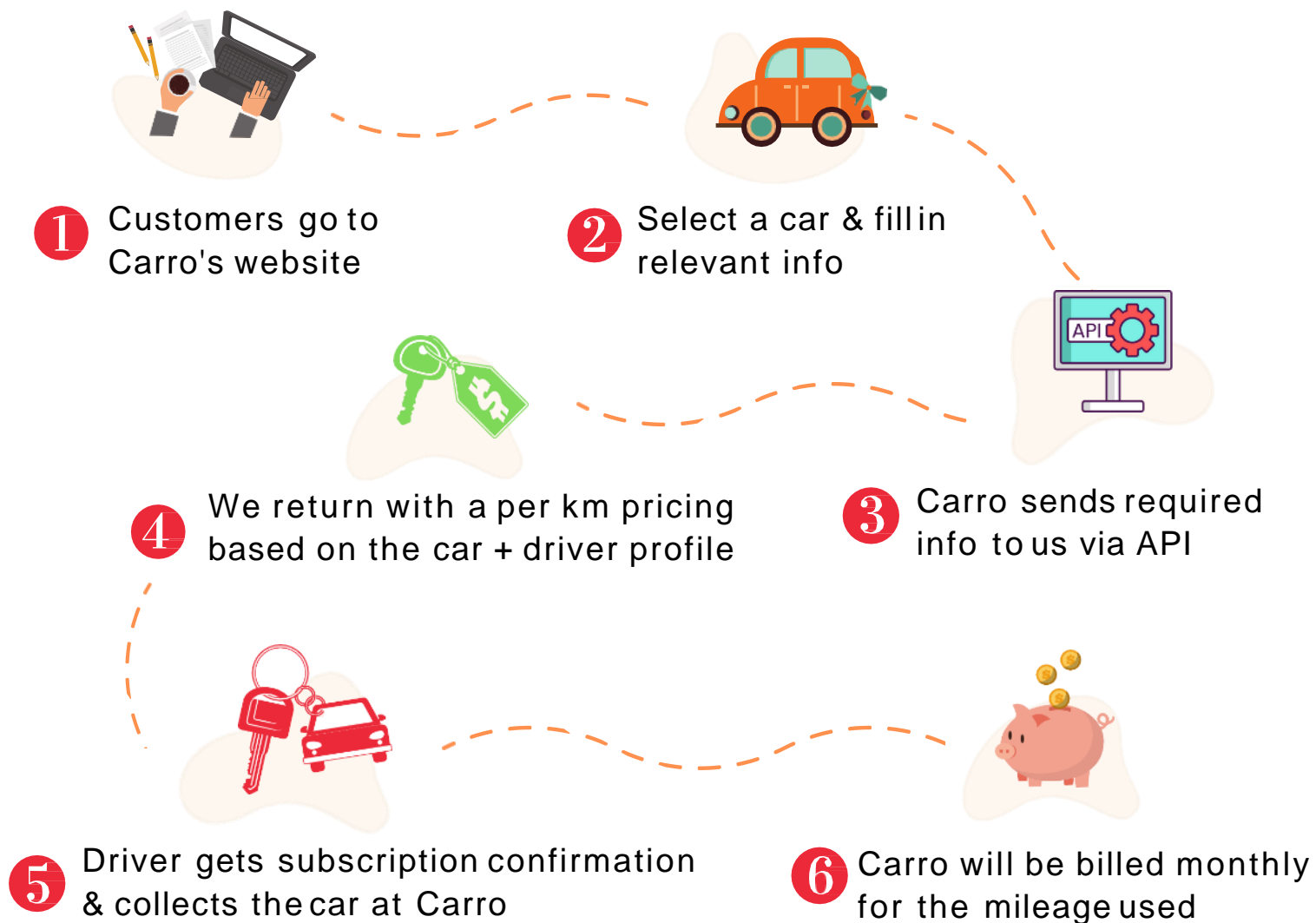
Total CI coverage



CARRO

Usage Based Insurance 2.0
Motor Fleet & Retail

WHAT IS MOTOR USAGE BASED INSURANCE 2.0



CARRO

- ✓ Raised a total of S\$150 million from SoftBank Ventures, Insignia Ventures Partners, EDBI, SingTel Innov8 and Facebook Co-founder Eduardo Saverin
- ✓ \$500 million worth of cars sold (2018)
\$200 million worth of loans (2018)
Reportedly on track for \$1B by 2022
- ✓ First to launch a subscription service for commitment-free car ownership
- ✓ Presence in   

