

# Opening

Speaker: Fintan Byrne CEO

Trusted by over **100 banks** in **60 countries** worldwide

karibu

ahlaan bik

amohela

welkom

khosh amadid

svaagat he

mogesalmebit

kher mqadam

# Welcome

soo dhawow

olandiridwa

barka da zuwa

ba-ruch ha-ba

yokoso

wamukelekile

huanying

bari galust

**“A JOURNEY OF A  
THOUSAND MILES  
MUST BEGIN WITH  
A SINGLE STEP”**

*LAO TZU*

**Invitation...**



# My journey...



Bank



Fintech



Self Service



Payment Gateway



Payment Scheme



Digital Banking and Payments Platform



A dimly lit office scene with a blue color overlay. A man in a light blue shirt and glasses stands in the center, gesturing with his hands as if speaking. He is surrounded by four other people: a woman in a dark patterned shirt stands to his left, a man in a white shirt sits to the far left with his hand raised, a woman in a white shirt sits in the foreground with her back to the camera, and a man in a dark blue shirt sits to the far right. The background shows office desks, a laptop, and a window with blinds.

Lessons learned...

## Lesson 1 : Teamwork

“Never underestimate the importance of working together - teamwork and partnership”



## Lesson 2 : Competition....

“Remember, there is someone ready to eat your lunch”



## Lesson 3 : Move Forward

“Staying where you are is rarely a good option”

NOKIA

Kodak

YAHOO!





# A world of change...



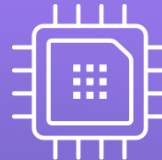
Political



Economic



Social



Technological

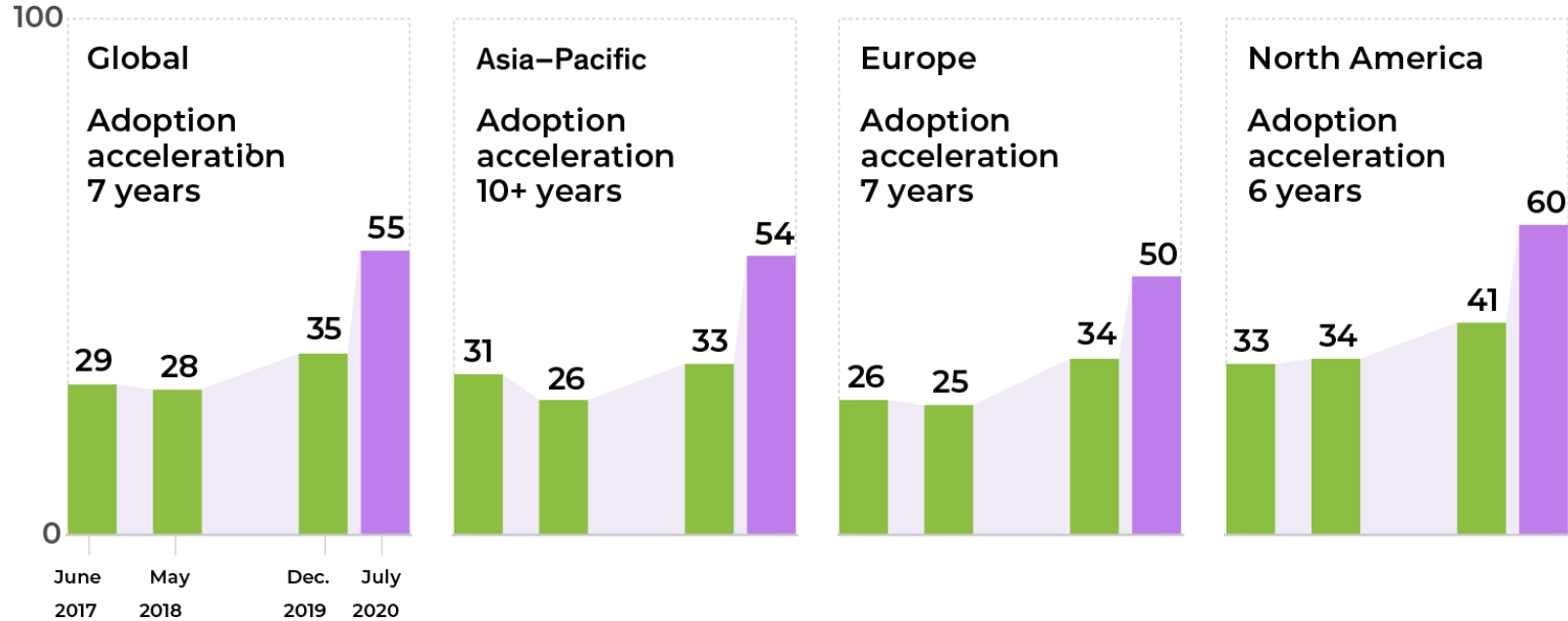
Digital Growth...

