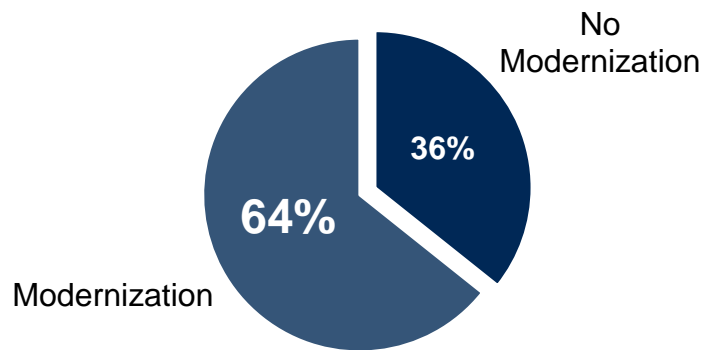


Innovating with a Digital Core

Don Free
VP Analyst

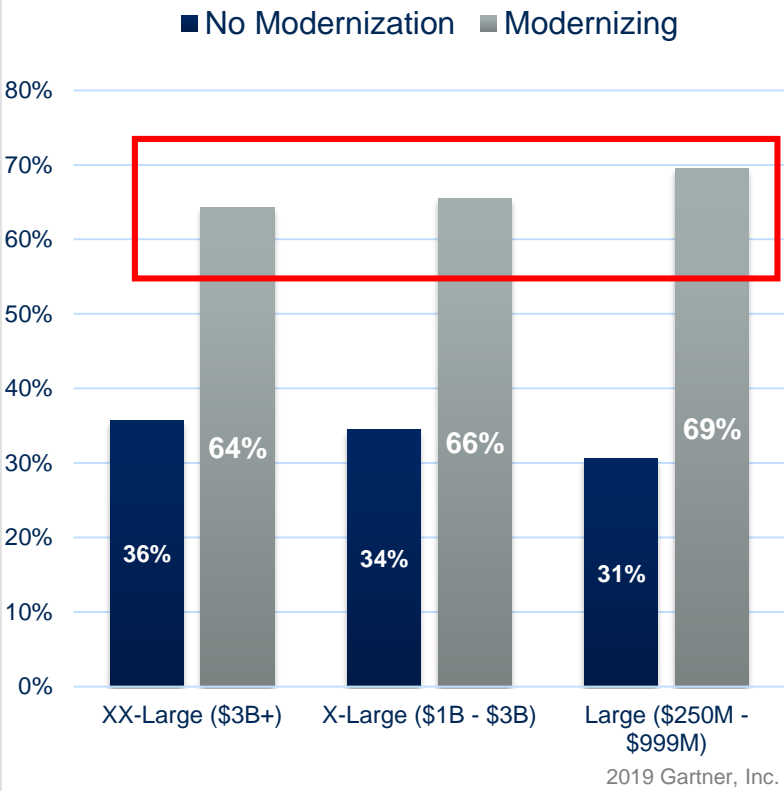
Digitizing Legacy Systems

Core Modernization Programs – Next 2 Years



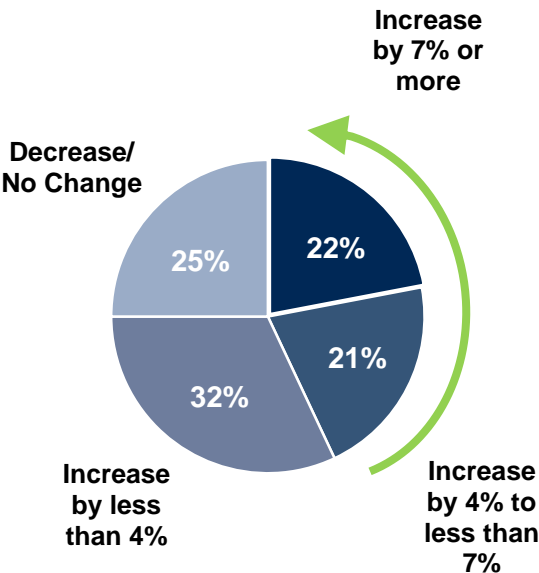
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Core Modernization by Revenue Segment