WHAT IS MOTOR USAGE BASED INSURANCE 2.0

Base: charged per vehicle to start the policy

Monthly Premium: 100 % Usage-based, determined by mileage driven

Illustration

In September, Carro's vehicles under Milesurance have the following usage:

Private		
Car	Driver	Usage
Car 1	Driver 1	800km
Car 1	Driver 2	1000km
Car 2	Driver 3	1500km
Car 3	Driver 4	1500km



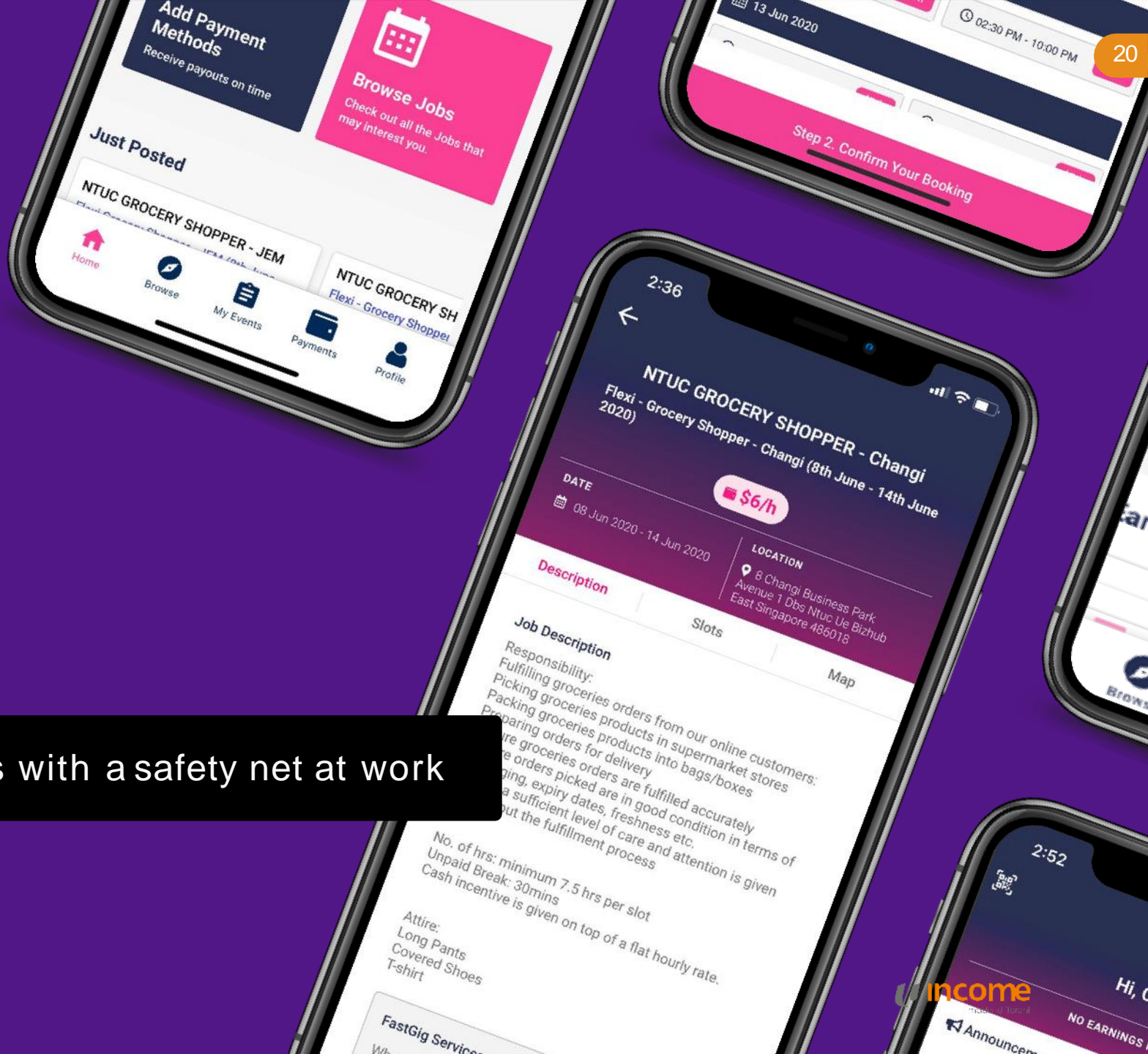
Upon receiving the data from Carro at month end, we charge based on each car's usage, in this case, a total monthly premium of \$390