... creates opportunity



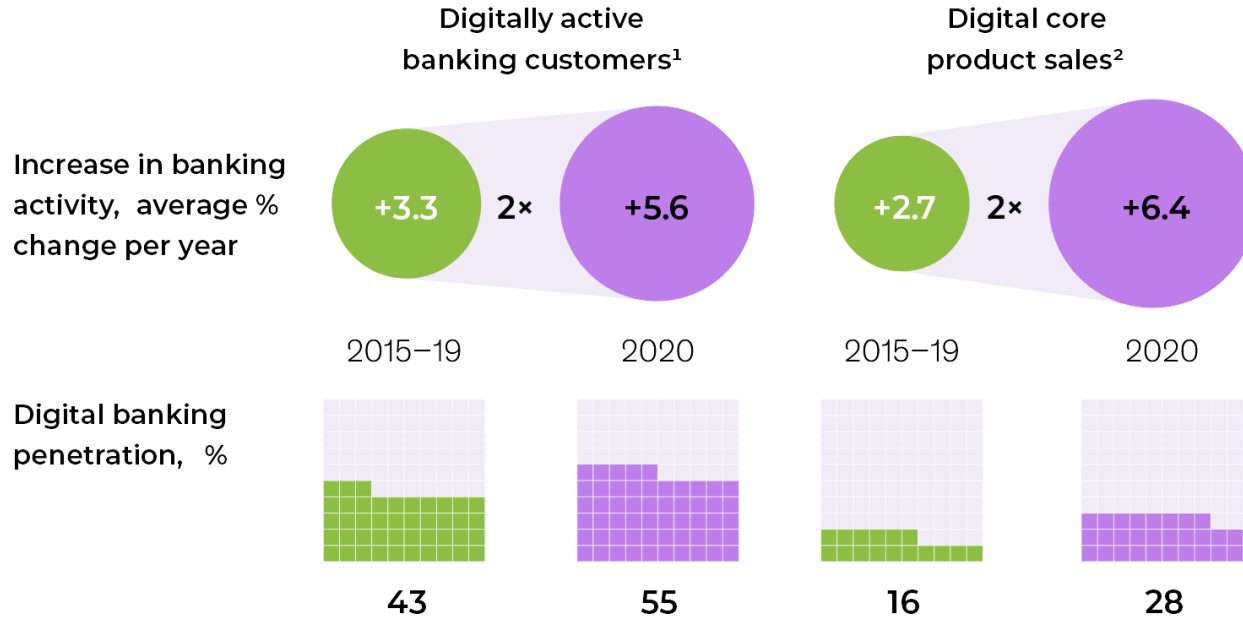
# Covid has inspired huge changed...

