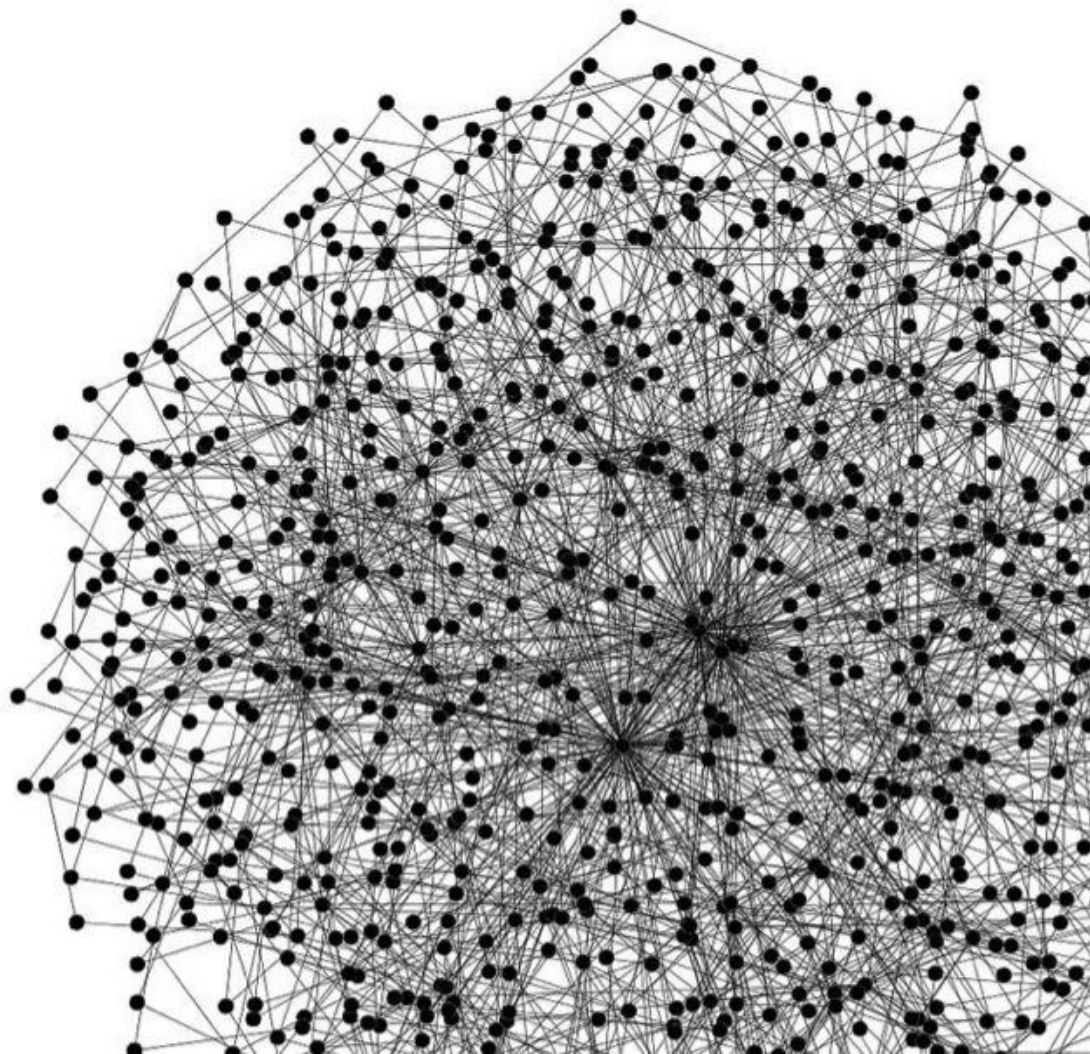




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ALESSANDRO HATAMI

- Co-founder and Partner at Pacemakers.io
- Former COO Digital Banking Lloyds Banking Group
- Held senior roles at PayPal, PayPoint and GE Capital
- Mentor at Startupbootcamp, Seedcamp & Techstars in London and KickStart Accelerator in Zurich.
- Investor in several startups and a non-exec board advisor.

REVOLUCIÓN DIGITAL

“Fintech threatens to eclipse
banks that do not adapt
digitally.”