2019 Gartner, Inc.

Core Modernization Annual Spend - Next 2 Years



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Core banking is an enabler to digital banking

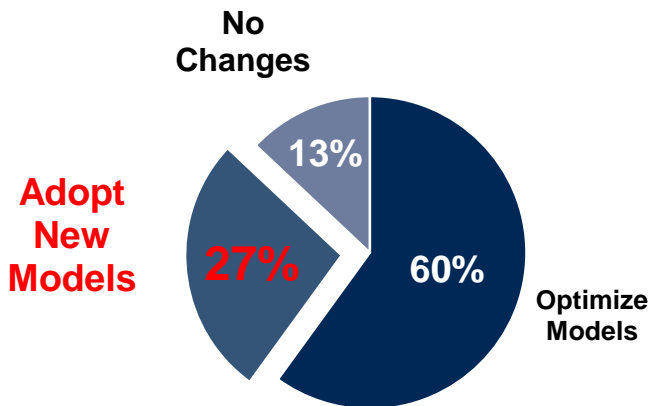
n = 107. Base: All answering financial services respondents. Multiple responses allowed (up to three responses).

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Digitizing Legacy Systems — But Not Doing Much That Is Completely New

Digital Ambitions / Impact on Business Models

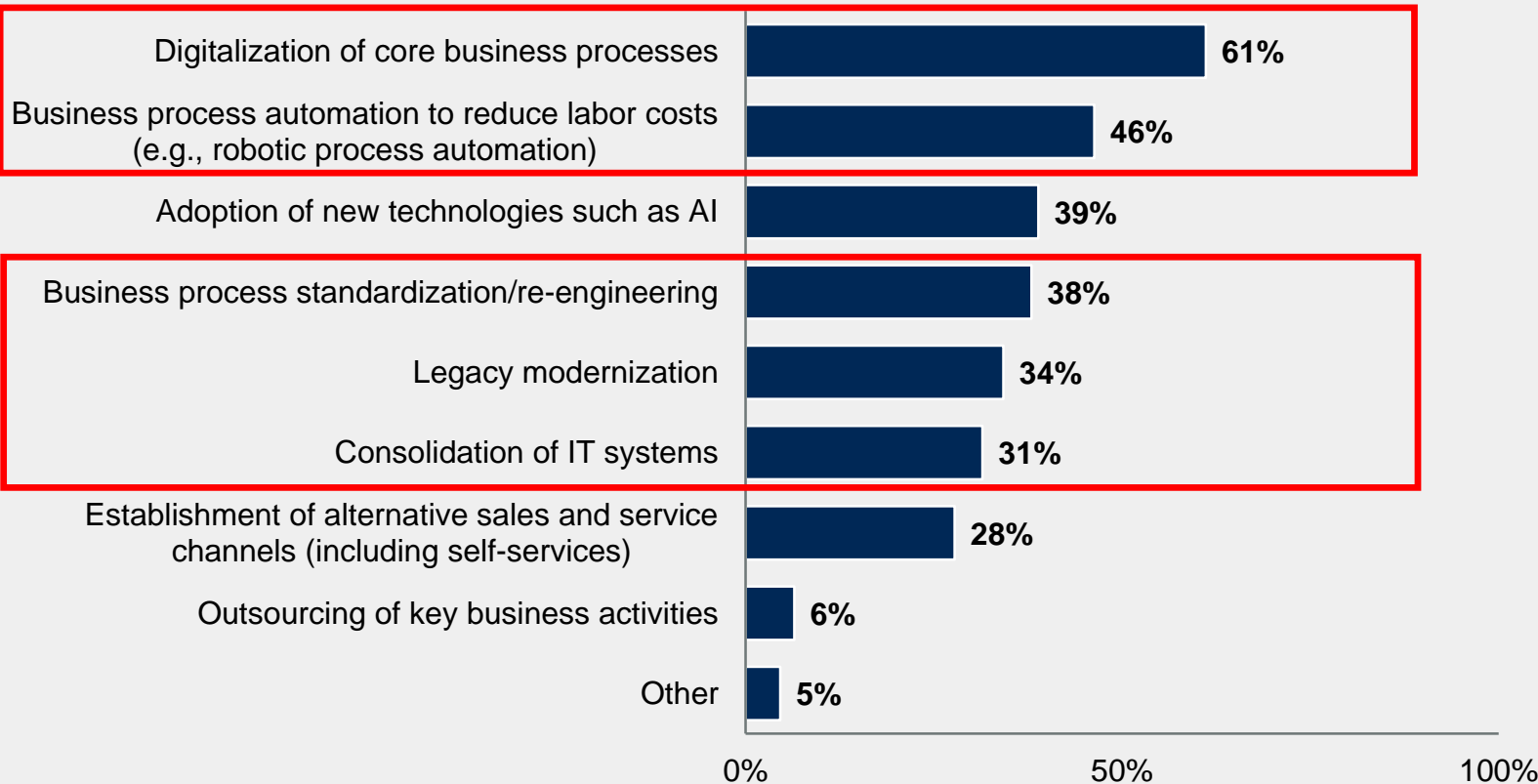
Percentage of Respondents



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Top Three Initiatives the Organization Plans to Use to Increase Its Operational Efficiency During the Next Two Years