■ Precrisis   ■ COVID-19 crisis



# Valuable interactions and sales...

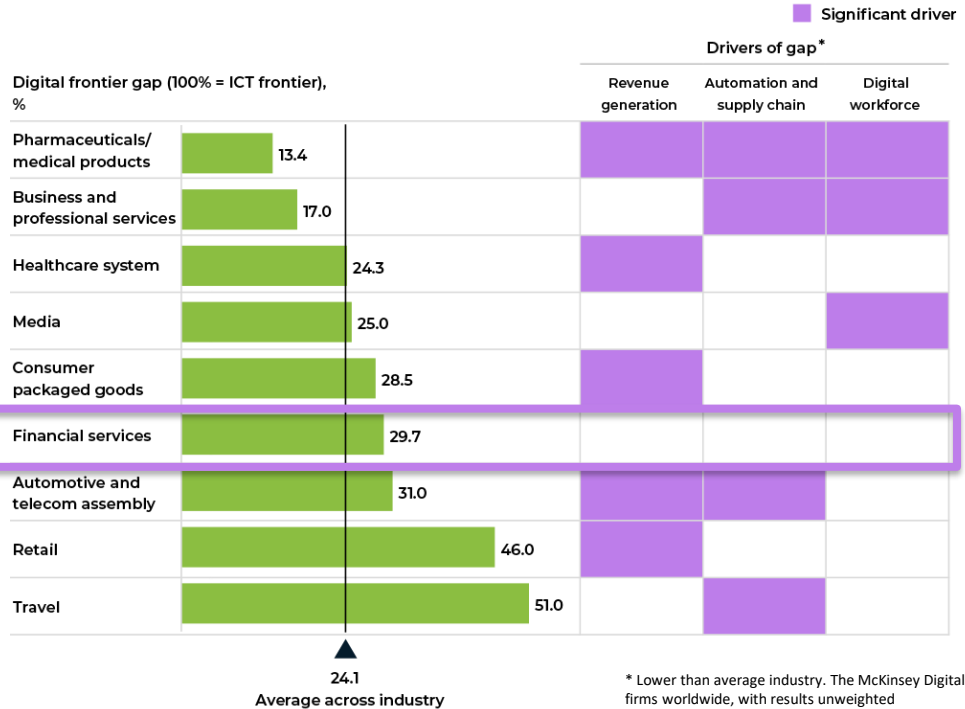
## Comparison of digital banking metrics from 2015–19 and 2020



# Digital opportunity is still immense...

The gap to the digital frontier remains large across industries.

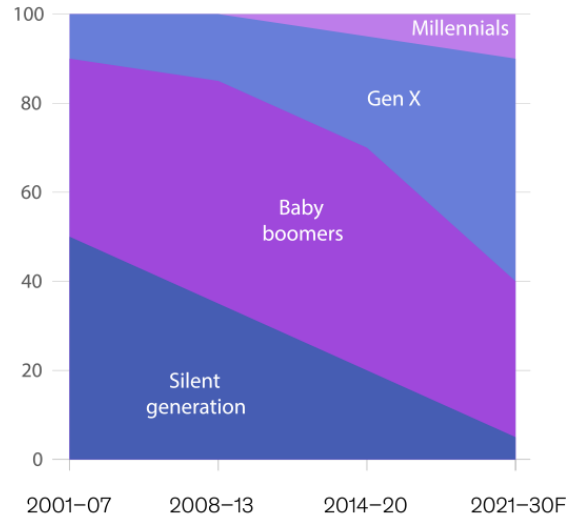
...Financial services still have a long way to go



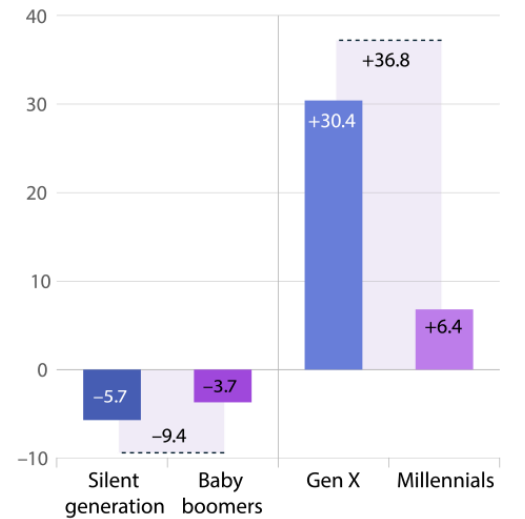
# Wealth shifting to Gen Xers and Millennials...

Wealth is shifting to Gen Xers and millennials, who have different expectations than baby boomers and the silent generation.

Distribution of investable financial assets<sup>1</sup> in the US by generation, %



Change in financial asset value by generation 2020-30, \$ trillion



<sup>1</sup>Inheritance and divestiture.