FRANCISCO GONZÁLEZ
Chairman **BBVA**



Competition Is Fierce

Send money overseas in a few clicks
It's secure, quick and easy. See just how much we could save you.
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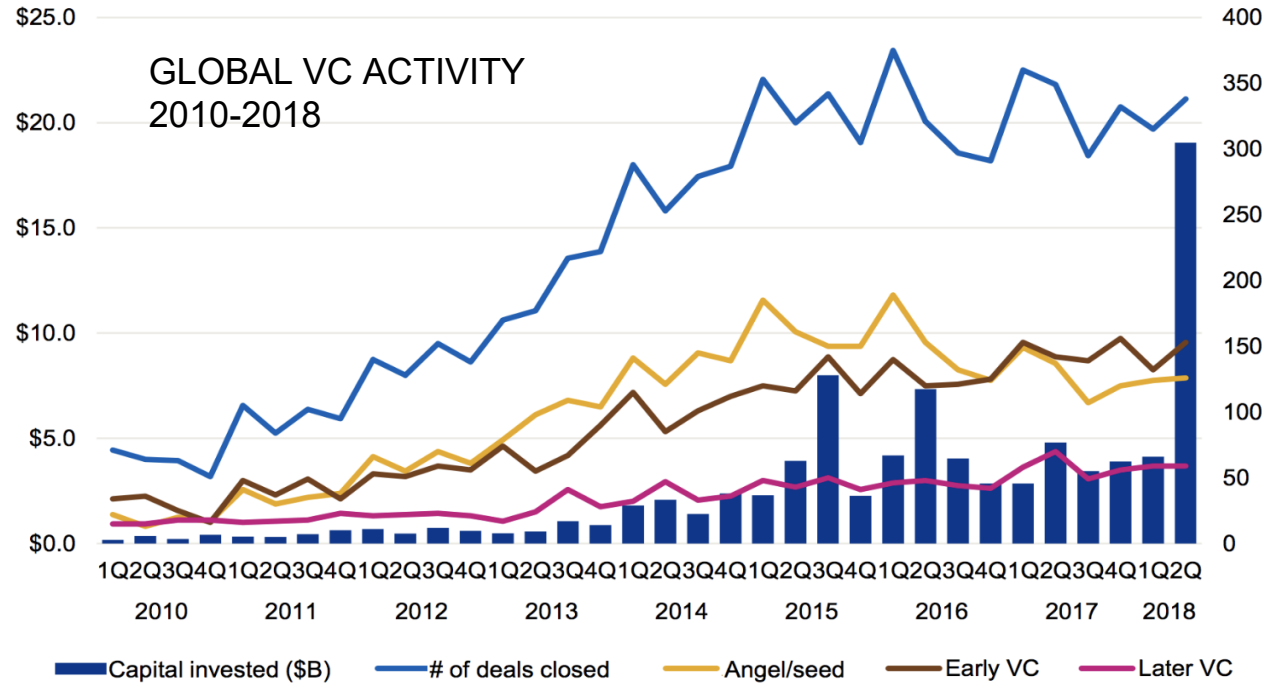
Every business has its own story
We create different business bank accounts to suit different needs

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Get in touch
Have a query? There are lots of ways we can help you feel you're making the right choice.
Call us on 0800 731 8904
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Retrieve application
Retrieve an online application you have already started



Investment is Growing



Source: Pulse of Fintech 2018, Global analysis of investment in fintech, KPMG International (data provided by PitchBook) 9 July, 2018.

A man, Piyush Gupta, is standing on a stage. He is wearing a blue blazer over an orange shirt and white trousers. Behind him is a large red DBS logo. To the right, a screen displays his name and title. A quote is overlaid on the right side of the image.

Piyush Gupta
CEO, DBS Group

“The rise of fintech has brought banking to a critical juncture, where incumbent institutions must adapt to stay relevant.”

Piyush Gupta
CEO DBS

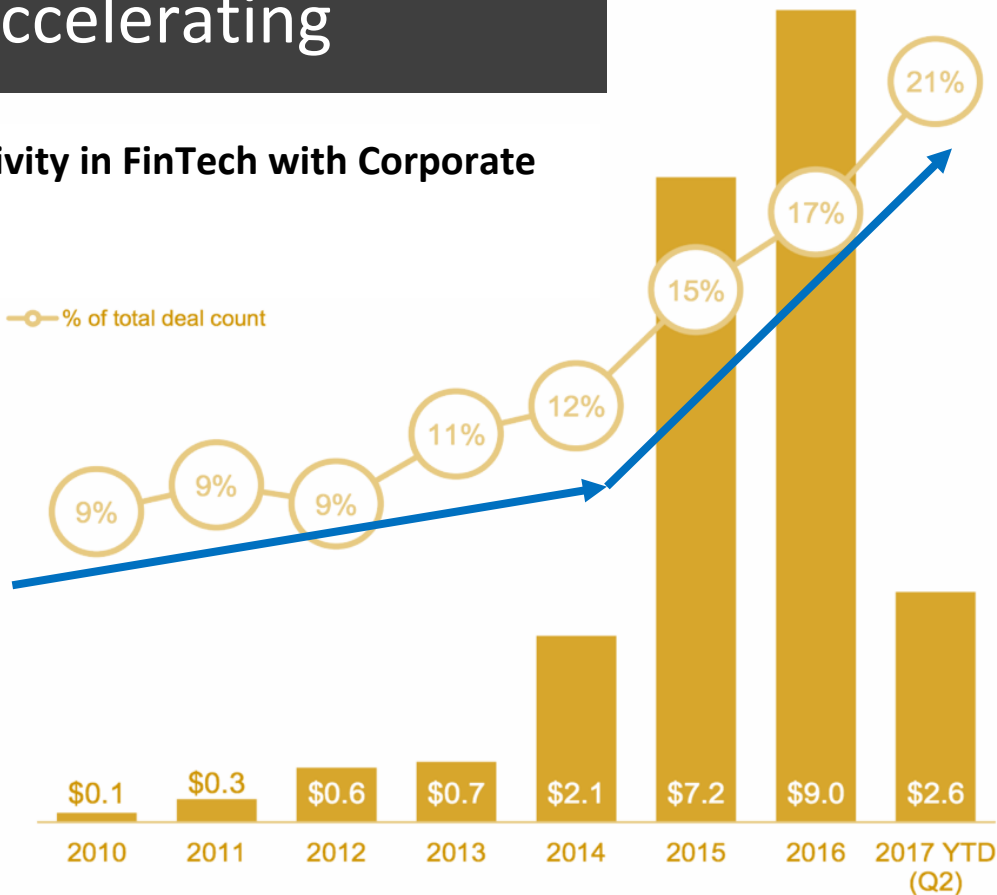
Corporate VCs are Accelerating

Global Venture Activity in FinTech with Corporate Participation

2010 to Q2 2017

■ Capital invested (\$B)

