CSISG 2015 FULL YEAR RESULTS

FINANCE & INSURANCE
AND HEALTHCARE
RESULTS
Presentation Outline

- CSISG Methodology
- National Results
- Results and highlights of Finance & Insurance Sector
- Results and highlights of Healthcare Sector
CSISG Methodology
The CSISG Score

1. Overall Satisfaction
2. Ability to Meet Expectations
3. Similarity to Ideal

Customer Satisfaction CSISG
(Scale of 0-100)
CSISG Structural Model

Qn. Perceived Overall Quality
Qn. Perceived Customisation
Qn. Perceived Reliability

Perceived Overall Quality

Qn. Price / Quality
Qn. Quality / Price

Perceived Value

Customer Expectations

Qn. Expected Overall Quality
Qn. Expected Customisation
Qn. Expected Reliability

Customer Satisfaction CSISG

Qn. Overall Satisfaction
Qn. Ability to Meet Expectations
Qn. Similarity to Ideal

Customer Complaints

Qn. Complaint Behaviour

Customer Loyalty

Qn. Repurchase Intention
Qn. Price Tolerance
Overview of the CSISG Main Fieldwork

Singapore citizens and PRs are interviewed at their homes. Homes are selected from a random listing of 40,000 household addresses that match housing profile of Singapore resident population.

Departing tourists are interviewed at Changi Airport. All respondents answering for the airport were interviewed at the airport.

Each respondent answers up to 17 CSISG questions and about 24 touchpoint questions about a company they had recent experiences with.

Typically 250 respondents per company would have answered the CSISG questionnaire.
### Sectors Measured in the CSISG

<table>
<thead>
<tr>
<th>Yearly Quarter</th>
<th>Sectors</th>
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<tbody>
<tr>
<td>1st quarter</td>
<td>Info-communications</td>
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<tr>
<td></td>
<td>Retail</td>
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<tr>
<td>2nd quarter</td>
<td>Private Education</td>
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<td></td>
<td>Public Education</td>
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<td></td>
<td>Air Transport</td>
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<td></td>
<td>Land Transport</td>
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<td></td>
<td>Logistics</td>
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<tr>
<td>3rd quarter</td>
<td>Food &amp; Beverage</td>
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<tr>
<td></td>
<td>Tourism</td>
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<tr>
<td>4th quarter</td>
<td>Finance &amp; Insurance</td>
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<td></td>
<td>Healthcare</td>
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</tbody>
</table>
CSISG 2015 Q4 Quick Facts

<table>
<thead>
<tr>
<th>Sectors Covered</th>
<th>Finance &amp; Insurance</th>
<th>Healthcare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey Period</td>
<td>Oct 2015 to Jan 2016</td>
<td></td>
</tr>
<tr>
<td>Total Questionnaires Completed</td>
<td>9,749</td>
<td></td>
</tr>
<tr>
<td>Face-to-Face (Locals)</td>
<td>9,399</td>
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</tr>
<tr>
<td>Tourist at Changi Airport</td>
<td>350</td>
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<tr>
<td>Distinct entities measured</td>
<td>622</td>
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<tr>
<td>Entities with published scores</td>
<td>35</td>
<td></td>
</tr>
</tbody>
</table>
CSISG 2015 Full Year Quick Facts

Total Questionnaires Completed  42,501
Face-to-Face (Locals)  29,737
Tourist at Changi Airport  8,611
Online survey  4,153
Distinct entities measured  2,330
Entities with published scores  121
CSISG 2015
National Highlights
CSISG 2015 Q4 RESULTS
FINANCE & INSURANCE
Finance & Insurance Scores Fell in 2015

Finance & Insurance Sector Trend

2007 2015

National Score

Life Insurance 73.6
Health & Medical Insurance 72.4
Banks 72.2
Motor & Personal Insurance 71.5

CSISG 2014

CSISG 2015

Banks 72.2
Life Insurance 73.6
Motor & Personal Insurance 71.5
Health & Medical Insurance 72.4