Private				
Car	Driver	Usage	\$/km	Total
Car 1	Driver 1	800km	\$0.05	\$65
Car 1	Driver 2	1000km	\$0.1	\$100
Car 2	Driver 3	1500km	\$0.08	\$120
Car 3	Driver 4	1500km	\$0.07	\$105
Total Premium				\$390



GigSurance

Providing gig economy workers with a safety net at work



WHAT IS PA GIGSURANCE



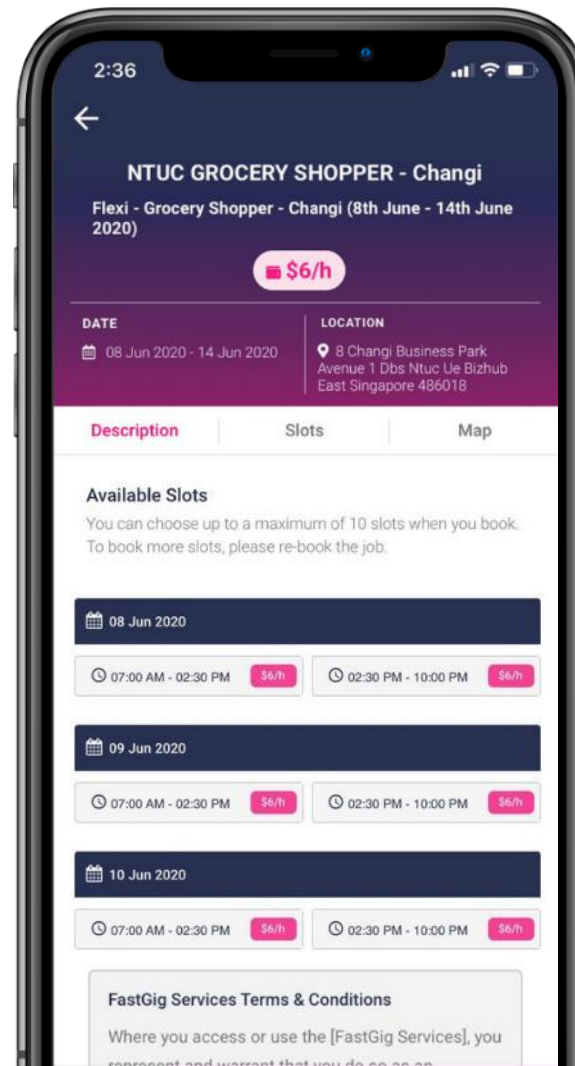
100% Usage-Based



Hourly Micro Premiums

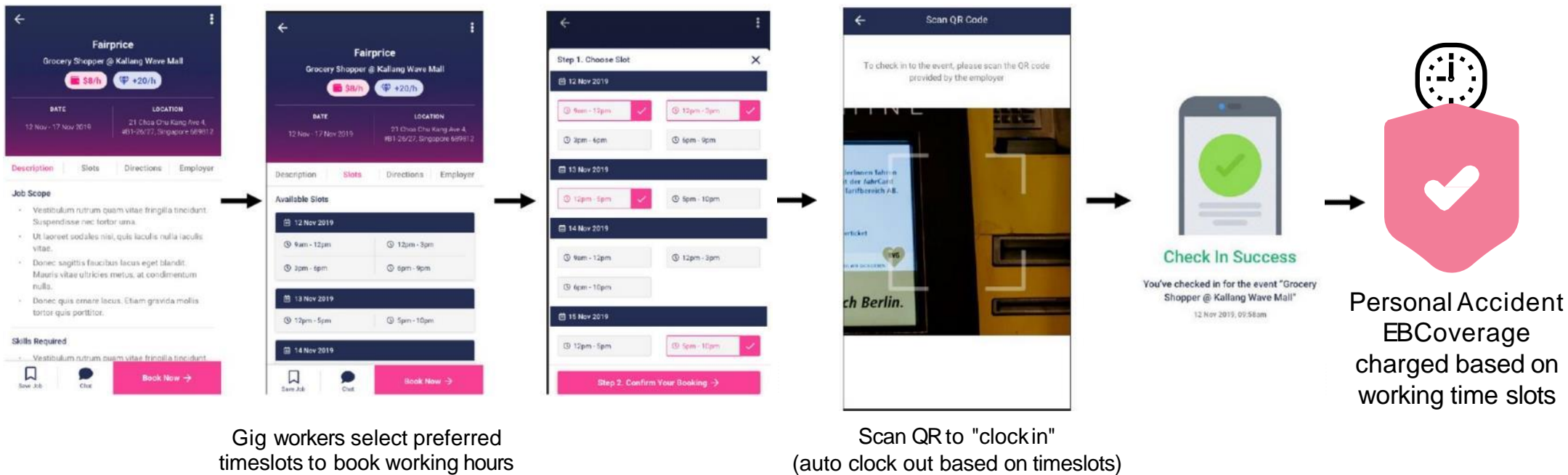


Real-time Issuance



WHAT IS PA GIGSURANCE

FULL DIGITAL JOURNEY



Each JobID is configurable based on JobType and WorkerProfile to automatically quote a unique pricing per hour/per slot



The monitor displays the SNACK app website. At the top left is the 'S' logo. To its right are navigation links for 'PRODUCTS', 'PERKS', and 'FAQ'. A teal 'DOWNLOAD NOW' button is in the top right corner. The main content area features the headline 'YOUR LIFESTYLE INSURES YOU' with a yellow underline under 'INSURES'. Below this is the text: 'Use your spare change to build up protection while you live your life to the fullest!'