○ % of total deal count

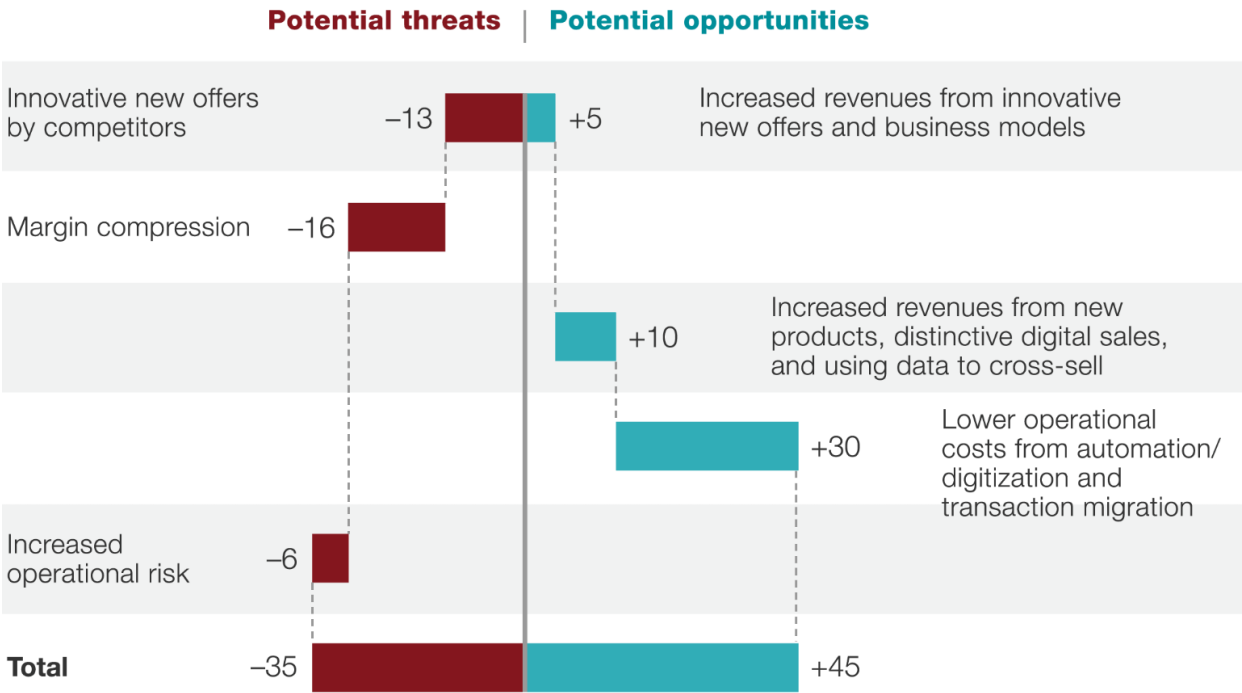


Source: Pulse of Fintech Q2'17, Global Analysis of Investment in Fintech, KPMG International (data provided by PitchBook)



Banks Are Seeing a Real Upside

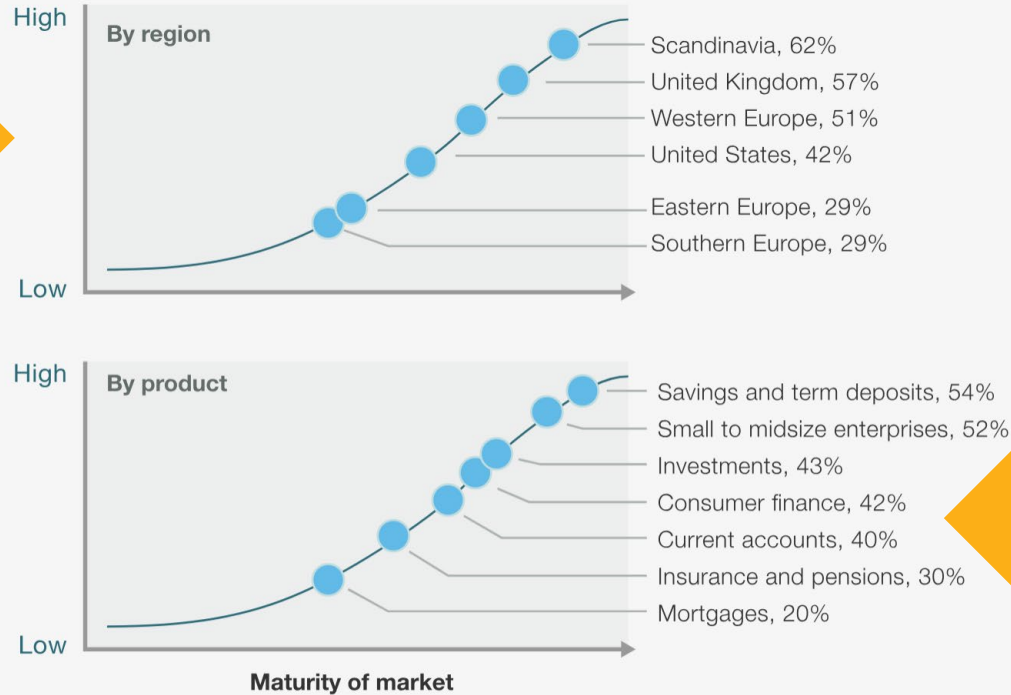
Impact of Digital as % of Net Profits of a Bank