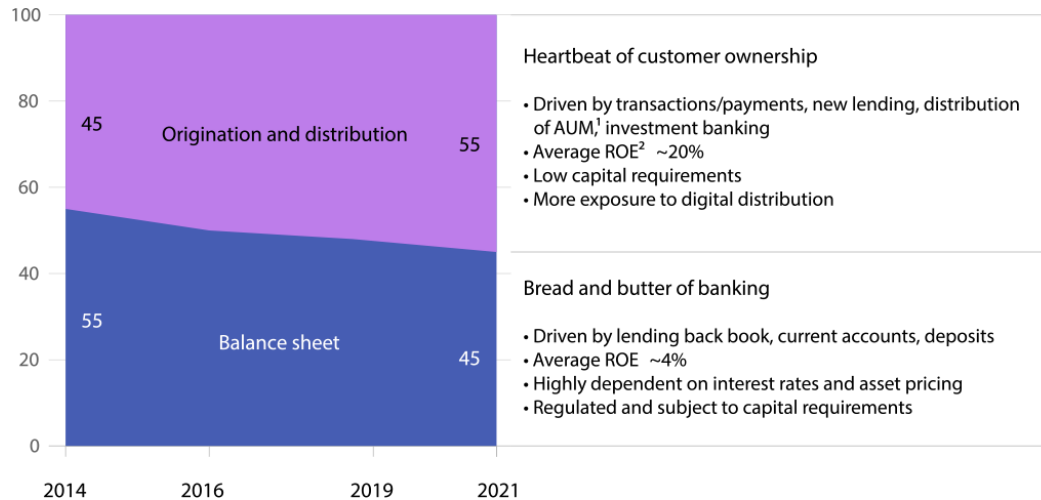
<sup>2</sup>Investment yield and additional inflows.

Source: Federal Reserve Board survey; Panorama by McKinsey

# Shift in the value toward origination and distribution...

Revenue pools are moving from the balance sheet business model toward origination.

Global banking revenues by activity, 2014–21, %



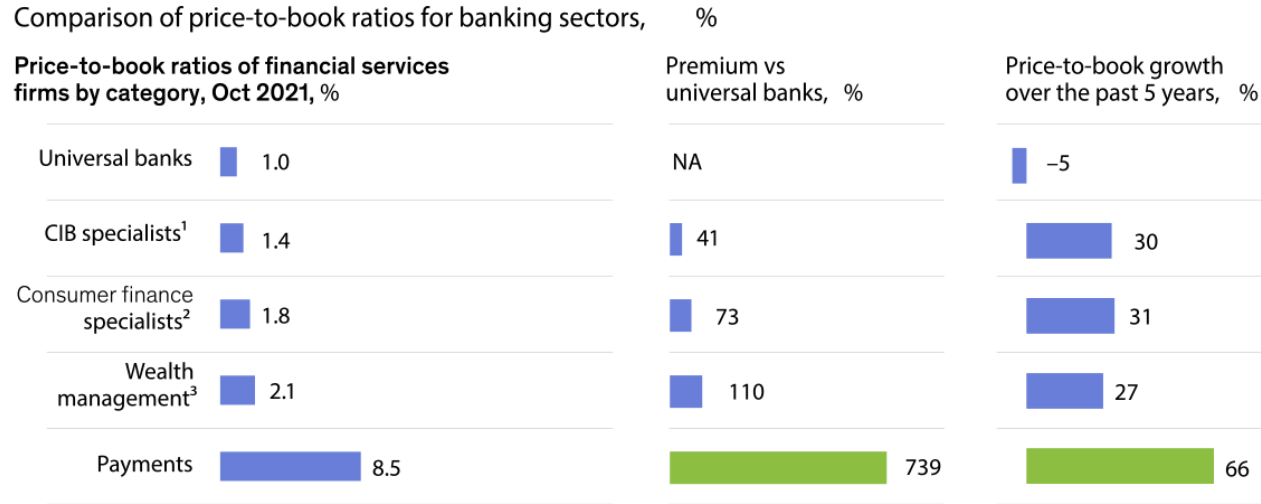
<sup>1</sup>Assets under management.

<sup>2</sup>Return on equity.

Source: S&P Global; Panorama by McKinsey

# There is *exceptional* value in Payments

Payments have outperformed other business models in shareholder value creation over the past five years.



<sup>1</sup>Corporate and investment banks. This includes investment banks, niche corporate banks, and commercial focused nonbank financial institutions.