71.1 Banks
70.6 Life Insurance
70.5 Motor & Personal Insurance
70.2 Health & Medical Insurance

70.9
Banks Sub-sector
Banks Scores Fell in 2015

- DBS 75.8
- UOB 71.6
- OCBC 71.8
- Citibank 75.7
- HSBC 69.3
- Standard Chartered 71.2
- Maybank 68.2
- Other Banks 67.0

CSISG
2014

CSISG
2015

Banks Sub-Sector Trend

- 71.9 Maybank
- 71.6 OCBC
- 71.6 DBS
- 71.3 Standard Chartered
- 70.8 UOB
- 70.6 Citibank
- 70.1 Other Banks
- 69.7 HSBC

2007
2015

60
70
80
Bank Channel Satisfaction Ratings

- Contact Centre
- Self-Service Machine
- Personal Banker
- Branch
- Internet Banking
- Credit Card
- Mobile App
- ATM

Satisfaction Rating (Scale of 1 to 10)

Average 2015 Rating

2014
2015

Increasing Impact on CSISG Score
Limited Impact on CSISG Score

2014
2015
Channels with Statistically Significant Drop in Ratings

- Contact Centre
- Self-Service Machine
- Personal Banker
- Branch
- Internet Banking
- Credit Card
- Mobile App
- ATM

Satisfaction Rating (Scale of 1 to 10)

Average 2015 Rating

- Increasing Impact on CSISG Score
- Limited Impact on CSISG Score

2014 vs 2015 Readings
Interaction with Bank Touch-Points (2010 to 2015)

Interacted With Touch-point (%)

- ATM
- Internet Banking
- Mobile App
- Contact Centre
- Branch
- Self-Service Machine
- Personal Banker

2010 to 2014
2015

Not Measured from 2010 to 2013
Not Measured from 2010 to 2013
Not Measured from 2010 to 2013

INSTITUTE OF SERVICE EXCELLENCE
SINGAPORE MANAGEMENT UNIVERSITY
Interactions with Digital Channels on the Rise

Interacted With Touch-point (%)

- ATM
- Internet Banking
- Mobile App
- Contact Centre
- Branch
- Self-Service Machine
- Personal Banker

2010 to 2014

2015

Increasing Interactions

Decreasing Interactions

Not Measured from 2010 to 2013

Increasing Interactions

Increasing Interactions

Increasing Interactions
Insurance Sub-sector
Life Insurance Scores Fell in 2015

CSISG 2014

- GE Life 75.2
- AIA 75.2
- Prudential 73.9
- NTUC Income 73.3
- Manulife 71.6
- Other Life 71.5

CSISG 2015

- 72.1 GE Life
- 71.5 AIA
- 70.5 NTUC Income
- 69.7 Prudential
- 69.5 Other Life
- 69.4 Manulife

Life Insurance Sub-Sector Trend

2007

2015
Health & Medical Insurance Scores Fell in 2015

Health & Medical Insurance Scores

AIA 73.4
GE Life 72.0
NTUC Income 72.6
Prudential 73.2
Other Health & Medical 71.8

70.6 Other Health & Medical
70.2 NTUC Income
70.0 Prudential
69.7 AIA
69.4 GE Life

Health & Medical Insurance Sub-Sector Trend

2007 2015

60 70 80

AIA 69.7
GE Life 69.4
NTUC Income 70.2
Prudential 70.0
Other Health & Medical 70.6

CSISG 2014
CSISG 2015
Motor & Other Personal Insurance Scores Fell in 2015

Motor & Other Personal Insurance Scores

- AIG 75.0
- NTUC Income 73.9
- AXA 72.4
- Other Motor & Personal 69.8

Comparing CSISG 2014 to CSISG 2015, scores fell for all companies in the sub-sector.