Source: McKinsey analysis

Digital Accounts For A Growing Share Of Revenues

Penetration Varies
Between Markets

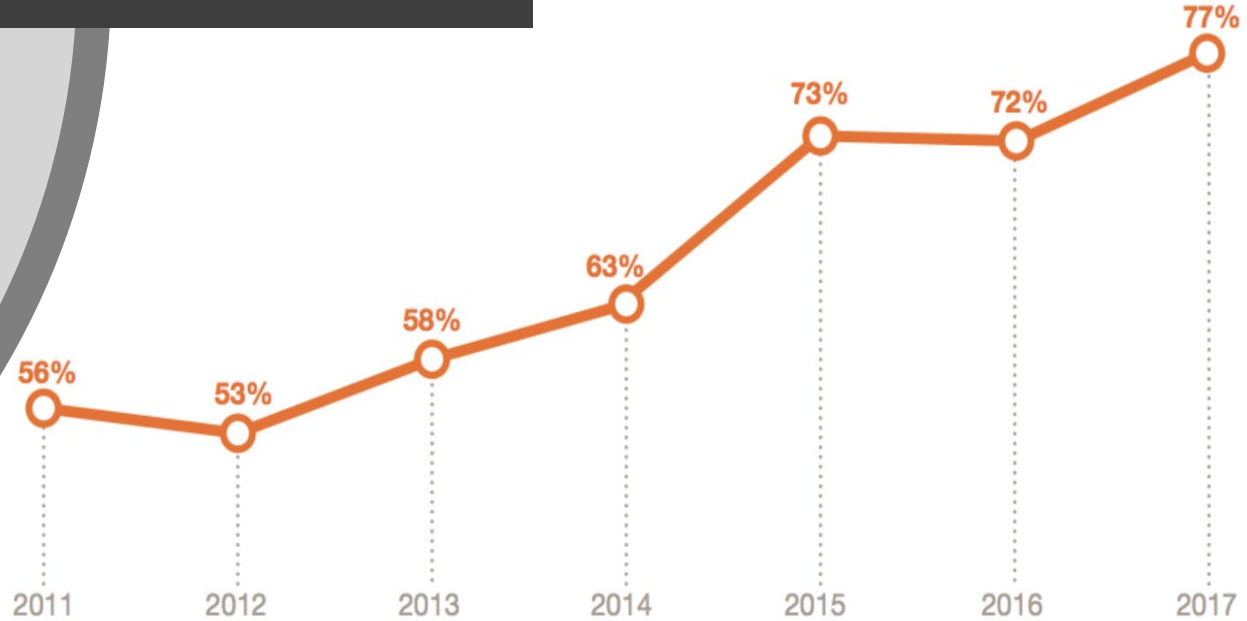


Penetration Varies
Between Products

Source: Analysis of data provided by McKinsey Panorama (a McKinsey Solution)

Talent is a Real Challenge

Across all industries
CEOs are increasingly
worried about access
to talent.



Percentage of CEOs who were concerned about 'Availability of key skills'.

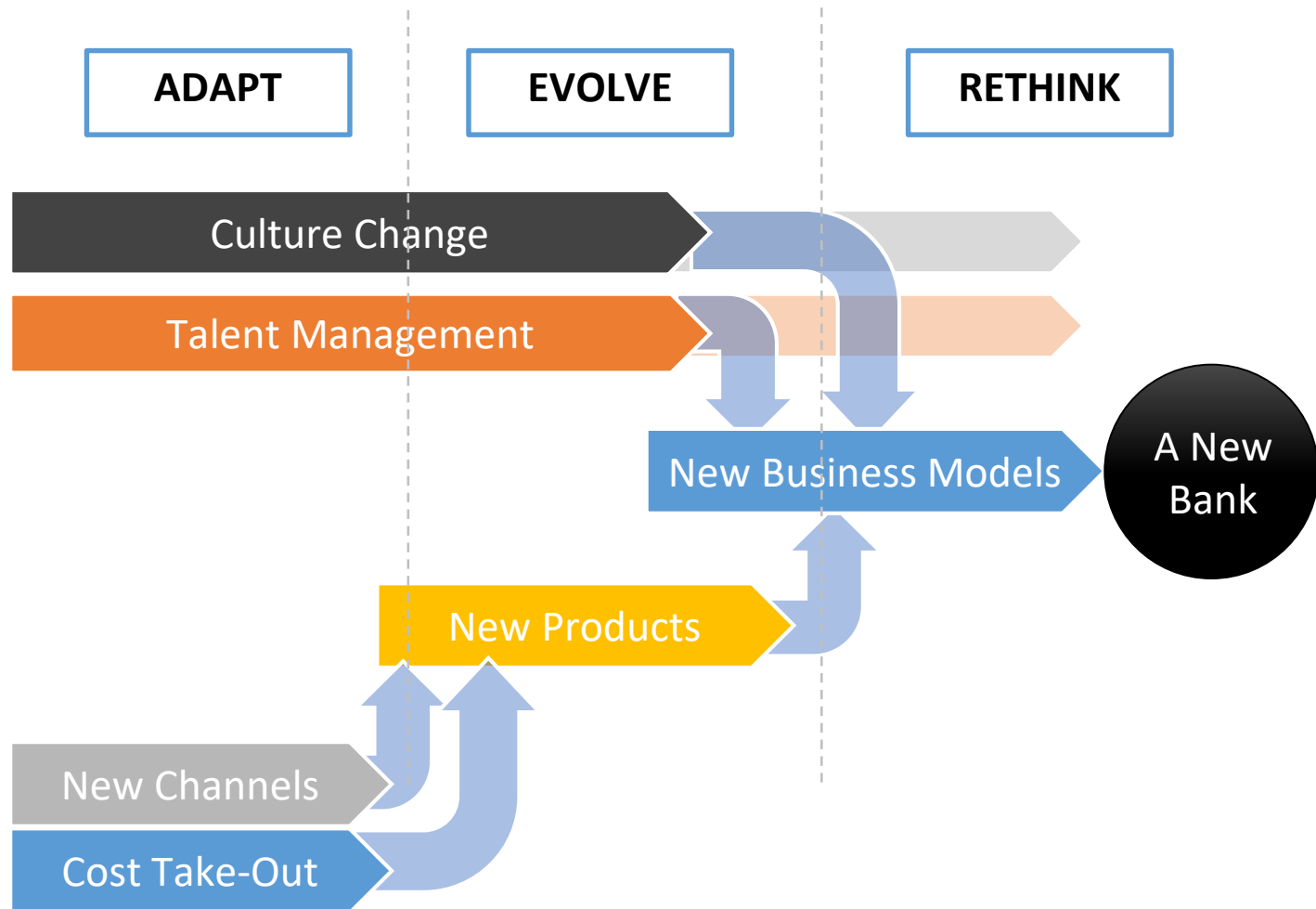
PWC 20th CEO Survey

What Are Banks Doing?

