TRANSCRIPT

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SPEAKER
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PRESENTATION

ERIKA NAJARIAN: Good afternoon everybody. So to round off a good first day, we have Anand Selva, who was named Head of US Consumer Banking in August 2018. With the creation of this position, all of Citi's branded consumer-facing products are unified under one leader for the first time. Prior to this, Anand served as Head of Consumer Banking for Asia Pacific and EMEA, leading Citi's Consumer and Commercial Banking businesses across 17 markets.

You may remember last year's presentation, when Citigroup showed off its technological prowess in Asia Consumer. On a more logistic note, Citi will be hosting a breakout session immediately following at the Penthouse Alcove, so please follow me. And with that, let me pass on the stage to Anand.

ANAND SELVA: Thank you. Good afternoon everyone. A little over a year ago, Citi significantly restructured its US Consumer franchise, combining our Retail Banking and Branded Cards businesses under my leadership. Today, I want to share some insights into this franchise, the customer centric model we are building, and the solid momentum that we are seeing across Retail Banking and Branded Cards today as a result of these changes.

We are expanding our relationship banking model, leveraging the strength of our brand, the national scale and quality of our credit card franchise, and our leading wealth management capabilities. In order to do that, we are building out our digital capabilities, coupled with light physical footprint and a nationwide ATM network that can deliver our full breadth of services wherever our customers are located. And we are also supported by several key partnerships with industry-leading companies like American Airlines and Costco – all of which make us feel good about our ability to grow this business organically and accelerate the momentum that we've seen over the past year.

To put our size in context, we operate roughly 700 branches in the US, concentrated in six major cities, and we have over $150 billion in deposits. Citi is the second largest issuer of credit cards in the US with annual purchase sales of over $400 billion. And the US Consumer Bank has generated over $13.5 billion of revenues and roughly $2 billion of net income over the last year.

Looking at the US Consumer in more detail, on slide 3, we show the distribution of revenues and footings across the combined business. In the US, we are a leading player in cards today, and this business contributes roughly two-thirds of the US Consumer Bank's revenues. The strong Cards franchise is coupled with our affluent-oriented Retail Bank, with an attractive existing client and deposit franchise which also serves as a low-cost source of funding for our Cards business. And the combined business has significantly more potential, and that is what we are in the process of unlocking today as we continue to create the foundation for broader relationships across Cards and Retail.

Turning to slide 4. As you all know, on the Cards side, we have been investing in our business over the past several years, with the goal of providing differentiated value and experiences to our clients. And we have built a balanced portfolio covering the full spectrum from lend to spend, including core proprietary products like our “good, better, best” ThankYou Rewards suite of products and our Double Cash card, along with strong co-brand offerings in critical travel and retail sectors, as well as new lending products, supported by the strength of our rewards platform.

And looking at the Retail Bank on slide 5. This business is also built around delivering world-class value propositions. Our Retail Bank footprint is in markets that represent a disproportionate share of GDP and wealth across the US. And this is aligned with our client segments.

Citigold, which serves the affluent client and represents the largest contribution with over 60% of total deposits and investments we hold today. Second, is our Citi Priority segment, which primarily serves the emerging affluent. This segment is not only attractive in its own right but also presents a significant opportunity to up-tier existing relationships to Citigold where appropriate. And finally, Citibanking, which serves the mass market with a strong basic banking proposition and simplified service model grounded in the strength of our digital capabilities.

We have structured these segments across the full spectrum of our customer needs. And once you become a Citi customer, you can stay as Citi customer as your needs evolve and you move up through the wealth continuum.

Against this backdrop, I'm excited about what lies ahead as I believe that across these two businesses there are significant opportunities for us which have yet to be realized. When I think about where we are distinct, we are ahead of our competitors in establishing a lighter branch network; we have a large, national Cards customer base; and this foundation is complemented by digital capabilities, our growing, digitally-engaged customer base and access to a large network of ATMs across the country for fee-free withdrawals. And we are not doing this alone. We have great partners across both our co-brand and retail services businesses with large client bases. And these partnerships match up nicely with the affluent and emerging affluent Retail Bank customer base we have.

So, putting this all together on slide 7, we have great assets within the bank and a large, underpenetrated customer base, and that's the opportunity. Our US Consumer strategy, broadly speaking, is to capitalize on this opportunity to deliver a truly client-centric relationship model here in our home market. How do we do that?