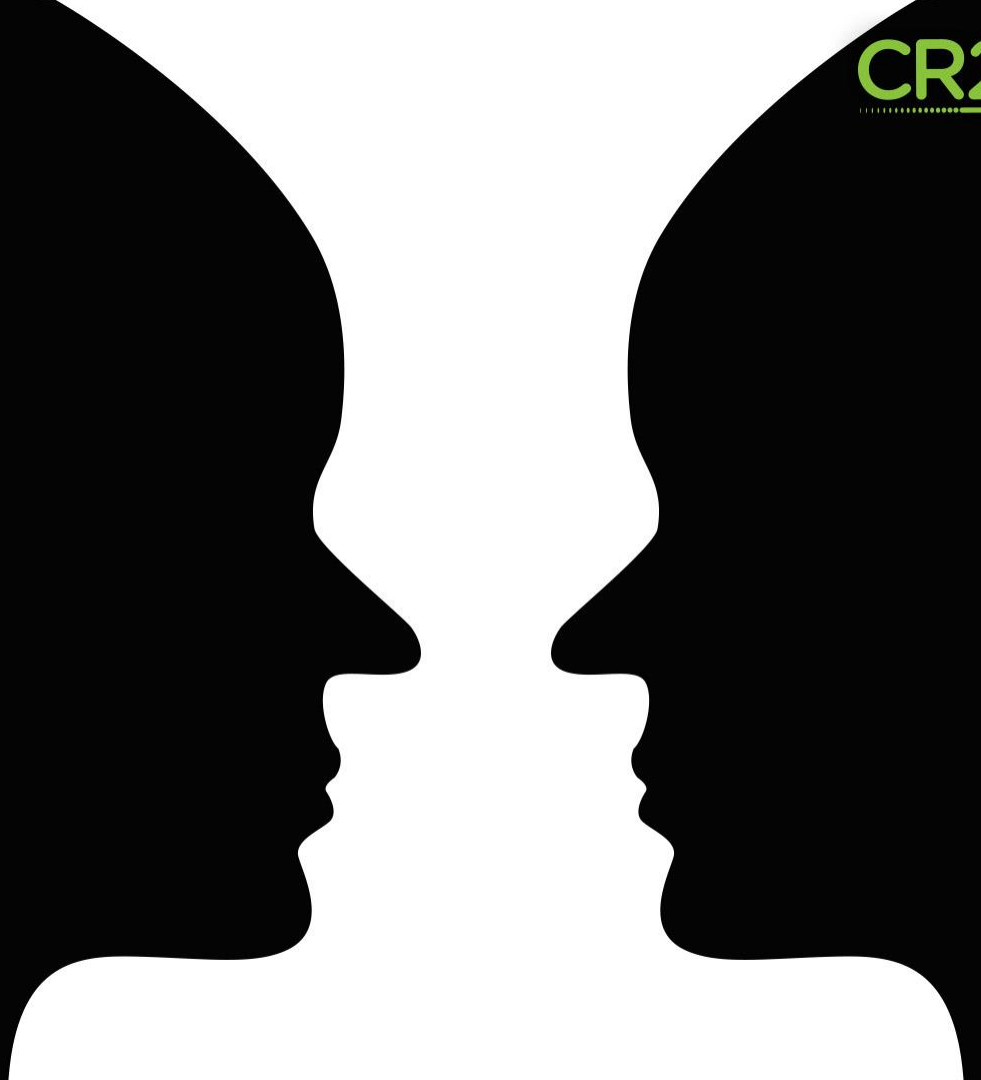
<sup>2</sup>Nonbank consumer finance focused specialists.

<sup>3</sup>Wealth management focused banks and nonbanks, brokers' houses, and asset managers. Estimates: last valuation compared with equity of unicorn fintechs (sample of ~15 fintechs).

Source: S&P Global



**Open to opportunity...**



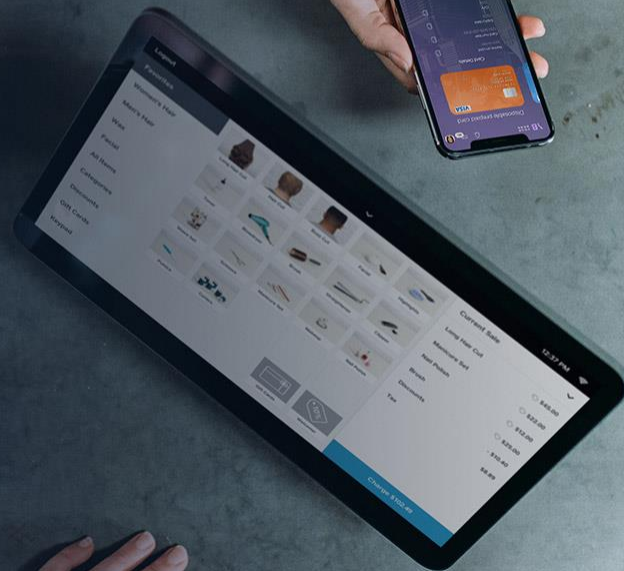
Focus a different conversation...