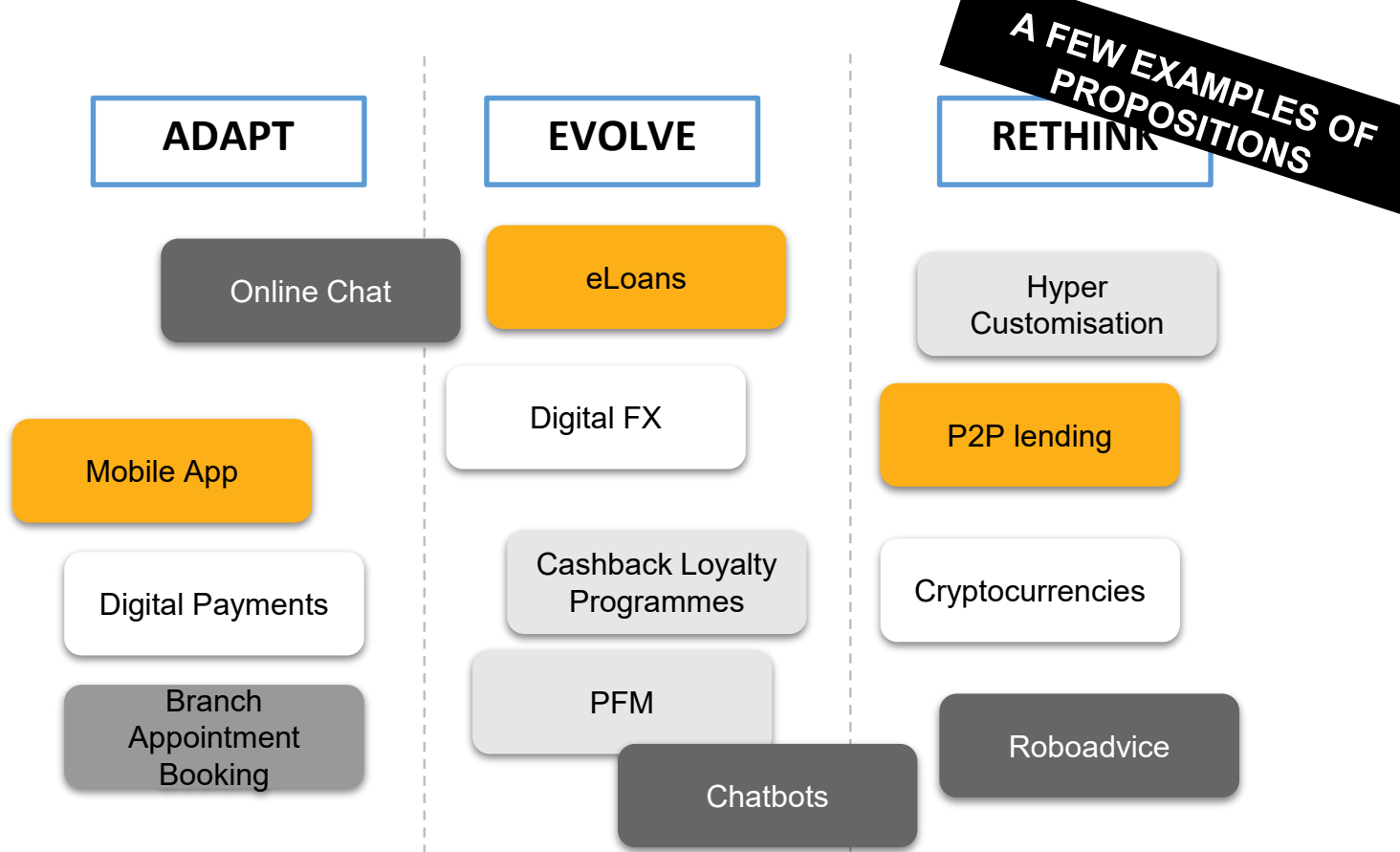
The Three Horizons of Digital Evolution



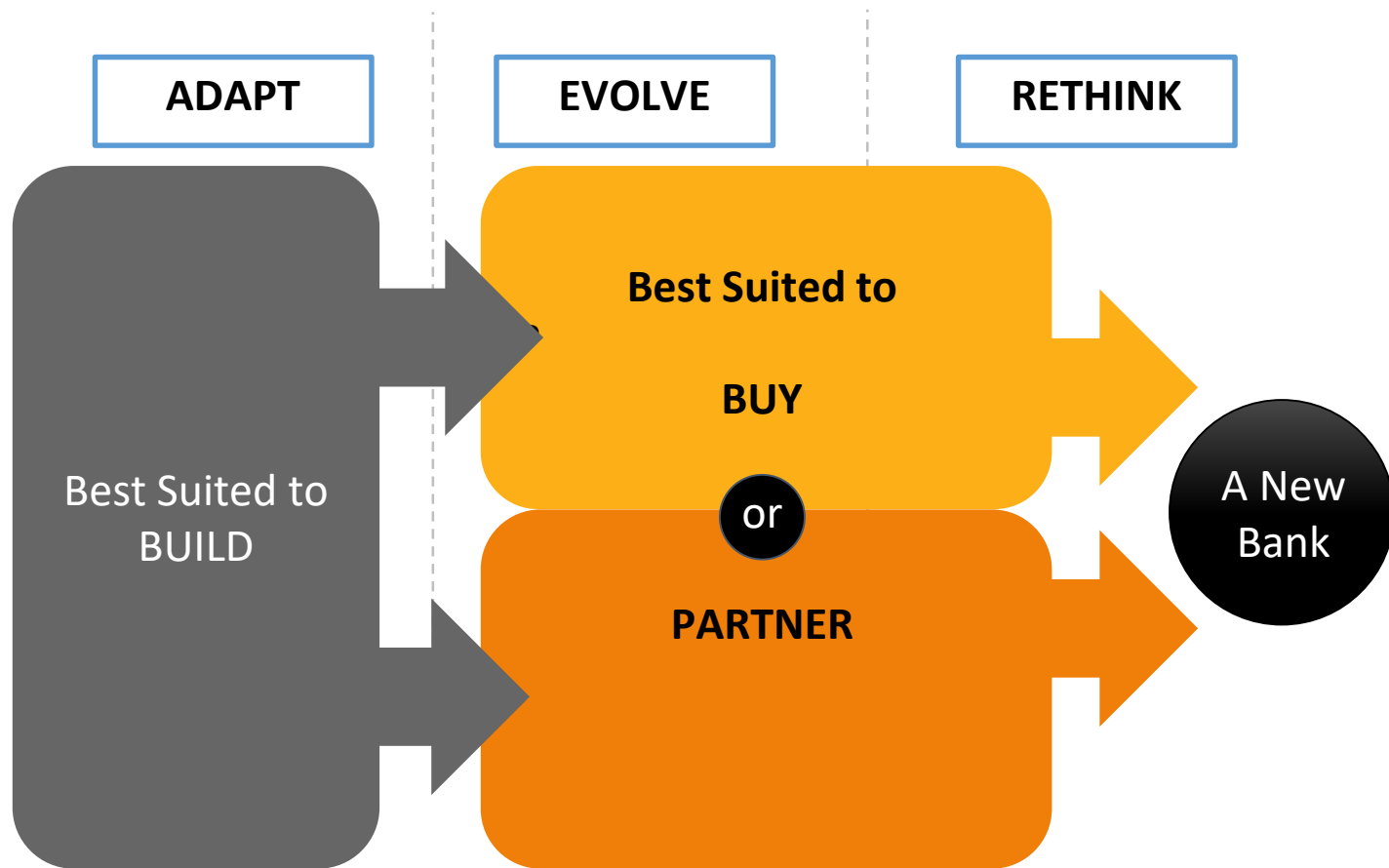
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The Three Horizons of Digital Evolution

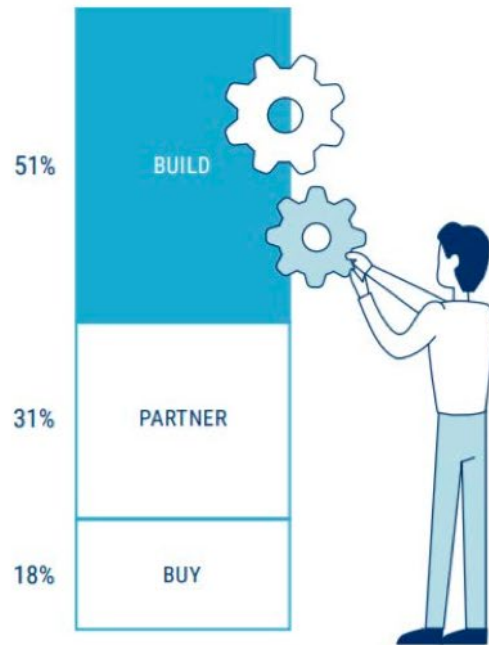



The Three Horizons of Digital Evolution



Banks Still Prefer To Build Rather Than Partner And Buy ... But This Is Changing

Companies are 2.8x more likely to build than buy when asked, "Please rank your company's orientation toward creating innovation."



A man with grey hair, wearing a dark suit and a white shirt, is speaking on a stage. He is holding a red smartphone in his left hand and gesturing with his right hand. The background is a light blue wall with some abstract geometric patterns.

“ING doesn't have a monopoly on the best ideas for serving customers in a better way.

So we team up with fintechs and other start-ups, to combine our strengths.”

Ralph Hamers
CEO ING



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Banks and FinTechs Need One Another

Banks Need:

