

ClearBank – £60m Award

CIF Key Achievements to Date

- Now a leading SME challenger in terms of BCA; creating a compelling SME alternative to high street banks.
- Achieved c.6% market penetration attributable to Pool A (7% including Pool E); 387,973 members in total.
- Built significant awareness at 49% prompted brand recognition.
- Step-change delivered advanced business financial platform functionality including advanced invoicing, digital tax and intermediated credit; first acquiring proposition ready to launch.
- First progress on easier switching with expedited onboarding and trial switching for established business using open banking; work on CASS is progressing.
- Integrated 15 SME solution partners.

Assessment Period 11 (October 1st, 2021 – December 31st, 2021)

COMMITMENT TO OWN FUNDS CONTRIBUTION

CTBB is committed to supplementing the BCR award using our own funds to a value of at least 100% of the BCR grant, throughout the lifespan of the business plan.

On track. The phasing of this contribution varies by business plan year and we project to fully achieve the proportionate contribution of own funds to BCR funds utilised for 2022. To date cumulative own funds contribution are £26.4m.

COMMITMENT TO MARKET SHARE

Building on its state-of-the-art business banking account, leveraging the SME-only Tide brand and building its current 1% market share, CTBB commits to implementing a powerful transformation initiative to:

ACHIEVE AT LEAST AN 8% BUSINESS CURRENT ACCOUNT MARKET SHARE BY 2023, thereby introducing much needed competition and contributing to breaking up the current oligopoly of the Big 4 banks.

On track. During Q4 2021, SMEs continued to show that they are ready for a change with large numbers signing up to CTBB. CTBB now has 387,973 members and a market penetration of c.6% attributable to Pool A (7% including Pool A).

COMMITMENT TO THE TRANSFORMATION INITIATIVE

Transformation will require a concerted effort. More of the same business current account offers will not lead to the necessary shifts in market share, even if they are supported by better switching solutions. Recognising this need for a different approach to succeed, CTBB will achieve its market share objective through a set of powerful propositions to remove friction to switching, provide compelling attractors, and raise awareness of the superior CTBB business current account. CTBB will deliver full functionality under all grant

On track. Our implementation is continuing to progress as planned.

(1) REMOVE FRICTION to selection of, and switching to, CTBB

- **CTBB already offers a fast onboarding process that allows, for the majority of applicants, the opening of a business current account within minutes.**

On track. Following thorough research amongst the SME community, we have enhanced this process to allow onboarding not only through the app but also through the web.

The SWITCHING PROPOSITION: MAKING BCA SWITCHING SIMPLE will build on Open Banking and CASS infrastructure to allow businesses to switch their current accounts easily. The switching proposition will allow even faster onboarding for existing businesses, trial switching, allowing closed account histories to be maintained, dedicated personal onboarding assistance and temporary pop-up onboarding stores.

Broadly on track. Personal onboarding assistance, pop-up stores and expedited onboarding using open banking are already live. Key building blocks have been put in place with personal onboarding assistance as well as PSD2. Expedited Onboarding feature has been launched. Active development continues on the trial switching proposition to deliver further improvements over the coming quarters. These initiatives are on track or completed. CASS product delivery has completed prototype development. The delivery has been delayed as we continue to await the confirmation of a testing slot from Pay.UK. We do not expect this to impact the committed outcomes.

(2) PROVIDE COMPELLING ATTRACTORS comprised of strong incentives to select and switch to CTBB

- **CTBB already offers a strong set of solutions (CTBB Version 1) and, building on these, will develop four additional attractor propositions (CTBB Version 2) to make CTBB an even more compelling business current account partner for SMEs.**
- **The STARTING-OUT PROPOSITION: OPENING YOUR BCA AS PART OF SETTING UP YOUR BUSINESS will provide strong incentives for new businesses to set up their business current account with CTBB. The starting-out proposition will allow registrations (company registration, tax registration etc.) to be undertaken as part of the business current account opening process.**

On track. Starting-Out delivered company registrations early 2021, ahead of schedule. By the end of Q4 2021, CTBB helped over 45,000 entrepreneurs register a limited company and get a business current account at the same time. New features, assisting with Self-Employment Registration (to help Sole Traders get a Unique Tax Reference number), and VAT Registration (to help businesses get a VAT number who expect to have above £85,000 turnover) are now live and were delivered on time in

line with our feature roadmap. Discovery work and supplier selection on Web Domain Registration and Trademark Registration has begun.