Motor & Other Personal Insurance Sub-Sector Trend

- Finance & Insurance Sector
- 2007
- 2015
- 70.5

- AIG 71.0
- NTUC Income 71.1
- AXA 71.2
- Other Motor & Personal 70.3

Motor & Other Personal Insurance Scores Fell in 2015
Satisfaction with Insurance Touch-points

Satisfaction Rating (1 to 10)

Financial Advisor
Contact Centre
Claims Handling
Website

Life
Health
Motor/Other
Personal

No Claims for Life

2014 2015
Fall in Satisfaction Ratings for Key Insurance Channels

Decrease In Satisfaction Statistically Significant

Satisfaction Rating (1 to 10)

Financial Advisor (Top Channel for Life and Health Insurance)
Contact Centre (2nd Highest Channel for Motor/Other Personal Insurance)

2014 2015

No Claims for Life

Claims Handling

Website
CSISG 2015 Q4 RESULTS
HEALTHCARE
Healthcare Scores Fell in 2015

Note:
1. NTFH and Mount Elizabeth Novena Hospital newly added in 2015
2. AH not measured due to handover from NTFH to Sengkang Health in Aug 2015
Satisfaction for Dental and Group GP services Fell Significantly in 2015
Polyclinics Scores Unchanged in 2015

NHG Polyclinics 2014: 68.3
Singhealth Polyclinics 2014: 70.2

NHG Polyclinics 2015: 69.6
Singhealth Polyclinics 2015: 69.8

Polyclinics Sub-Sector Trend

2007 2015
60 80

69.6 NHG Polyclinics
69.8 Singhealth Polyclinics
70
75

CSISG 2014

CSISG 2015

Singhealth Polyclinics 70.2
NHG Polyclinics 68.3
Greater Satisfaction for Touch-Points At The Tail-End of Polyclinic Patients’ Journey

- **Green** - Statistical increase from previous year
- **Blue** - No statistical difference from previous year
- **Red** - Statistical decrease from previous year
Polyclinic Patients Generally More Satisfied When Most Visits By Appointments

Most Polyclinic Visits by Appointment
- Yes (16.4% of Respondents)
- No

Bar chart showing satisfaction ratings (1 to 10) for various factors such as Ease of making apppt, Ease of registration, Availability of seats, Wait Time, Wayfinding, Cleanliness, Doctor, Staff, Clarity of Assistance, Medication Process, Payment Process.
Polyclinic Patients Generally More Satisfied When Most Visits By Appointments

Most Polyclinic Visits by Appointment
- Yes (16.4% of Respondents)
- No

<table>
<thead>
<tr>
<th>Ease of registration*</th>
<th>Wait Time*</th>
<th>Doctor*</th>
<th>Staff*</th>
<th>Medication Process*</th>
<th>Payment Process*</th>
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<tbody>
<tr>
<td>Satisfaction Rating (1 to 10)</td>
<td></td>
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<tr>
<td>8</td>
<td>7</td>
<td>6</td>
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<td>4</td>
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</tbody>
</table>
Restructured Hospitals Scores Unchanged in 2015

CSISG 2014

CSISG 2015

Note:
1. NTFH newly added in 2015
2. AH not measured due to handover from Jurong Health to Sengkang Health in Aug 2015
Private Hospitals Scores Unchanged in 2015

Note: Mount Elizabeth Novena newly added in 2015
Touch-Point Satisfaction Ratings for Hospitals

Satisfaction Rating (1 to 10)

Restructured Hospitals

Doctors
Nurses
Admin Staff
Allied Health

Private Hospitals

Doctors
Nurses
Admin Staff
Allied Health

Not Measured in 2014

2014
2015
Fall in Satisfaction for Medical and Non-Medical Staff for Restructured Hospitals

Satisfaction Rating (1 to 10)

Restructured Hospitals

Decrease In Satisfaction Statistically Significant

- Doctors
- Nurses
- Admin Staff
- Allied Health

Private Hospitals

- Doctors
- Nurses
- Admin Staff
- Allied Health

Not Measured in 2014
Satisfaction Rises as Patients Interact With More Private Hospital Touch-Points

Restructured Hospitals

Private Hospitals

No. of Touch-Points Interacted (Touch-Points Include Doctors, Nurses, Admin Staff and Allied Health)
Summary

- Significant drop in National CSISG Score led by Finance, Insurance, Healthcare and Private Education Sectors.

- F&B and Public Education sector bucked the trend with statistically significant rise in satisfaction.

- Keys touch-points within the Finance & Insurance sectors fell significantly year-on-year.

- Interaction with digital banking channels on the rise while branches saw declining interactions.

- Polyclinic patients whose visits are mostly appointment-based tend to be more satisfied.