

A silhouette of a group of hikers on a mountain peak at sunset. The hikers are in various stages of ascent, with some reaching the top and celebrating. The sky is a mix of orange, yellow, and blue, with scattered clouds. The hikers are wearing backpacks and using ropes to assist each other.

SENIOR LEADER SPRINGBOARD PROGRAM – Innovation

28th October 2020

Journey so far for Senior Leader Springboard Program

Welcome Session

*Sponsor Nasser Khodri

Leading the
Business Learning
Resources

Executive Presence

Facilitator Josh Craver

You are here

Innovation

*Presenters: Kelly Beatty, Tony Warren, & Randy Guy

16th
Jul

Conversation
with Line
Manager

6th
Aug

26th
Aug

Conversation
with Line
Manager

24th
Sept

Learning
Circle 1

28th
Oct

Learning
Circles 2

16th
Nov

Roll
off 4th
Dec

Readiness
check in
with Line
Manager

Strengths Finder

*Sponsor Brent LaRosa
Facilitator: Tracey Corlett

Commerciality

Facilitator David Jefferies

Business Simulations

*Sponsors Cheryl Heather & Nasser Khodri

Leading Self &
Others Learning
Resources

Leading the Market
Learning Resources

Call to Action

- Strengths Finder brief
- Accountability Partner
- Development Plan

WeLearn: LinkedIn Learning Resource Choices

- Line Manager Conversation
- Strengths Finder
 - Commerciality: P&L, Balance Sheets etc.

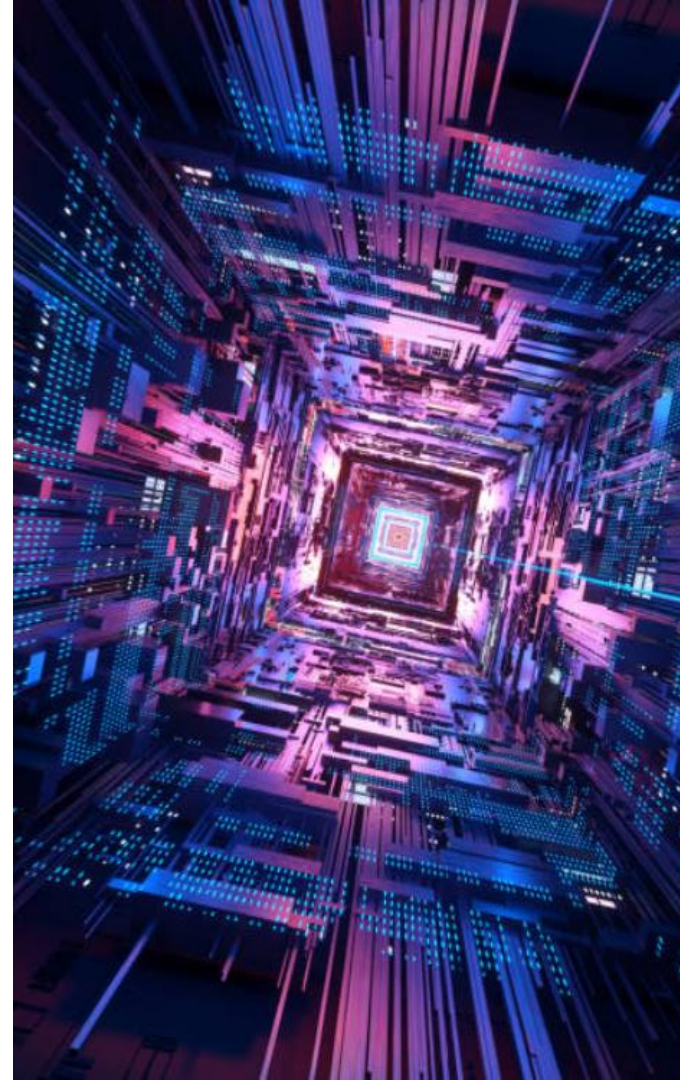
- Leading Self and Others
- Leading the Business
- Leading the Marketplace