First, we need to continue to grow our Cards business by continuously enhancing our value propositions, driving engagement through innovation, and adding new revenue streams, such as digital lending. Because from my perspective, if you get the value propositions and digital pieces right, you get the volumes, scale and efficiencies.

Second, we need to scale our Retail Banking business, leveraging our strength in Cards, new digital capabilities and enhanced wealth management offerings, while reimagining our distribution network. Third, we need to leverage our ecosystem. Here, I mean leverage our assets effectively by further penetrating our large base of Cards customers as well as establishing new and expanded partnerships. And finally, we need to make sure that we deliver seamless experiences now and in the future by getting the basics right and ensuring that our experiences are personalized to reflecting our evolving customers' needs. We believe this is a winning formula.

Turning to slide 8, and while a lot of work that we are doing is behind the scenes in terms of transforming our operating model, through the customer lens, you should see that we are making it fundamentally easier for our customers to do more with us. We have established a client-centric organizational structure by right placing roles and responsibilities and realigning our teams to enable us to execute on our strategy to deliver a true client-centric relationship model.

We are now delivering integrated value propositions that bring together cards and retail products in a seamless and meaningful manner to our customers. I'll cover more on that shortly. And for us, the end state will be a seamless banking experience for customers across Cards and Retail with equal capabilities across the digital and physical network. And we are already seeing results today as we execute against this strategy.

On slide 9, you will see strong client engagement reflected in revenue growth, as well as growth in customer loans and deposits over the past year. Deposits pivoted to growth by loan growth has accelerated. We're also seeing better productivity in the business as digitization and efficiency savings more than offset volume-related expenses, resulting in roughly 140 basis points of underlying improvement over the past year.

This improved efficiency is also the direct result of the reorganization of the US Consumer business itself under me, which resulted in roughly $400 million in savings alone. And while these results are encouraging, clearly, there's more work to do.

To that end, I'd like to step back and spend a few minutes on our focus to achieve greater scale in Cards, starting on slide 10. Our Cards business today is already quite strong, with a highly engaged customer base that's delivering purchase sales per account that are 25% higher than the industry average, resulting in purchase sales growth of 7% year-over-year in the most recent quarter.

As I mentioned, Citi is the number two card issuer in the US, with a fast-growing portfolio that is balanced across both spending and lending. Interest-earning balances are growing at a healthy rate, up 9% in the most recent quarter, with customer balances per account much higher than the industry average. And today, we're continuing to innovate to drive engagement as well as create new revenue opportunities in lending through our new digital lending products.

As shown at slide 11, we are also continuing to enhance our value propositions. Earlier this year, we launched our new Rewards+ card targeted at day-to-day spend with unique features such as rounding up points to the nearest 10, which has been extremely successful. And prior to that, we launched the American Airlines co-brand MileUp card with a straightforward rewards profile and allows customers to earn miles without having to pay an annual fee for the card and also provides a sign-up bonus with a low spending requirement, which has also been well received.

And when I talk about providing value, it's more than just a product solution. Today, our focus is on building relationship solutions in the currency that our customers prefer, whether that's ThankYou Points, cash back or miles rewards for partners like American Airlines.

We are also working to drive loyalty and engagement with continued innovation, including real-time, expanded Pay with Points payment options, making points easier to use every day. We've also made rewards fungible with customers now able to convert their cash rewards for ThankYou points.

Additionally, we are now rolling out new digital lending products like Flex Loan, as well as new purchase financing options with our Flex Pay product. These new products create new revenue streams for Cards, but from our perspective they are more than that in terms of our ability to deepen relationships with customers, in that these product innovations also serve as a potential feeder pool for Retail Banking. And although these products are still relatively new, we have seen a continued acceleration in uptake since their launch earlier this year, which serves as a significant proof point to us when looking at the broader lending opportunity.

Keep in mind that today, based on our estimate, our existing Cards customers hold roughly $170 billion of their lending balances elsewhere, which presents an opportunity going forward to build a product continuum to meet the varied borrowing needs of customers, from revolving to installment loans and purchase financing.

Overall, looking at slide 13, we are seeing solid growth today in our Branded Cards business. Total revenues are growing more quickly than balances, given the improved net interest revenue margin that we have been delivering throughout the year. And we are building this all with good credit quality as evidenced by our NCL and delinquency rates.