. At the bottom of the main area are 'Download on the App Store' and 'GET IT ON Google Play' buttons, and a 'WATCH FULL VIDEO' link. On the right side of the monitor, a hand holds a smartphone displaying the app's 'ACCIDENT' screen. The app screen shows a progress bar for 'TOTAL COVERAGE' at '\$1,250' (with a note 'out of total limit of \$10,000'), sections for 'PRODUCT DETAILS', 'WEEKLY RECORDS', and 'YOUR TRIGGERS'. The 'YOUR TRIGGERS' section lists: 'Sleep \$0.40 premium for \$100 coverage' and 'Workout \$0.20 premium for \$50 coverage'. A 'Get Premium' button is at the bottom of the app screen.

WHAT IS SNACK BYINCOME



7.45AM

Takes train to work
(+\$50 Accident coverage)



1-1 Lunch with colleagues
(+\$50 Life coverage)



Takes bus to home
(+\$50 Accident coverage)



Dinner with Family (w/VISA)
(+\$50 Life Coverage)



Morning coffee (w/ VISA)
(+\$50 Life coverage)



Mobile grocery shopping (w/ VISA)
(+\$100 Critical illness coverage)



Evening jog
(+\$50 Accident coverage)



WHAT IS SNACK BYINCOME



It's All About Bite-Sized Contributions

You'd be amazed at how much coverage you can build up over time with your spare change!



Your Unique Lifestyle Gets You Insured

Each time you perform a linked activity, you'll be issued a micro-policy that covers you for 360 days.