- Learning Circles Checklist for key activities ✓
- Executive Presence
 - Personal Impact/Network
 - Business Simulation preparation

- Key Progress Indicators
- Participant/ Mgr. / Sponsor feedback
 - Business Simulation feedback

Agenda

- **Innovation in a crisis** (Presenter: Kelly Beatty)
 - Innovative Mindset, Making a case for innovation, The essentials of innovation and exploring opportunities
- **Capital Markets Strategy 2020-2023** (Presenter: Tony Warren)
 - Innovation Strategy: Industry Dynamics and Competition, Our Modernized Solutions and Services: Regulatory Technology, Advanced Technology: Enterprise Operating Model & Applying Innovation to Strategy
- **Innovative Technology** (Presenter: Randy Guy)
 - Cloud Solution Suites, Commercial Lending Suite, Regulatory Technology, AI & Robotics, Code Connect & Data, Quantum Computing
- **Next Steps in your Springboard Journey** (Presenter: Garth Ledingham)
 - Learning Circle 2 Preparation and Business Simulation steps – starts week commencing 16th November 2020



What is innovation?

Join at
Slido.com
#89413



KELLY BEATTY

EVP, Group President, Commercial and Data Solutions

With more than 20 years of experience in the financial services sector, Kelly Beatty currently serves as head of the Commercial and Data Solutions business at FIS where she is responsible for delivering innovative solutions that empower financial institutions, retailers and government entities with back office and direct-to-consumer advancements such as processing and decisioning capabilities.

Previously, she served as FIS' chief transformation officer where she was responsible for building out new transformational capabilities for the company – including leading the efforts to integrate FIS' 2019 acquisition of Worldpay.





INNOVATION IN A CRISIS

October 2020





90%

of executives believe that the COVID-19 crisis will fundamentally change the way they do business over the next 5 years

73%

of Financial Services executives

85%

of Technology executives

expect the COVID-19 crisis to be one of the biggest opportunities for growth in their industry¹

21%

of executives feel confident they are prepared to capture those new growth opportunities

Shifting our mindset

crisis /'kraɪsəs/ *n.* a time of great danger, difficulty, or confusion when problems must be solved or important decisions must be made¹

In a crisis, our instinct is to
make decisions based on

SURVIVING

stabilizing the core business
increasing efficiency
minimizing risk
pursuing known opportunity spaces
conserving cash²