Turning to the Retail Bank on slide 14 and our focus on driving national scale. In our existing footprint, our branches today are very productive, with deposits per branch well ahead of the industry. And as we continue to reimagine our network and enhance it with new digital capabilities, we are driving a significant improvement in deposits and AUMs per branch. Outside our branch footprint, we have the flexibility to operate differently. Here, we have the opportunity to be a digital challenger with a large, untapped existing customer base, supported by a national ATM network.

On slide 15, you'll see our footprint today focused on our six key markets. But as you overlay the ATM network located outside our footprint, you will see that our customers have access to fee-free cash nationwide. And if you go one step further and overlay the branch and ATM network with our largest Cards markets, you will see that there's a complementary overlap with the Cards business, as the highest concentration of ATMs is also where we have the highest concentration of Cards customers.

Beyond this, if you think about where some of our strategic partners are headquartered, you will see that this synergistic overlap also extends to our largest partners like American Airlines in Dallas and Costco in Seattle.

And finally, in terms of our footprint, we could selectively add new locations to augment the digital capabilities and the ATM network we currently have. So, we are open to adding physical distribution, but we'd want to do it where we start to see concentration of client activity outside of our existing markets. It will be about going where our customers already are.

Looking at slide 16, we're already successfully leveraging this footprint outside our existing markets and getting new-to-Retail customers through digital channels. This year, we've increased the deposits we have raised digitally more than four-fold. As we continue to test and learn and enhance our digital capabilities and experiences, the digital deposit momentum has accelerated through the year; and as we have spoken about previously, roughly two-thirds of these digital deposits are coming from outside our branch footprint. And of that, roughly half are with existing Cards customers.

And these new digital deposits are coming from customers with a very attractive profile in terms of their age, digital engagement and income levels. So, we view them as good longer-term customers, where we'll be able to deepen relationships as they move up the wealth spectrum.

And looking at slide 17, we're enhancing our wealth management capabilities, including using digital tools to meet a wider spectrum of customer needs, as well as continuing to invest in our overall Citigold wealth management offering. Our Citigold clients have a dedicated wealth advisor who is supported by a team of specialists, which allows us to provide comprehensive wealth management and advisory services along with institutional grade execution.

These Wealth Advisors are Wharton-trained and occupy 25 spots on Bank Investment Consultants Top 100 Bank Advisors List. We also provide personalized, exclusive benefits which allow flexibility and choice, including our premium subscription-based offers and concierge services. And we have been ranked as the number one US retail bank for high-net-worth families by Kiplinger's for three years running.

And looking at slide 18, we are seeing good momentum with our customers, driving meaningful volume growth over the past year. While revenue growth was largely driven by spread improvement in 2018, starting in 2019, we have seen a pivot to better underlying volume performance. Year-to-date, net deposit inflows more than tripled from last year, and to the extent that some of our deposits are shifting into investments, we are retaining those volumes as well.

As a result, our average deposits grew 4% this year with a strong contribution from both digital and traditional channels, and our AUMs grew 8% driven by strong engagement with Citigold customers. And, of course, we are beginning to see the impact of lower deposit spreads now as the rate environment is changing, but we feel good about our ability to continue to drive deposit growth. And we'll remain competitive on deposit pricing while adjusting where appropriate to protect our profitability and returns.

So, with that as a backdrop, let me bring this all together on slide 19 in terms of what it means for the business as we deepen our relationships with our customers across Cards and the Retail Bank. I think it's important to note that the benefits are both good for the bank and good for customers. These multi-relationship customers generate up to 5X the revenue per customer versus our Cards-only customers. So there's tremendous opportunity for revenue growth by deepening our existing customer relationships.

And you can see that it also has a positive impact on customer satisfaction with a 15% bump in customer satisfaction with multi-product customers, creating a virtuous circle with our clients.

Today, our multi-relationship customers are growing quickly, but still only represent a small percentage of the total, as seen in the lower right. Of course, this doesn't include our Retail Services franchise. And while only a small population today, these customers represent a disproportionate share of our deposit franchise. And we believe we have a long runway ahead of us.

On slide 20 are several examples of the offers we are extending to grow our multi-relationship customers including tailored digital offers that are personalized, contextual and relevant using data analytics, integrated relationship bundles where customers can earn cards rewards faster when they have deposits with us, and dedicated single point of contact, universal customer servicing – one phone call across all banking products and cards.