Get The Flexibility You Deserve

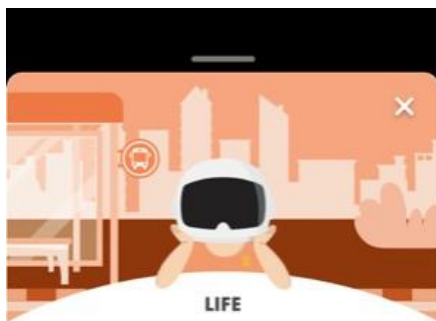
Start, stop and adjust them whenever you want! No up-front commitment needed.

SNACK PRODUCTS

GET MORE OUT OF YOUR LIFE



+ INVESTMENTS (Q1 2021)



LIFE

Life is truly unpredictable. Protect your loved ones in the unfortunate event you're unable to provide for them.



Have additional funds for treatment and ongoing care

Get up to \$200,000 in the event of total & permanent disability or terminal illness.



Provide for your family during hard times

Receive up to \$200,000 in the event of death.

PRODUCT DETAILS

Coverage Up to \$200,000 in the event of death, total & permanent disability or terminal illness.

Payout Lump sum payout of 100% of your accumulated coverage.



CRITICAL ILLNESS

Falling ill can happen to the fittest among us. Ensure you're financially protected, don't compromise your way of life.



Protection against 37 severe-stage critical illness

Receive up to \$200,000 when a critical illness strikes.



Focus on getting better

With financial payouts to tide you through the difficult times, you can focus on your recovery and maintain your quality of life.

PRODUCT DETAILS

Coverage Up to \$200,000 if the insured is diagnosed with any of the 37 covered severe-stage critical illnesses (except angioplasty and other invasive treatment for coronary artery which will



ACCIDENT

Things could go wrong even to the best of us. Ensure there's financial support in the event of injuries and accidents.



A safety net for you and your loved ones

Receive up to \$100,000 for accidental death and permanent disability due to accidents.



Don't let medical expenses get in the way of life

Enjoy up to \$2,000 reimbursement for inpatient and outpatient medical care due to accidental injuries.



Speed up your recovery

Have the flexibility to seek Traditional Chinese Medicine (TCM) or chiropractic treatment

SNACK LAUNCH

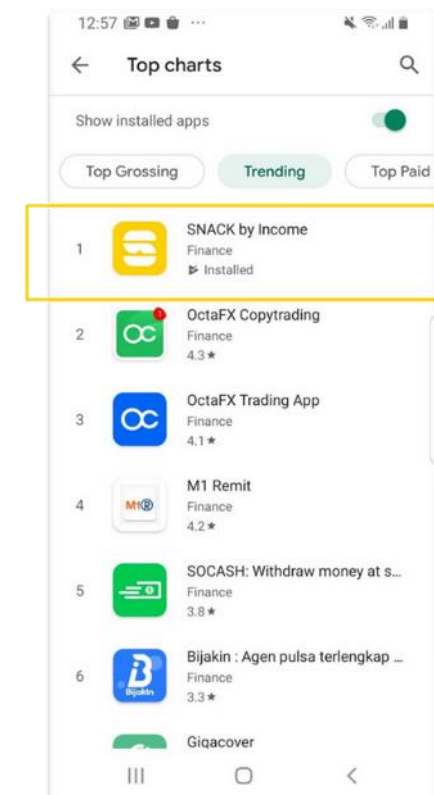
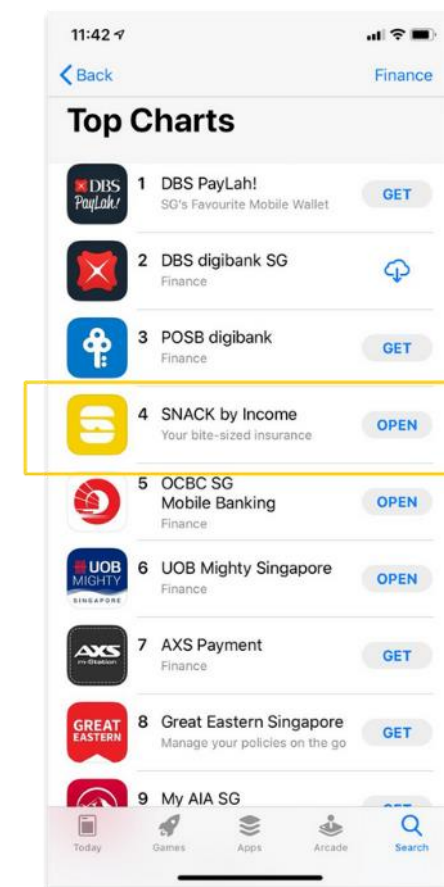
NUMBERS SINCE LAUNCH (AS OF 30TH SEPT)