Percentage of Respondents



Complacency in the Face of New Threats

2020 Gartner CIO Survey

1070 CIOs
64 Countries
\$3.5 trillion revenue
\$67.5 billion IT spending

**Digital Giants /
Fintechs**

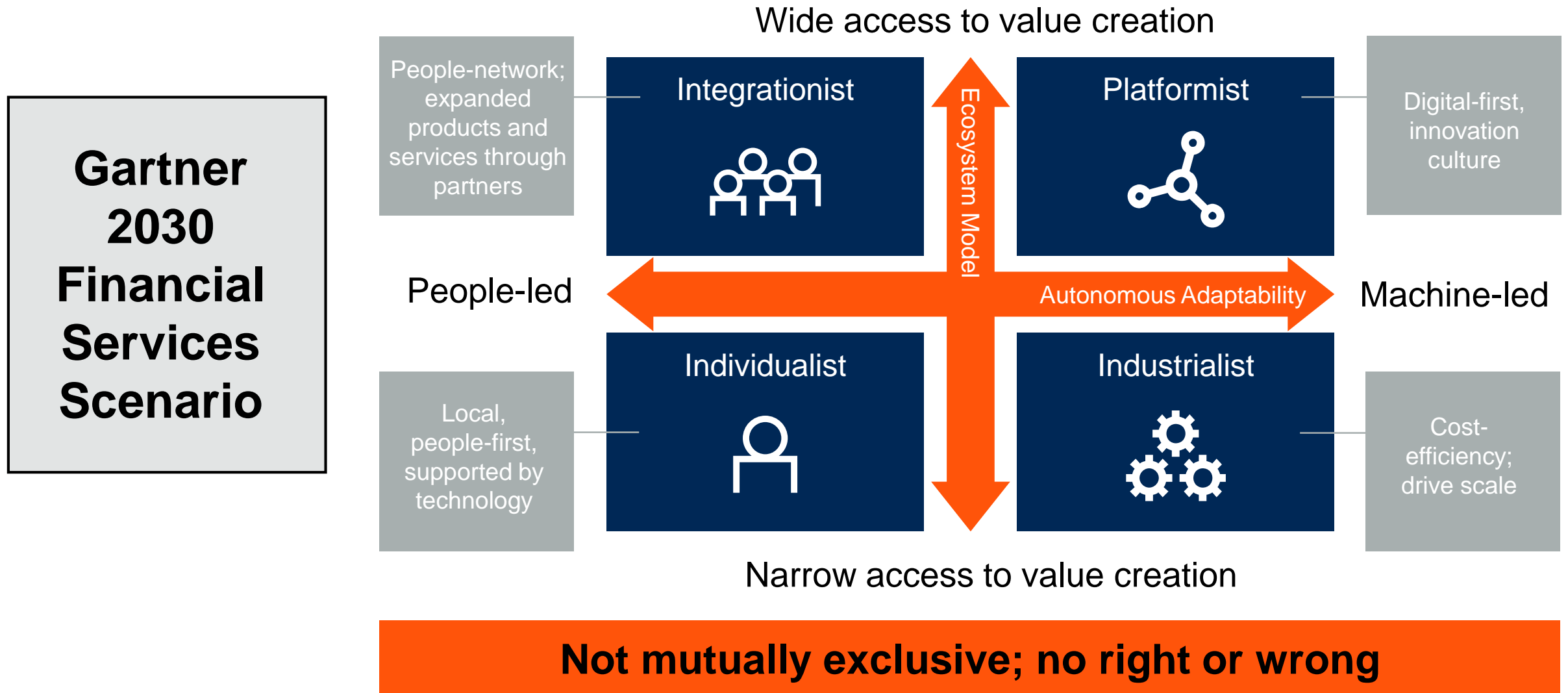
Disruption



This is a fundamental disconnect

n=121 financial services

Start with a Strong Foundation for the Future