CR2

Growth AND  
Profitability...



# Banking AND Payments...



# Banks AND Fintech...



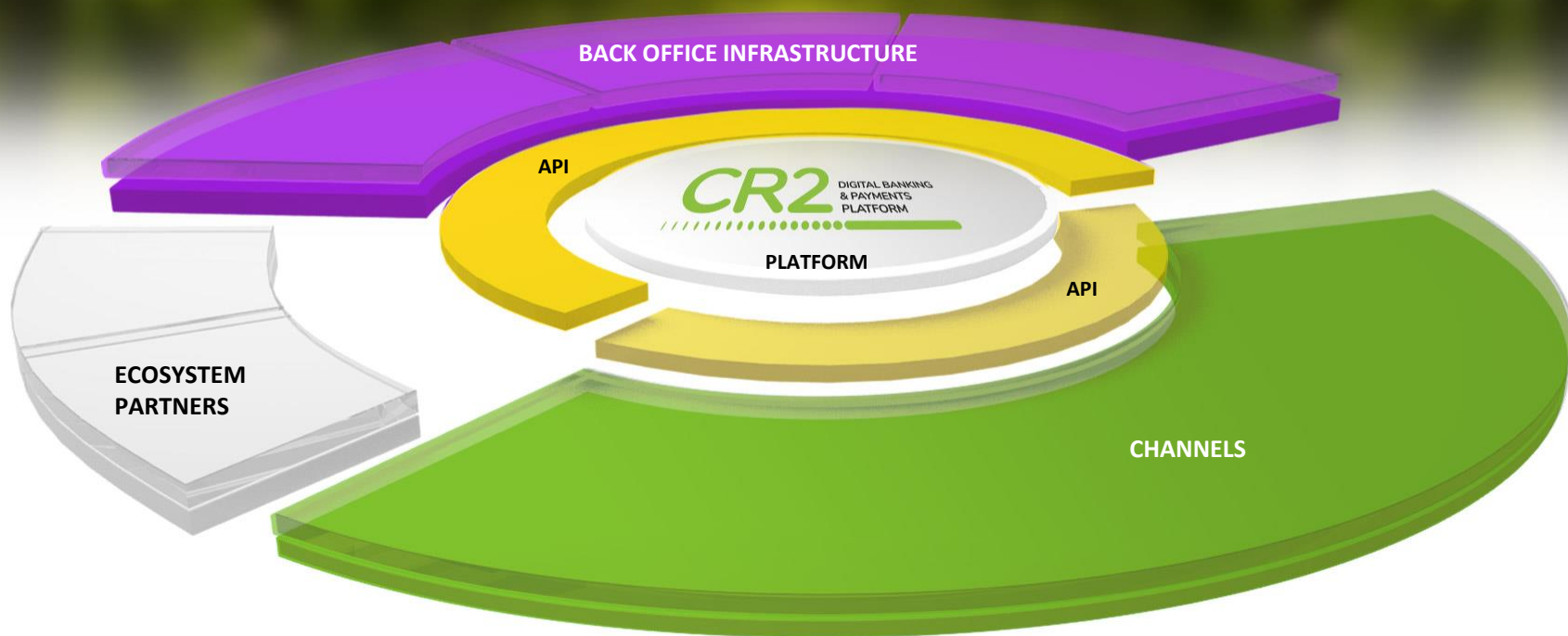
# Cash AND Card AND Wallet...

Built around customer...

**The future will  
bring more  
opportunity...**



# Platform Thinking...



**CR2 Approach...**



**Head in the clouds...**

looking at the future, understanding trends, staying future fit...

**...feet on the ground**  
...deliver for customers today





Invitation...

Take Part AND Share AND Engage

Together  
we make an  
**IMPACT**



# Thank You

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