

UnionPay in Consumer Finance

March 2023

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Scope

STRATEGIC EVALUATION

Key company facts UnionPay's organisational structure is divided into domestic and global businesses Three key phases of UnionPay's development Key corporate activities (Q4 2020 – Q3 2021) Key corporate activities (Q4 2021 – Q4 2022) SWOT: Summary Key opportunities and challenges

COMPETITIVE POSITIONING

UnionPay growth aligned with China and global market trends over 2016-2021 UnionPay maintained global leadership in card payment since 2014 UnionPay's card portfolio focus on credit and debit cards closer to that of Visa

MARKET ASSESSMENT

UnionPay outperformed the global market over 2016-2021 Strengthening leading position in personal cards, while expanding in commercial segments

GEOGRAPHICAL AND CATEGORY OPPORTUNITIES

BNPL posted strongest growth in "other" personal lending Three types of partnership to accelerate expansion into BNPL Partner with Chinese appliances and electronics firms to negotiate deals with local retailers Support Chinese companies, SMEs expanding overseas and foreign firms coming to China

BRAND STRATEGY

Significant investment required to build UnionPay's brand awareness Presence to be strengthened in social media to engage with millennials, Gen Z and Gen Alpha Partnerships with key lounge networks

RECOMMENDATIONS

Recommendations

APPENDIX

UnionPay's financial partners in East Asia and Southeast Asia UnionPay's financial partners in Australasia, South Asia, Central Asia and Africa UnionPay's financial partners in the Americas UnionPay's financial partners in Western and Eastern Europe UnionPay sponsored soccer event and basketball association Shanghai Marathon 2022 sponsor: advertisement showcasing doctors running to save patients

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