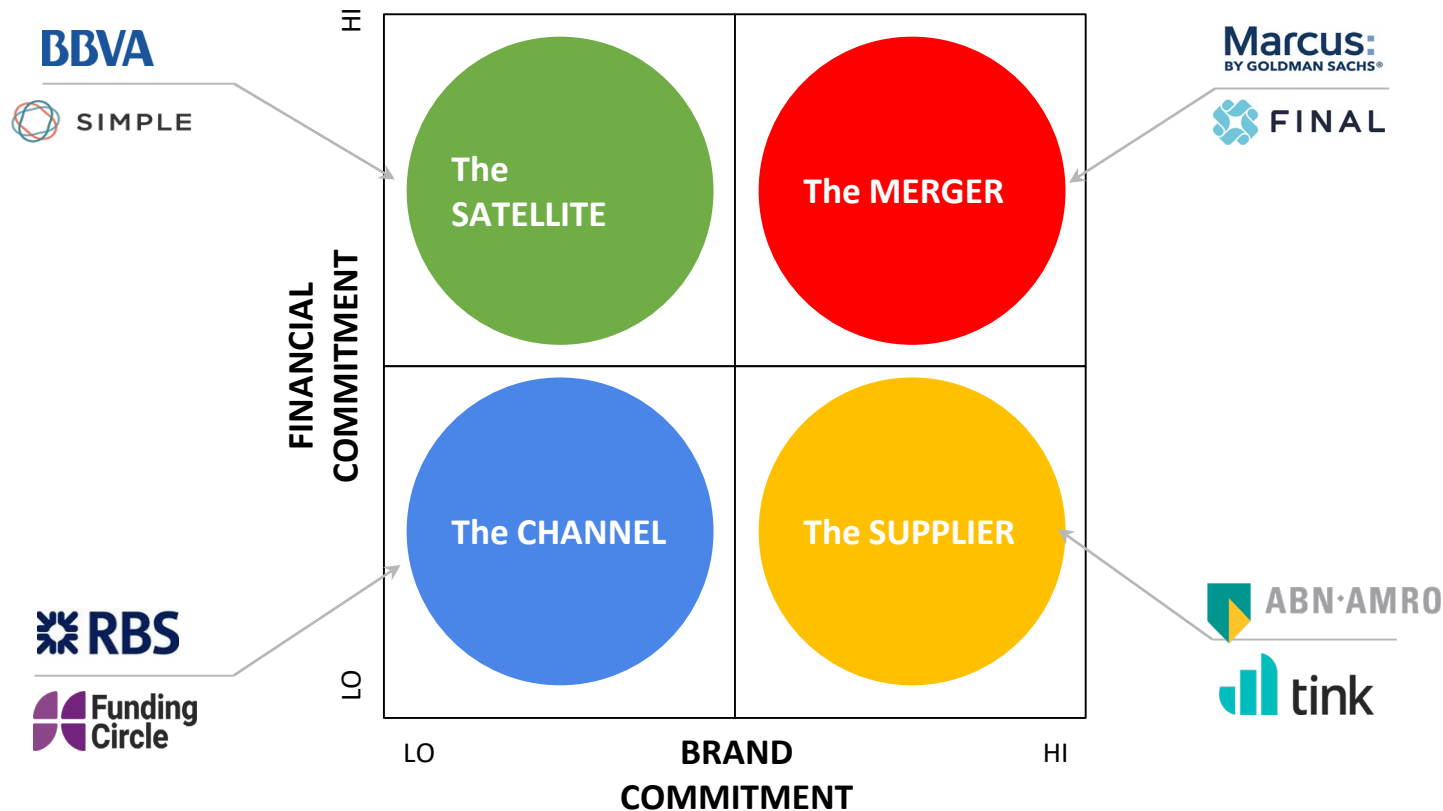
- Agility
- Innovation
- Efficiency
- Speed
- Different Culture
- Real Customer Focus
- New Products

FinTechs Need:

- Capital
- Customers
- Brand
- Credibility
- Distribution
- Economies Of Scale
- Regulation Advice



Four Types of Incumbent and Challenger Partnerships



The CHANNEL

Low Brand Commitment - Low Financial Commitment



Speak to an account manager

📞 0800 756 9525

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Royal Bank of Scotland in partnership with Funding Circle

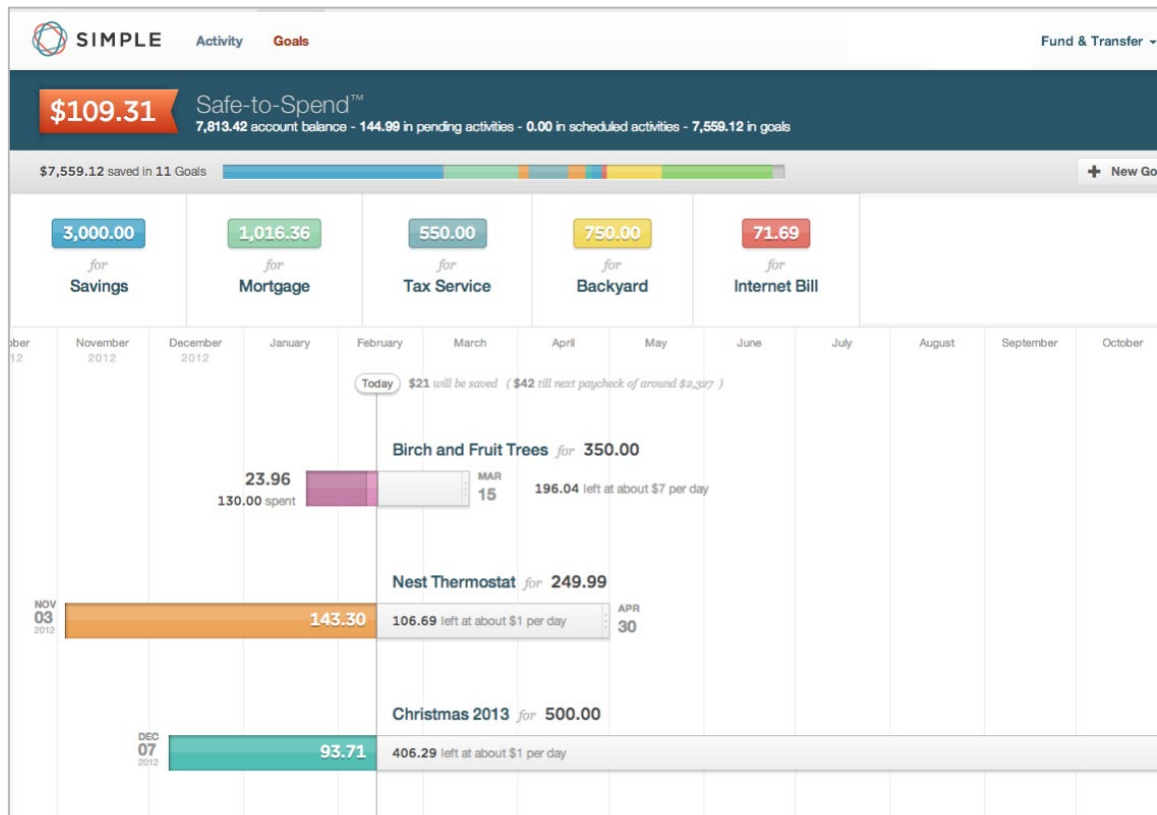
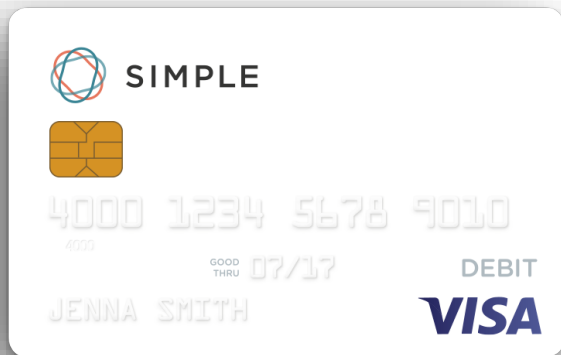
We're committed to helping small businesses access the finance they need to grow. Working with Royal Bank of Scotland Relationship Managers, Funding Circle's dedicated team help support businesses with a range of solutions from working capital to asset finance.