*Shift in
mindset*

When in reality, we should be making
decisions based on

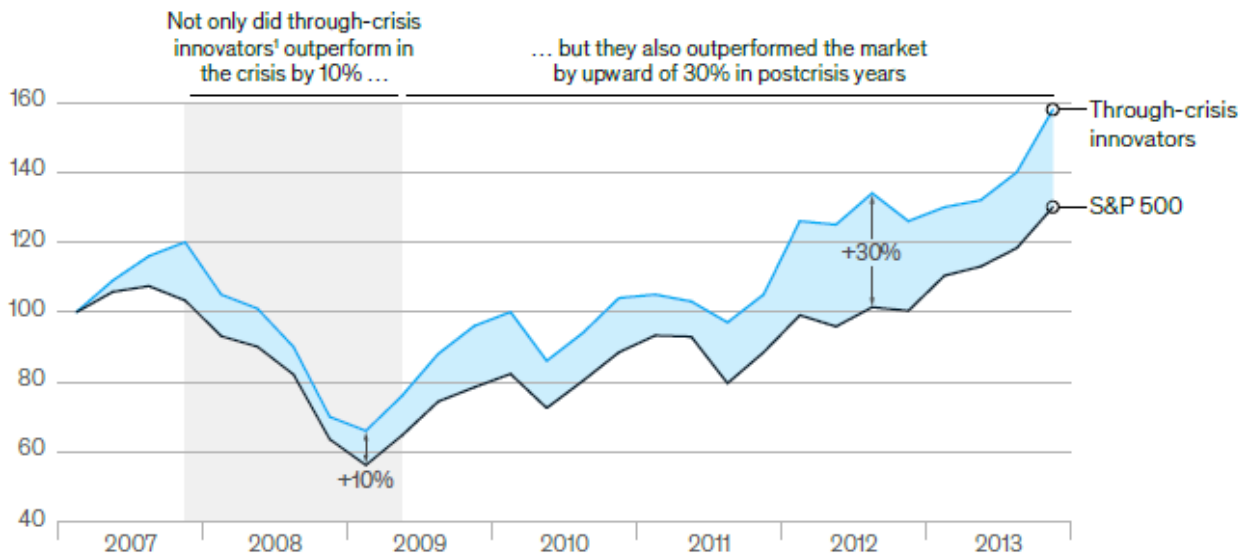
THRIVING

- adapting the core to meet shifting customer needs
- identifying and quickly addressing new opportunity areas being created by the changing landscape
- reevaluating the innovation initiative portfolio and ensuring resources are allocated appropriately
- building the foundation for post-crisis growth in order to remain competitive in the recovery period²

Making a case for innovation

Organizations that maintained their innovation focus through the 2009 financial crisis emerged stronger, outperforming the market average by more than 30%

Normalized market capitalization, index (Q1 2007 = 100)



¹Identified as companies on the *Fast Company* World's 50 Most Innovative Companies list for ≥2 years through a crisis, normalized to 2007.

Eight Essentials of Innovation

Crisis edition



DISCOVER

Do you have differentiated actionable customer, business, market, and technology insights that translate into winning value propositions?

1



EVOLVE

Do you create new business models that provide defensible, robust, and scalable profit sources?



CHOOSE

Do you invest in coherent, time-risk balanced portfolio of initiatives that are resourced to win?



ASPIRE

Do you accept innovation-led growth as absolutely critical, and have you cascaded targets that reflect this?

2



ACCELERATE

Do you beat the competition with fast and effective development and launch of innovations?

3



SCALE

Do you launch innovations in the relevant markets and segments at the right magnitude?



EXTEND

Do you win by creating and capitalizing on external networks?

4



MOBILIZE

Are your people motivated, rewarded, and organized to innovate repeatedly?

Back to the drawing board



Discover

Host cross-functional ideation sessions

Encourage divergent (creative) thinking

Leverage analogies

Play out theoretical scenarios



Evolve

Identify impaired aspects

Play out theoretical scenarios

Remove previous constraints and assumptions from the equation

Choosing your opportunities



1. **Revisit** the ideation pipeline and converge ideas
2. **Evaluate** the potential value of the best ideas from the pipeline

Equation to use with valuable problems to solve

$$\begin{array}{ccccccc} \text{Value of} & & & & & & \\ \text{the potential} & & & & & & \\ \text{opportunity} & \text{= } & \text{Number} & \text{×} & \text{Frequency} & \text{×} & \text{Willingness} \\ & & \text{of target} & & \text{that the} & & \text{to pay for} \\ & & \text{customers} & & \text{solution} & & \text{current} \\ & & & & \text{is used} & & \text{solution}^1 \\ & & & & & & \text{Level of} \\ & & & & & & \text{satisfaction with} \\ & & & & & & \text{current available} \\ & & & & & & \text{alternatives} \end{array}$$

¹Willingness to pay is a proxy for customer ascribing meaningful value. Whether companies choose to charge and who pays is a business-model decision.

3. **Select** the opportunities with the highest potential value – creating a balanced time-risk portfolio
4. **Reprioritize** and allocate resources

FIS innovation in action

Getting creative, being the change, and winning as one team



The Pandemic Task Force quickly transitioning FIS to over a 90% remote workforce at the onset of the pandemic.



The Connect Marketing team quickly pivoting to a fully functioning interactive virtual client conference in July – a first for FIS.