- ~29k downloads, ~12k signups as of 30th Sept,
- 43% conversion to signup users (vs downloads)
- 6.7% conversions to activated users (vs signup users)
- 0.9 activities/day per activated user
- Top 5 Finance iOS & Android App, #1 Trending Finance Android App

PARTNERS / ECOSYSTEMS

- SNACK Triggers - VISA, EZLink, Fitbit, Burpple, Foodpanda, Lalamove, Garmin
- SNACK+ Groups - NTUC SEs, SAFRA, EZLink, Foodpanda, Lalamove
- SNACKUp Brands - Foodpanda, Revolut, Thomson Medical, Sarnies, Omakase Burger, Jonathan Abel, ShieldMask, myRepublic, more onboarding soon!

- Top 5 app in App & Play Store finance category in Sep'20
- Top trending app on finance category from Jul-Sep'20

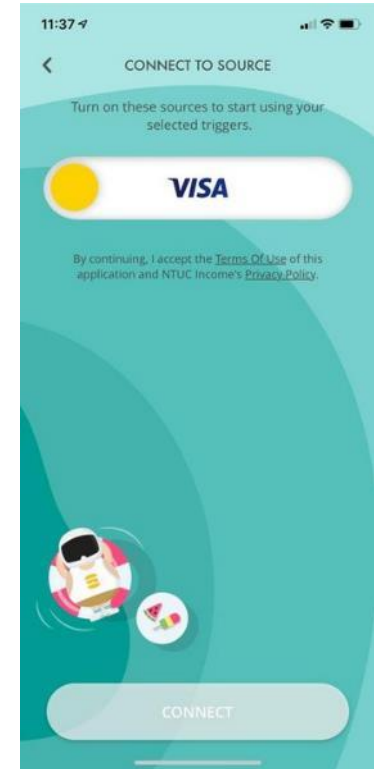
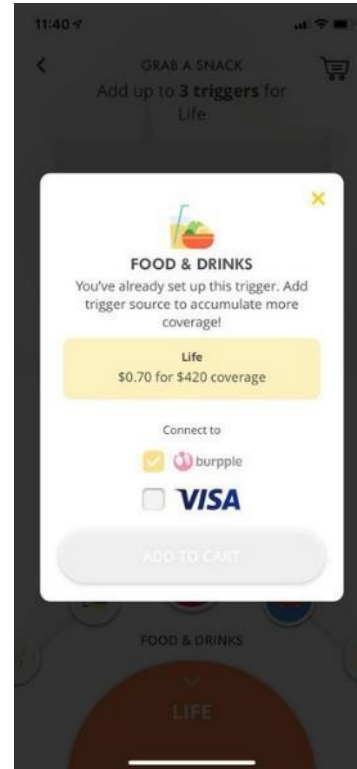
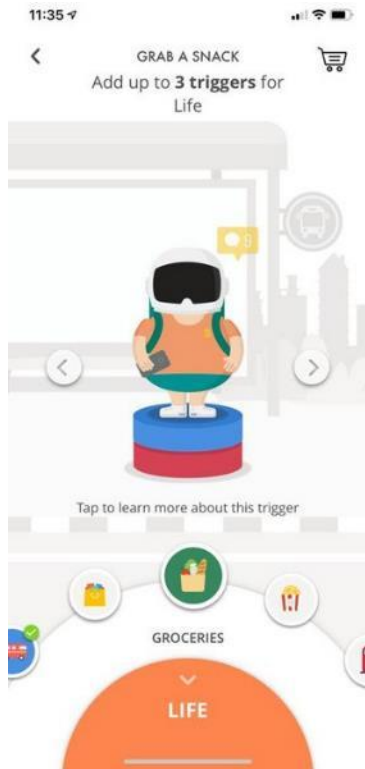


