

But first, why did we transform?

"Help me win share of digital commerce growth"

New Competition



Changing Consumer Behavior

New Technology Enablers



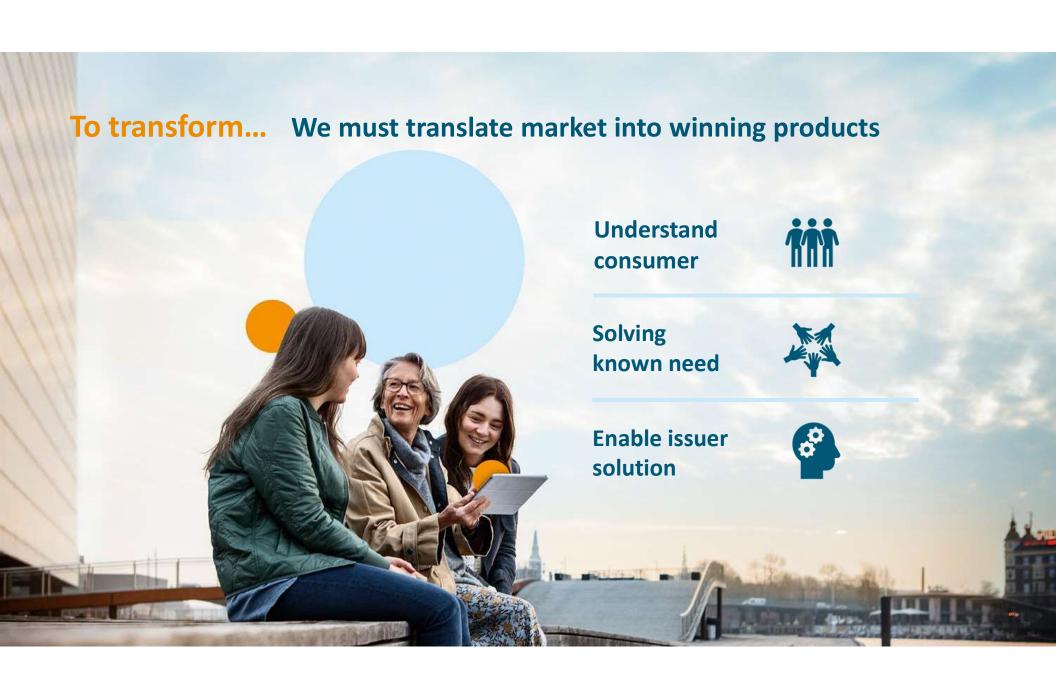
2018 customer feedback revealed....







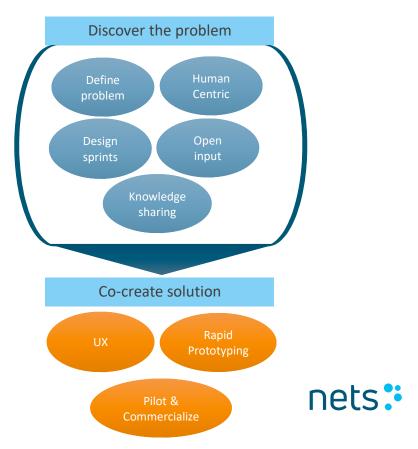




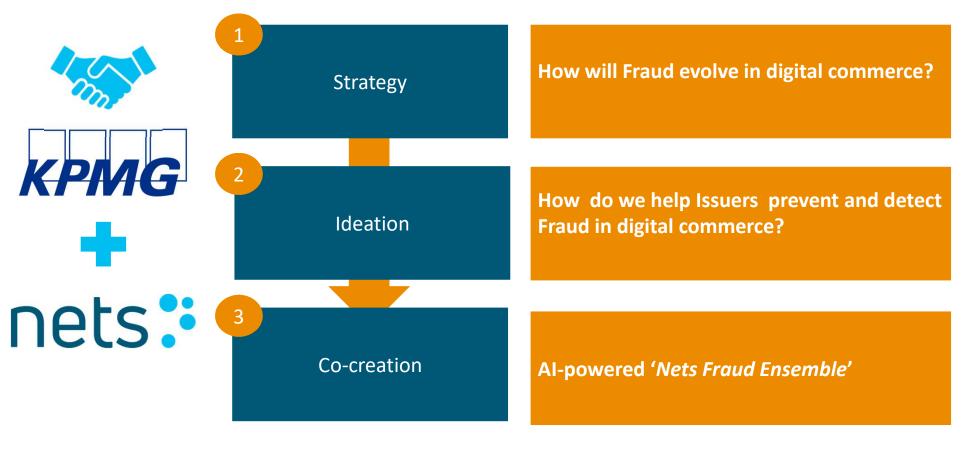
That market understanding comes from you



Client & Partner Ideation & Co-creation:



What we mean: Partner Example





When we Ideate & Co-create with you in 2020...

Proven

Propositions

New Capabilities



New **Propositions**

Proven Capabilities



Together, we create our Market led Product roadmap

Market Understanding



Becomes Personas

"Help me win...."





Becomes Features Roadmap



I want fast and easy

 Frictionless card experience through entire card life-span

Help me grow Gen Z

- Customer reach
- Up-selling
- Related services

Instalments more than Credit Cards

 Instalment payment on debit card trx. real-time

Support my Digital agenda

- Cloud + APIs
- Security
- Scale

I am "Safety First"

- Al against fraud on cards+A2A
- Self-service dispute
- · Reduce use of static values
- EMV 3-D Secure

"No plastic needed"

- Instant/real-time
- Virtual
- · Digital Life Cycle, token, account updater

That brings you winning products

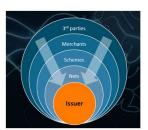


Pelle's... Personal & Timely Data



Peter's... Instant Issuance & Virtual Cards

"Help me win share of digital commerce growth"



Sune's... Leading Digital Fraud Solutions