And beyond this, we have dramatically simplified the account opening process and made it much easier to fund a new account. We already have a great deal of information on our clients right down to the bank account they use to pay their monthly cards bill. So we can pre-populate this information with all their data, including their account and routing number, and then ask them if this is the account that they'd like to use, making the whole experience better.

And turning to slide 21, we are also doing this by leveraging our ecosystem. What does this mean? As an example, we are partnering with American Airlines to roll out relationship bundles that combine the AA card and a Retail Bank account to grow volumes and develop deeper relationships. In addition, we are extending new payment financing capabilities, with Flex Pay expansion to American Airlines, that create new revenue streams.

And keep in mind that we have a scalable, build-once, lift-and-shift model, so once we have done this with one partner, this is relatively easy to extend to other partnerships, including both existing co-brand as well as retail services partners down the road. But I think the opportunity is even broader than this. As we have a largely 'untapped well' of over 100 additional ICG and commercial clients across both retail and consumer brands that we have the potential to partner with in the future.

Of course, to make this all possible, we needed to get the basics right, including simple account opening to existing customers in five minutes, and improved targeting and personalized, real-time offers through machine learning and big data. But this is just the beginning from my standpoint. We are continuously adding new digital capabilities and features and enhancing our mobile app. Our mobile app users are growing double digits today, and we have seen a 24% increase in digital acquisition volume over the past year. And we will continue to roll out new digital capabilities and features and continue to enhance our digital app in the coming months in acquiring, engaging and servicing our clients.

One example is removing a pain point by making money movement simple. Today, whether it's ACH or Zelle or the international wires, moving money can be pretty complicated. Next year, we'll be able to make moving money simple. You'll be able to tell us where you want to send money and how much you want to send and we will figure out the rest. We'll take care of all the technical issues, including confirming the routing, ABA numbers, et cetera. And we will come back to you with the best options in terms of speed and cost. This is just one example of the new features and capabilities that I'm excited about, with many more underway.

So, in conclusion, Branded Cards is well positioned to achieve greater scale. Retail Banking is showing momentum with clear opportunities to expand. And the proprietary assets that we have which include the large, underpenetrated Cards customer base, iconic Cards partners, untapped ICG and commercial clients across retail and consumer brands, and new partnerships deliver a new set of opportunities. We still have a lot to do in executing our vision for the US. However, we believe that we are on the right path today to deliver a truly customer-centric relationship model here in the US.

With that, I'd be happy to take any questions. Thank you.

QUESTION AND ANSWER

ERIKA NAJARIAN: Thank you, Anand. So, I thought you would sit and join me for a chat. But I know that that was a very robust presentation that probably would elicit a lot of questions from the audience. So, let me turn it to the audience first before I ask you my questions. Questions from the audience?

SPEAKER #1: Yes. So, I just had a question. So, I actually got your offer as I'm an American Airlines Executive Platinum cardholder. And it's interesting, you're offering a variety of AA rewards. If you open somewhere between a basic banking or a Citigold account and spend a little bit and sign up for qualifying bill payment. The one thing that surprised me a little though was that the monthly or the account minimums that you have to maintain in order to get fee-free accounts are reasonably high. I think for Citigold all-in deposit and lending was $200,000 and for Citi Priority it was $50,000.

That struck me as a little high. But I just wanted to see how you're thinking about it because that would – and I recognize Priority is like the upper end and those numbers are a bit lower for the other two segments, but are you going after millennials or are you going after existing deposit customers at Bank of America and JPMorgan that have a fair amount of money that you think you can pull away with this type of an offer? Can you just talk about how do you avoid those account fee minimums?

ANAND SELVA: Sure. Obviously, this is one of the offers. As I was going through the presentation, the way we look at our client base, there are three segments that we want to target and focus on. So, you have the Citibanking, Citi Priority and Citigold. Citigold is at $200,000 and above. Citi Priority is $50,000 and above. And then you have the mass affluent, the broader market, that's Citibanking with very low minimums. That's basic banking accounts.

So, today, as I was showing 60% of our deposit investments are coming from the Citigold affluent segment, which is an important segment for us. We want to continue to grow that and that's the wealth capabilities that we've been building. However, as I said, we need to continue to scale up our Retail Banking business, which means we need to grow all the three segments. So, we need to get more volumes from our Citibanking and Citi Priority segments because Citi Priority basically is the pipeline for Citigold.