Digital Income: Customer Centric Innovations with Digital Ecosystems

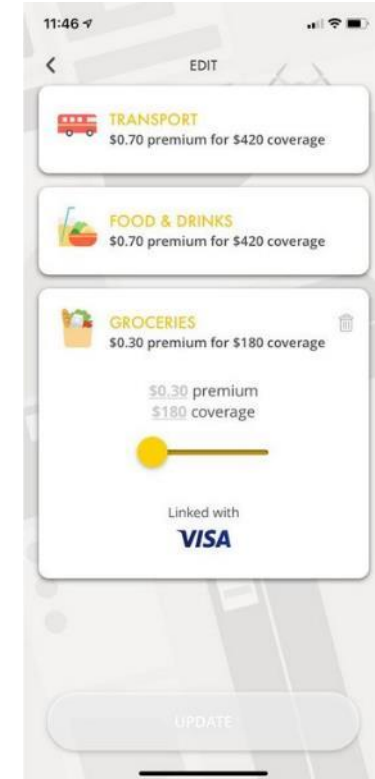
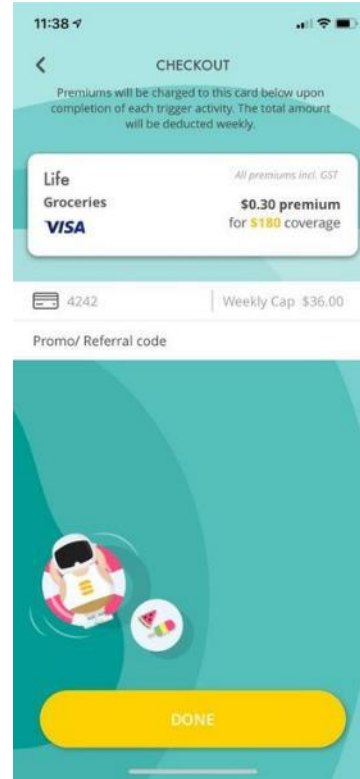
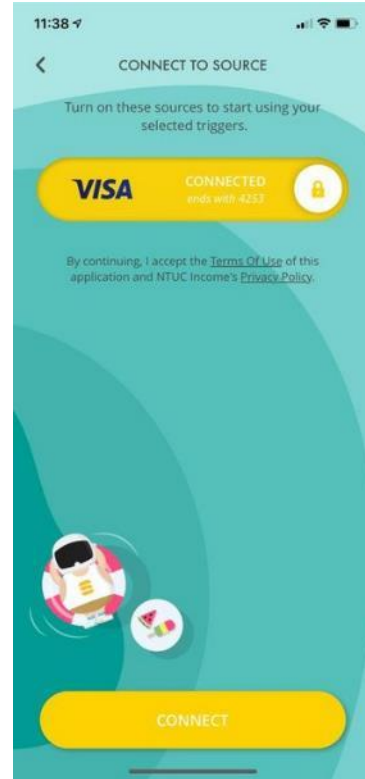
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Appendix