Get in touch with the team at RBS@fundingcircle.com



The SATELLITE

Low Brand Commitment - High Financial Commitment



The SUPPLIER

High Brand Commitment - Low Financial Commitment

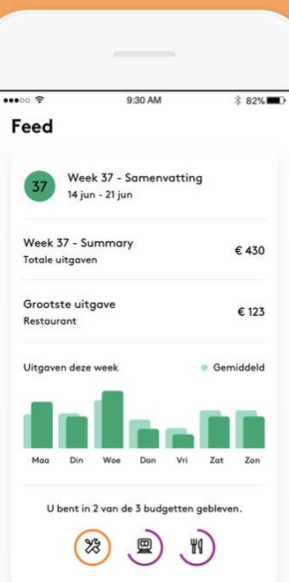
tink⁺

Uw bij- en afschrijvingen
automatisch gecategoriseerd



ABN·AMRO

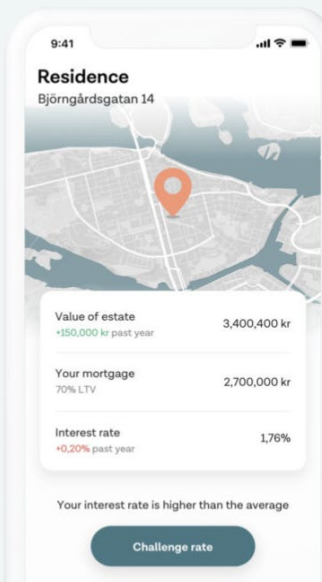
Uw persoonlijke
financiële tijdlijn



Your expenses are analyzed
and categorized automatically



Move your mortgage directly
in the app for a lower rate



The MERGER

High Brand Commitment - High Financial Commitment

Marcus
BY GOLDMAN SACHS

Save with Marcus by Goldman Sachs

Put the interest back into your savings with our new Online Savings Account. Start saving with £1.

With a variable rate of 1.50% AER*, which includes a bonus rate of 0.15% gross† for the first 12 months.

*AER stands for Annual Equivalent Rate and illustrates what the rate would be if interest was paid and compounded once each year.

†Gross is the interest rate payable before tax is deducted.

Get started



New Entrants

Big Tech Is The New Challenge



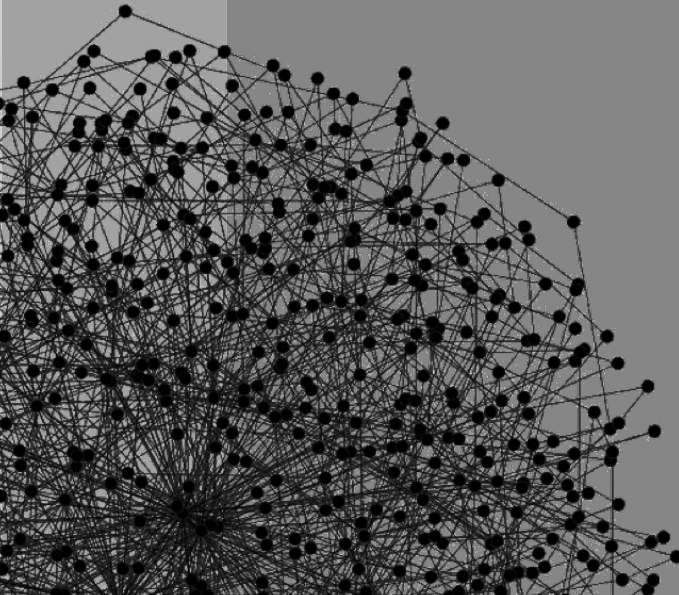
Big Tech Is The New Challenge

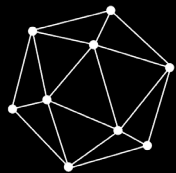
- *Have Billions of Customers and Capital*
- *Have Huge Supplies of Talent*
- *Hate Regulation*
- *Not Looking For Banking Revenues*

Won't Be Banks - But Will Dis-Intermedate Banks

Conclusions

- Digital change is inevitable
- Banks find it hard to change without the right expertise and talent
- FinTechs have the expertise and talent but lack brand, capital and customers
- Choosing the right type of partnership is great way for both to change banking for customers
- Partnering is the best way for Banks and FinTechs to address the Challenge from Big Tech.





Pacemakers

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IL SALONE DEI PAGAMENTI

PAYVOLUTION