Takeaways

Choose how to
react during a
crisis

Shift your
mindset from
survive to thrive

Commit to
through-crisis
innovation

Re-discover the
needs of your
customer

Evolve your
business model

Innovation is more critical than ever



TONY WARREN

**SVP, Strategic Innovation Executive
Capital Markets Solutions**

Tony Warren serves as head of business and solutions strategy for the Capital Markets Solutions business at FIS.

In this role, Tony is responsible for formulating the global vision and organic growth strategy across the asset management, fund administration, brokerage, insurance, global trading and wealth and retirement markets. Leading a team of analysts and strategists, Tony has authored numerous white papers, articles and blogs. He is a frequent speaker with expertise on the complex market dynamics, industry trends, and emerging technologies that drive innovation and shape the future of the fintech industry.

With a strong background in fund administration and asset servicing operations in Europe, North America, Asia and Africa, Tony has over 25 years of industry experience. Before joining FIS, he held leadership positions at a number of London-based asset management firms.



RANDY GUY

**Senior Vice President, Technology Officer,
Capital Markets FIS**

Randy Guy is the global chief technology officer for the Capital Markets business at FIS. In his role, Randy fuses product management input and software development to improve quality, pace of delivery and innovation across the solution suites.

Randy joined FIS in 2016 and has over 20 years of experience in senior technology leadership positions at financial services software companies. Most recently, Randy was the managing director of technology at The Depository Trust & Clearing Corporation (DTCC), responsible for technology strategy, innovation, and execution across multiple business lines. Prior to joining the DTCC, Randy held positions as CTO at Omgeo and at Linedata.

Randy holds a B.S. in computer science from the University of Massachusetts, Dartmouth.





CAPITAL MARKETS TECHNOLOGY

INNOVATION AT WORK

LET'S SOLVE SOMETHING BIGGER

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ADVANCING THE WAY THE WORLD
PAYS, BANKS AND INVESTS™

FIS' 10-YEAR VISION – BECOME A
FORTUNE 100 COMPANY

FIS CAPITAL MARKETS SOLUTIONS 2023

We are the fintech leader for the
global capital markets **COMMUNITY**
growing twice as fast as the industry.

Our diverse team of empowered
COLLEAGUES create an innovative,
inclusive and inspiring environment,
which provides industry-leading services
with a superior **CLIENT** experience.