• **The ADMINISTRATION PROPOSITION: SAVING YOU TIME BY SEAMLESSLY INTEGRATING TOOLS WITH YOUR BCA** will reduce the estimated 48 days p.a. that a small business spends on administration by seamlessly connecting (via API) the BCA to solutions for accounting, payroll, invoicing, expense management, tax and other filings. This is particularly helpful for smaller businesses, which typically operate without a Finance or HR function. As part of the administration proposition, CTBB will offer a range of Tide-branded solutions (Tide Tools) as well as provide highly usable integrations to popular third party solutions (Tide Connect) deeply integrated with the business current account, building on the strong base of its existing functionality.

On track. CTBB has already developed and released a mechanism for importing invoices into CTBB via an in-app and web-based invoice scanner, with automatic text processing. This feature allows the payment or scheduling of invoices imported into CTBB, with CTBB sending relevant transaction metadata to leading accountancy software provider Xero to support bookkeeping. The initial version of Tide Accounting has been beta launched. It initially focuses on Self Employed businesses, but the scope of Tide Accounting has an intended addressable market of all members with common accounting needs.

• **The CREDIT PROPOSITION: OPTIMISING YOUR CASHFLOW USING BCA DATA.** According to the British Business Bank, lenders - while increasing net lending to medium-size businesses since Q3/14 - have actually reduced lending to smaller businesses despite unmet demand in excess of £5bn p.a. Much of the funding need of smaller businesses centres around cashflow. Recognising this need, the credit proposition will deliver a number of solutions tightly linked to the business current account to avoid cashflow issues (including invoice chasing, next-generation direct debit, and developing a Pay-On-Time rating), to protect against cashflow issues (by integrating with debtor insurance providers) and bridge cashflow (through working capital solutions, integrating the best providers and, with the SMEs' permission, providing lenders with transaction data available from the business current account)

On track. Previously we had rolled out our Credit Insurance product with our partner Hokodo and our Direct Debit product with our partner GoCardless. Now we have made Merchant Cash Advances available to B2C members partnering with Liberis. We also rolled out Invoice Finance for our B2B members allowing different segments within Tide to find the right product for them partnering with Bibby Financial Services. Our Cashflow Optimisation Engine (named Cashflow Insights) is now available on mobile to provide multiple insights tools allowing our members to optimize their cashflow and find the right credit solution. We have rolled out Selective Invoice Finance to our members partnering with MarketFinance and have agreed to offer Recovery Loan Scheme term loans through Funding Circle.

- **The ACQUIRING PROPOSITION: SAVING YOU MONEY BY OFFERING CARD ACCEPTANCE AS A BCA FEATURE. Smaller businesses are currently charged excessive amounts for their card acquiring and see their funds settle after substantial delay. With the acquiring proposition, CTBB will deeply integrate acquiring with business current account offerings, at significantly reduced rates and with fast settlement**

On track. We have beta launched our payment links product which SMEs can use to get paid without needing to have a website or card payment reader i.e. low entry costs to accept card payments. This builds the previously delivered acquiring onboarding product which allows Tide members to create a merchant account and avail of card payment acceptance products. Using existing account information, the onboarding product does all checks automatically meaning members will be able to get an account without having to provide lots of additional information.

3) RAISE AWARENESS by extensively promoting the superior benefits of the CTBB business current account

- **CTBB recognises that the best business current account will only be chosen by SMEs if the appropriate level of awareness is generated.**
- **CTBB is committed to spending a total of £70m to match the £60m in BCR grants – in addition to the planned current spend – to promote the business current account to achieve the target market share objective.**

Marketing activity continues to be on track and awareness as at Q4 2021 stands at 49%. To date we have invested c.50% of the BCR grant and matched funds to promote the business current account to achieve our market share target.

COMMITMENT TO OPPORTUNITIES FOR PARTNERS

CTBB operates as a platform deploying solutions from the best partners in the industry.

CTBB commits to integrate at least 25 SME solution partners by 2023.

We remain on track and continue to expect to meet this commitment. By the end of Q4 2021 this number stood at 15