Digital Ecosystems Change B2B Business Models

TOYOTA



- New mobility ecosystem

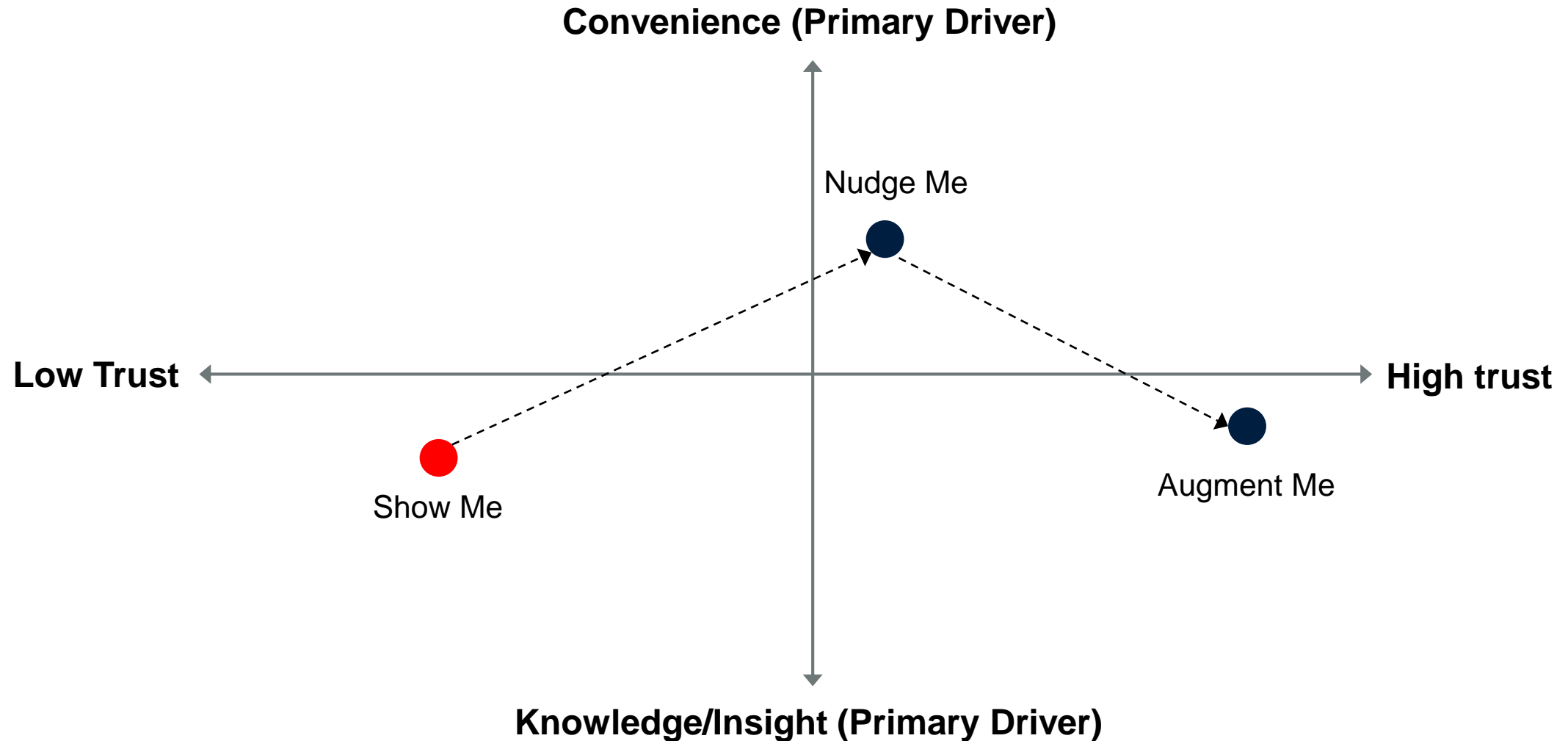


- Blockchain managed supply chain



- Autonomous ship collaboration

Business Ecosystem Entry Points: Three Customer Value Propositions



Layering Ecosystem Data Offers New Propositions

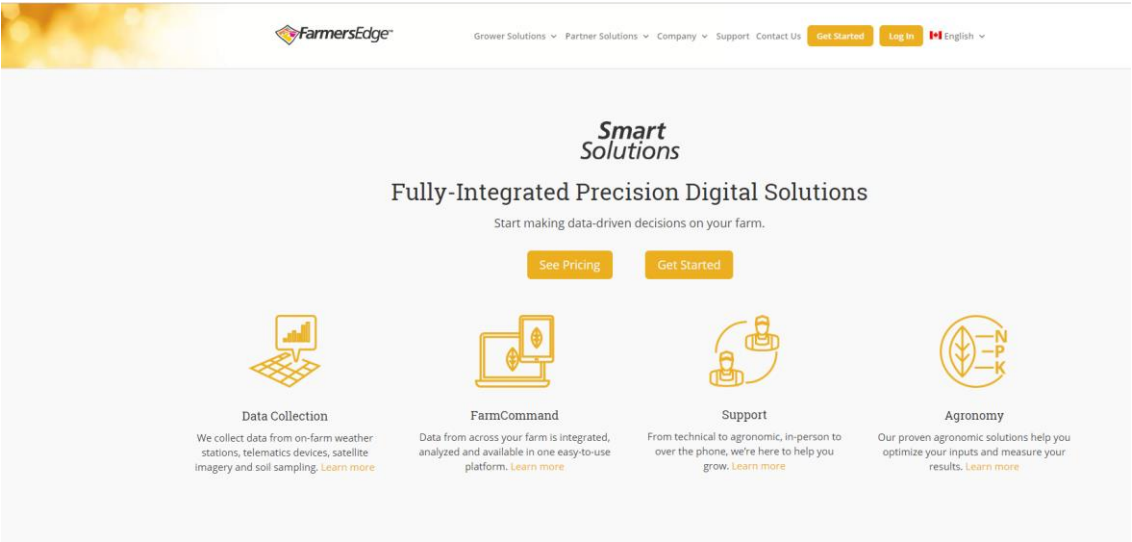
Insurance



PartnerRe



Farm Machinery



Seeds, Crop Planning and Agronomic Support



Hardware, integration and analytics



IoT



Gartner



Faisal Ameen

Head of Global Transaction
Services, Asia Pacific

Bank of America Merrill Lynch



Miguel Rio Tinto

Group Chief Information
Officer

Emirates NBD



Siew Choo Soh

Group Head of Consumer Banking and
Big Data/AI Technology

DBS Bank