LET'S SOLVE SOMETHING BIGGER



Our
Colleagues



Modernized
Solutions &
Services



Advanced
Technology

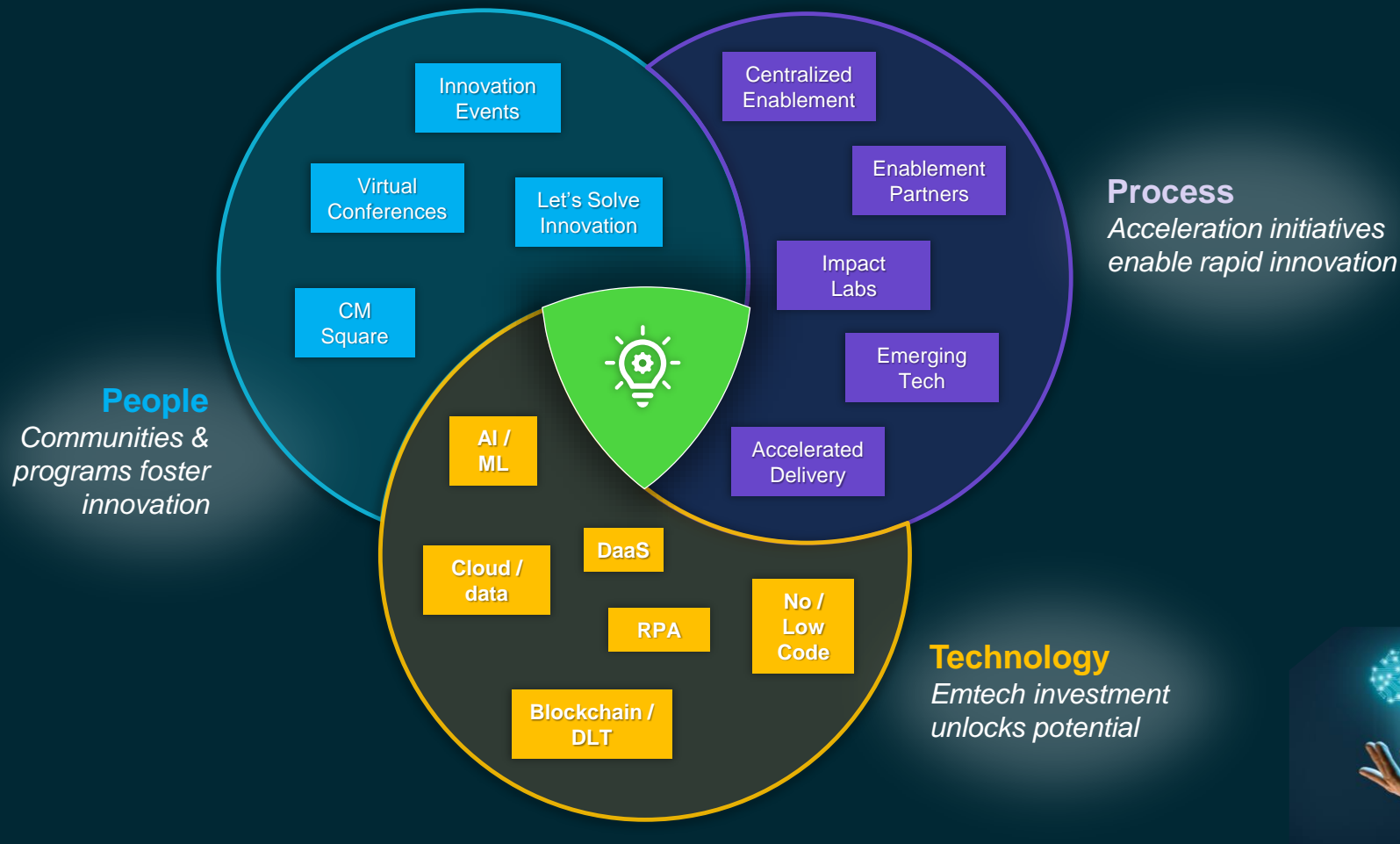


Regulatory
Technology

Enabling Innovation across Capital Markets Solutions



Enabling Innovation across Capital Markets Solutions



Innovation – Where we are today



Robotic Process Automation



Modernized Solutions & Services



Advanced Technology



Regulatory Technology

Streamlined Implementation

BPaaS

Automated System Health

Automated Sales Intelligence

Commercial Lending

FIS CD

Investran

InvestOne

IntelliMatch

GetPaid

LP Manager Services

APT Optimizer

Protegent/CAT

Prophet IFRS17

IRBB

Innovation – Where are we going?