So, what we see, Steve, is that as we bring these clients the continuum sort of grows. So, they come in Citibanking, they go to Citi Priority and they go to Citigold. So, our digital efforts that we are putting together right now is bringing in all of these clients at the Citi Priority-plus levels. And as we go broader with our partnerships and as we extend them, you'll start getting a lot more of the Citibanking clients too. So, we are concentrated at the top end from deposit investments today. We like to be more broad-based and bring a larger volume around and that's the digital focus and getting outside this footprint. So, all three are important because it's a continuum that we need to build.

ERIKA NAJARIAN: Questions from the audience? Maybe I'll kick it off with Branded Cards, which is a big topic. So, what struck me is when I looked at the numbers 6% balance growth, 3% adjusted revenue growth, but you also kept saying we still have a lot more work to do. And as we think about how you distinguish yourself in an extraordinarily crowded market, whether it's rewards, cash or value, what is your vision for closing the gap between the work that you see in front of you and executing on that vision?

ANAND SELVA: Well, firstly, I must say we are pretty pleased with the Cards progress that we are making, we made. I think we are happy with the results that we're seeing. So, what you're seeing, the interest-earning balances are growing well and that's been a conscious effort for us to grow that. What we'd like to see is we'd like to start building the lending capabilities around the Cards business, and that's what we started putting our efforts together this year.

So, as we saw the various things that happened on the Cards business, there's spend, there's revolve, there's installment lending, and there is purchase financing. We'd like to build the lending capabilities much faster and much bigger than we have today. So, we started off bringing the Flex Loan and Flex Pay, which is purchase financing installment loans, and you will see more of that as we build that out.

And, secondly, we have selectively started refreshing our value propositions as we saw the Rewards+ card and the American Airlines. So, we'll pick up those portfolios that we need to refresh from a value-proposition perspective. So, for us, I think on the Cards side, it's basically continue to scale, build more scale around it, build the lending capabilities around the Cards business, and definitely leverage the Cards business to grow our Retail Bank. I think that's a big play for us here where we have a small penetration of our Cards customers for Retail, and that's a big opportunity for us. As we put our organization together, that's now allowing us to focus on the client rather than the product level.

ERIKA NAJARIAN: So, two follow-up questions to that. The first is, American Express was here earlier today and they also talked about digital consumer lending, and I'm going to re-ask the question that they were asked, what's the value proposition of Flex Pay or Flex Loan for a Cards customer?

ANAND SELVA: Great question. So, what we'd like to do – I mean, broadly, the way we look at the Cards business is that customers will swipe your card, so they're making a payment. So we need to facilitate a payment. At the point of payment, you give customers choices, right. Do you want to pay with points if you have enough points and that's what we've done, exchange the points, or do you want to finance your transaction. And you can finance your transaction in two ways.

You can finance at the point of purchase or you finance it after the purchase is done. And then you can also borrow money on your card credit line when you need the borrowing. So what Flex Pay does is allows you to finance the transaction. Our Pay with Points allows you to pay for the transaction with points. And what Flex Loan does is that, if you have a credit line, let's say $5,000, you've use only $1,000, you've got unused $4,000 and you need immediate cash, you borrow within the credit line. It's a simple process, you're already underwritten, no additional documentation. That's why it's called Flex Loan. It's just basically you take it on your mobile app. So that's the value proposition.

So for a Cards customer, we want to give them the ultimate choice, pay with your card, pay with points, take a purchasing finance, or if you have an unused credit line, take a loan. This is what, in my previous role in Asia, this is a very strong value proposition there, and we brought the learnings there and we sort of launched it here.

ERIKA NAJARIAN: So I thought that was interesting in that when you put up the map, right, that had your physical branch markets with ATM and then your largest card markets. So what is the strategy if you were to take advantage of the brand, and let's say, you mentioned Dallas and Seattle, of course, it's going to be branch light, but how are you envisioning selling deeper into your customers in those type of markets?

ANAND SELVA: Great question again. So when we look at our assets, and like I said, we have a lot of assets within the bank that we need to unlock. So one of our big assets is the Cards customer base. Two-thirds of our Cards customers are outside the six cities where we have a branch footprint today, so that's a great start. So we have the customers who are happy with the product that they hold with the bank. How do we penetrate these customers and get them to do more with us, which is banking?

So this year, early this year, we launched a digital product, a digital savings account, and we spent a lot of time in simplifying the experience for the customer. So, clearly, make it a five-minute account opening and funding process, and that's clearly starting to see the results as we've now raised about $4.7 billion of digital deposits. And so now we can target the clients with this savings account.