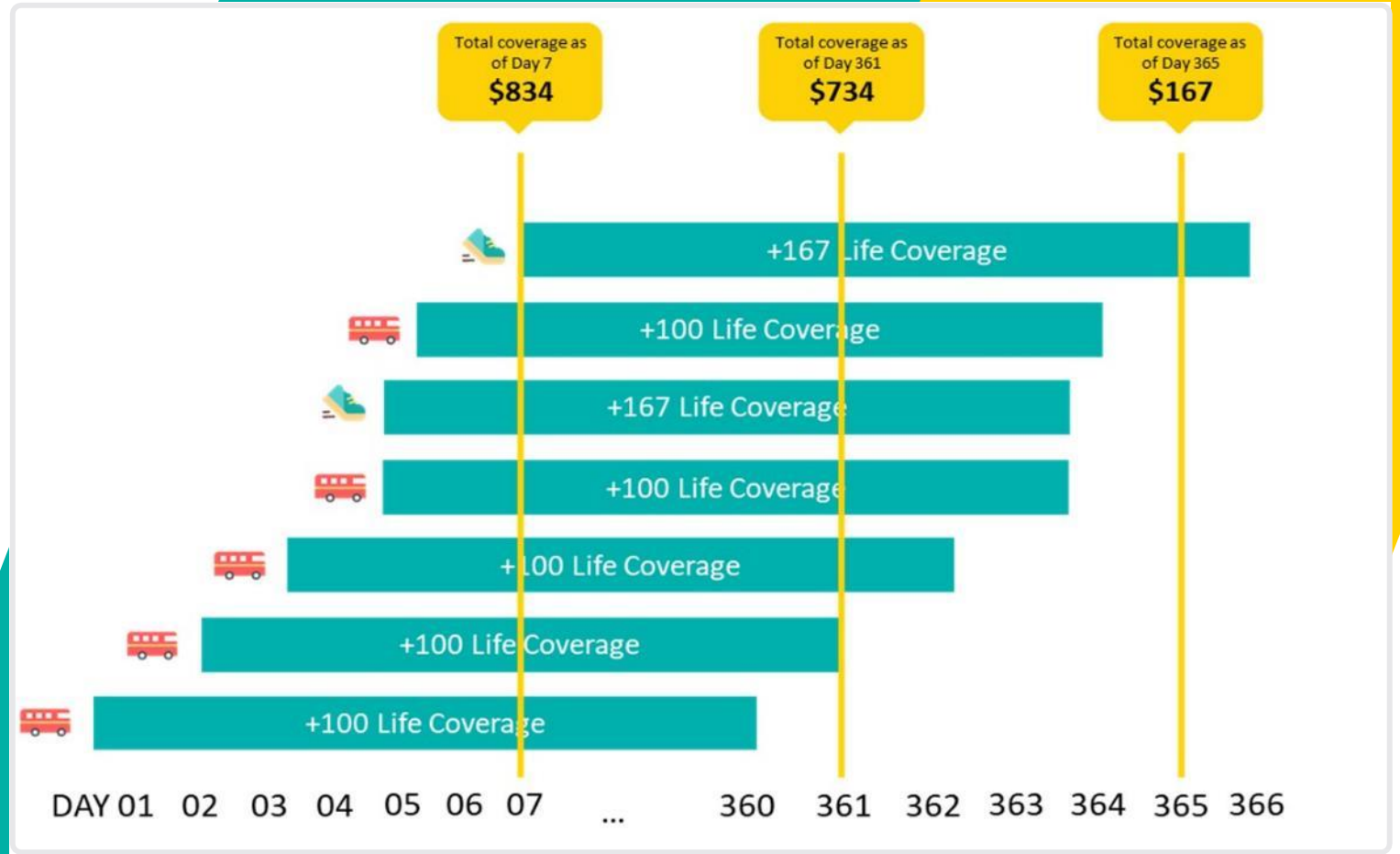
User Journey on the SNACK App



User Journey on the SNACK App



Stacking insurance coverage and staying protected



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International Cooperative and Mutual Insurance Federation

The Digital Mutual: Episode 8, NTUC Income (Singapore)

The Digital Mutual: Episode 9, Achmea (Netherlands)



Becoming a data-driven digital insurer to enhance value for customers

9 November, 3pm GMT

achmea 



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Episode 7, **San Cristóbal** (Argentina)

Episode 6, **HUK-Coburg** (Germany)

Episode 5, **LB Group** (Denmark)

Episode 4, **Securian Financial** (USA)

Episode 3, **P&V** (Belgium)

Episode 2, **The Co-operators** (Canada)

Episode 1, **Seguros Unimed** (Brazil)



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