1

CREATE KEY POINTS OF LEVERAGE



AI/ML



CLOUD/Data



Blockchain/DLT



DaaS



RPA



No/Low Code



2

ALIGN WITH THE RIGHT PARTNERS

C3.ai

AWS
Azure

Impact Labs

Code Connect

Automation as a Service

Wavemaker



3

PLAN AND EXECUTE WITH PURPOSE

- Protegent AML
- Virtus Credit Data Intelligence

- Prophet SaaS
- Data Exchange

- Digital Passport

- Investran
- Apex Collateral

- Virtus Client Onboarding
- Compass Custom Reports

- MBP Admin Console POC
- Digital One POC

**After hearing what we are doing,
what are some of your ideas?**

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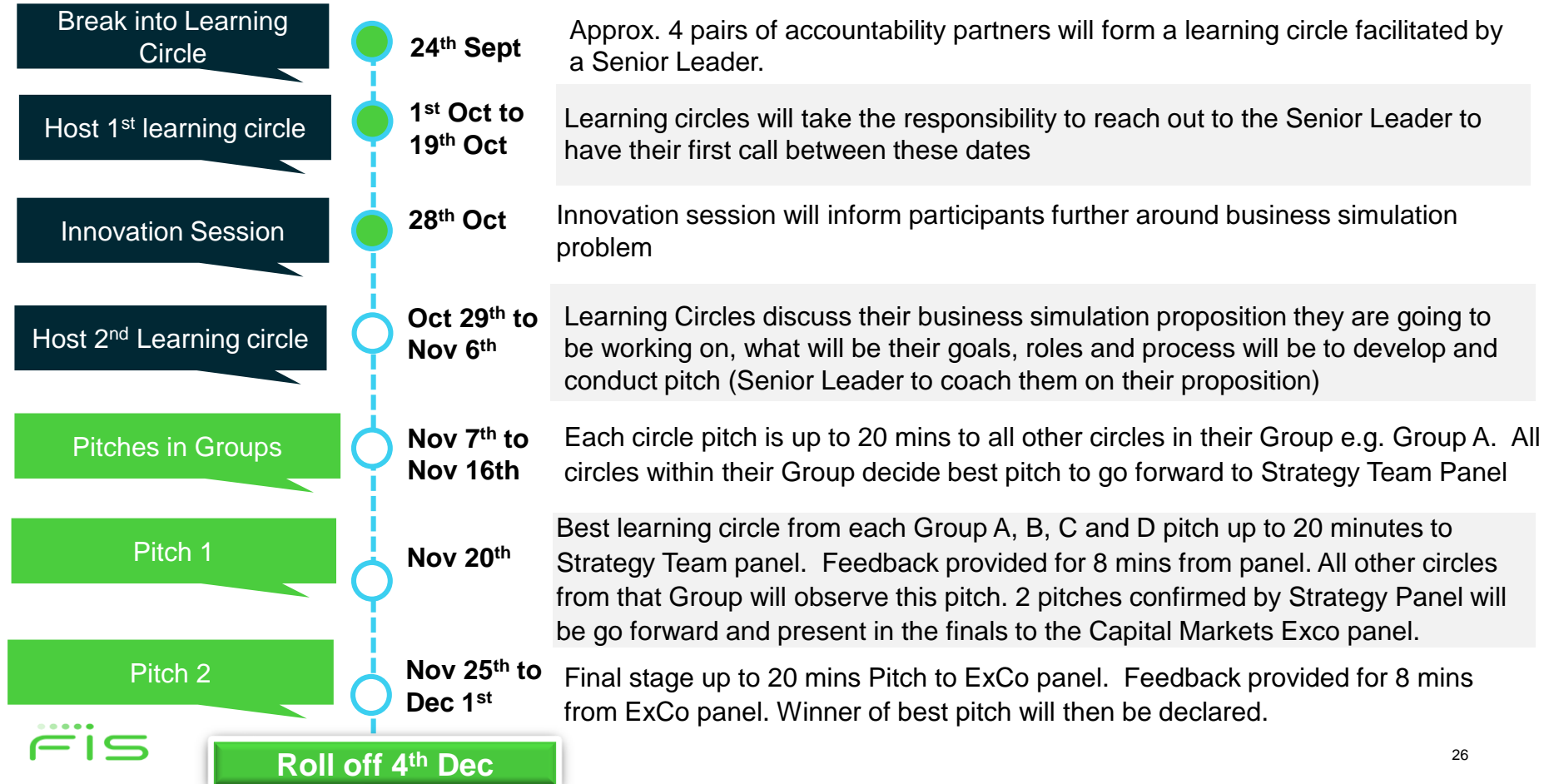




Questions



Learning circle timeline to business simulation pitch



Learning Circle 2 – Business Simulation Pitch Preparation

(45 minutes - Pitch preparation)

Personal case for your team: How are you going to provide a brief introduction to the strengths of your group e.g. collective strengths headline and examples of impact.