Now we want to now take it to the next level. Not all customers are the same. Not all offers work for the same customer or for every customer. So we know there are customers who like ThankYou Points, there are customers who like miles, there are customers who like cashback. So then we want to talk to the customer in the currency that they like. So we are now bundling products. So ThankYou Points customers, if they also open a savings account, they get rewarded in ThankYou Points. If you're a Double Cash customer, if you open a savings account, you get rewarded in cash back because that's what the customers want. That's what is relevant to them.

In the past, we would be giving customers offers and benefits we'd believe is right. Right now, we want to give offers and benefits that the customers like and what's relevant to them. So that's how we're approaching. So threefolds. One is taking the customers outside the footprint and offering the savings account and the digital experience. Customers who already have affinity to the products that they hold, give them bundled offers. And third is what we're talking about, we just announced yesterday with American Airlines to put them all together, a card, a bank account, and a lending purchase finance proposition.

ERIKA NAJARIAN: So before they come into the door or the phone as a Citi customer, how do you think about using rate versus marketing dollars to attract that new customer as a deposit client?

ANAND SELVA: So, we have done all. So, we have used rates, we've also used benefits. So, this year, we have spent a lot of time testing and learning different offers. So we have used rates and rates have worked. But as the rate environment starts – as it's getting into a lower rate environment, you need to start looking at benefits for the customers, and that's where we have switched on to benefits now, where we're providing customers rewards benefits.

So, we see both working. Obviously, rates works – rates will work because rates are rates, but then we also see customers who like the benefits because they like the currency that the benefits they're getting on.

ERIKA NAJARIAN: So, one follow-up question before I turn it back to the audience. So, you talked about the learnings that you brought over from Asia. Could you talk a little bit more about the technological learnings that you're bringing in? So, our impression here from the US is that the Asian consumer is very digital-first, but the US Consumer is stubbornly omni-channel, so to speak. So, respond to that thought process and what you've learned and what you're bringing here.

ANAND SELVA: Asian consumers are more digital, and my experience is that the Asian consumers are more comfortable doing the full-suite of banking digitally, and that's one of the reasons but, probably, many reasons. So, one would be the ecosystems that are there. The platform plays are big in Asia. So, you have the Ant Financial’s and you have the many different platforms where you can do practically everything in the same platform and Asian customers have gotten used to that from doing commerce to booking tickets and getting food delivered and all the other good stuff that happens. So, by nature, I think they've just become very adoptive to digital.

What we see in the US is that our customers are digitally engaged, like I said the 60% of our customers are digitally engaged. However, they're not digitally engaged on the full-suite of banking. They're digitally engaged on selective activities that they're comfortable with, and that's the gap that we are trying to bridge where we want our customers to be comfortable doing the entire banking digitally, and for that to happen, we got to get basics right. We've got to provide them terrific experiences which are simple and easy to use. And that's been our focus on building capabilities that are simple, easy to use, so that the customers get more comfortable doing the entire banking instead of just specific activities digitally.

It's going to transition. We're feeling good about it because like the digital deposits when we started, we didn't know we could be so successful outside and we start building the experience. That's pretty successful. So, it'll happen but we've got to create that environment for them to sort of feel comfortable and secure and easier experience.

ERIKA NAJARIAN: Great. I wanted to turn it over if there's any final questions for Anand?

SPEAKER #2: Yeah. I wanted to ask about installment loans. It's a great product improvement. It seems very in line with millennials. But how do you think about getting the merchants to pay the interest rather than the customer as we've seen with Afterpay in Australia, we've seen with GreenSky in the US? If you can bring incrementality then you can have the merchant pay. Have you thought about adding that to your product suite and how would you do that?

ANAND SELVA: That's an option. In my previous role in Asia, that's a very common phenomenon where merchants would pay part of the financing cost. That's something as we start building out here, we need to look at those options that we have and we'll start learning from that. It's clearly one of the options that we have, especially given the higher interchange that we have here, and there are a lot of levers that you can play. I don't have an answer right now. But as we learn from it, this is very, very common. I'm extremely used to this kind of phenomenon in the Asian markets. So – but we believe it's the whole lending can be a very, very interesting opportunity and a big opportunity for us overall.

ERIKA NAJARIAN: Great. And thank you, Anand, and I hope you guys could join us at the breakout session.

ANAND SELVA: Thank you, very much.