Business Case: discuss the strategic priority you are going to develop a pitch on:

- It can be an innovative concept or distinct proposition
- Is the problem space you are attempting to address align to one of Capital Markets strategic priorities and does it consider any market influencing factors: Political, Economic, Sociological, Technological, Legal and Environmental.
- How have you incorporated the knowledge gained from the Commercial and Innovation sessions to formulate your proposal?

Are you clear on the goals and structure of your pitch? (Persuasive Cycle: Does it answer the: So what? Who says? Why now?) (Tell them what you are go to say, tell them and remind them what you have mentioned)

What other changes may be required to perfect the pitch before presenting to your specified pitch group? (e.g. A, B, C, D)

(You will decide as a learning circle what you what to spend your remaining 15 minutes on from this 1-hour meeting)

Pitch overview: 5 mins Personal Case and 15 mins Business Case

Your pitch will **combine your personal case** as a learning circle and what you collectively bring to the table **based on your strengths**. This is important as we develop Enterprise Leadership in the CM business. You will then move to your **business case**, which will be **a conceptual view that builds on the innovation session**. It may entail a **particular service or type of client where you think value can be further unlocked** but through innovation that is harnessed in a certain way e.g. AI and Robotics, SaaS, Quantum Computing, Regulatory Technology and or Blockchain. You may back your view up with the panel by consciously answering the following questions within your pitch proposition: **So What, Who Says and Why now?** Remember the rule of 3.

These key questions will ensure you are indicating the **features** and **benefits** of your concept in a way that substantiates key market insights, situational factors based on COVID related to PESTLE and how it aligns to the CM strategy 2020 to 2023.

Business Case Pitch Criteria:

- **So What:** Relevance of proposition and use of technology to Capital Markets strategy 2020-2023, how it can potentially impact client's existing needs or open up new opportunities by creating new wants
- **Who says:** Quantitative data to illustrate growth potential (Sources)
- **Why now:** related to PESTLE, Unintended Consequences related to technology used, Disruption in marketplace, Open Banking

Pitches in Group - Checklist

- Agreed date and time for your 2nd learning circle with your facilitator: 29th Oct -6th Nov ☐
- Agreed date and time for your group A, B, C or D to have your pitches (60 to 90 mins total time required: 7th- 16th Nov) ☐
- Ensure you have any pitch papers ready for the pitching in your group A, B, C or D. See link to the Excel Spreadsheet to connect with other circles in your group: [Learning Circle Meeting Confirmation Schedule](#) ☐
- Submitted your circle's evaluations forms on the other circle pitches by 16th November. If all of your circle participants are not available to review each pitch, then decide who can attend what. ☐



Questions



The Business Simulation Pitch (Reference back up)

The purpose of circles discussing Commerciality and Innovation is to build participant's thought leadership by discussing their views with the Executive Facilitator. We have provided pre-reading as a primer for this discussion and on the 28th of October the Innovation session will further support the transition your circle makes into preparing for the business simulation pitch. This will be further supported by your 2nd Learning Circle Meeting with your Executive Facilitator to discuss your circle's pitch further.

More detail on the 2nd learning circle meeting and the business simulation will be provided at the end of Innovation session on 28th October. However the following provides an indication of the ask of this final stage of the Springboard program: The learning circle business simulation pitch will combine your personal case as a circle and what you collectively bring to the table based on your strengths. This is important as we develop Enterprise Leadership in the CM business. You will then move your pitch to a short business case, which will be a conceptual view or proposition that builds on the innovation session. This view or proposition may entail a particular service or type of client where you think value can be further unlocked but through innovation that is harnessed in a certain way e.g. AI and Robotics, SaaS, Quantum Computing, Regulatory Technology and or Blockchain (*Please note these topics will be discussed in the Innovation session*). You may back your view up when pitching to the panel by consciously answering the following questions: So What, Who Says and Why now? Remember the rule of 3.

These key questions will ensure you are indicating the features and benefits of your conceptual view/proposition in a way that substantiates key market insights, situational factors based on COVID-19 related to PESTLE and how it aligns to the CM strategy that Tony Warren will share on the innovation session. PESTLE Overview link: