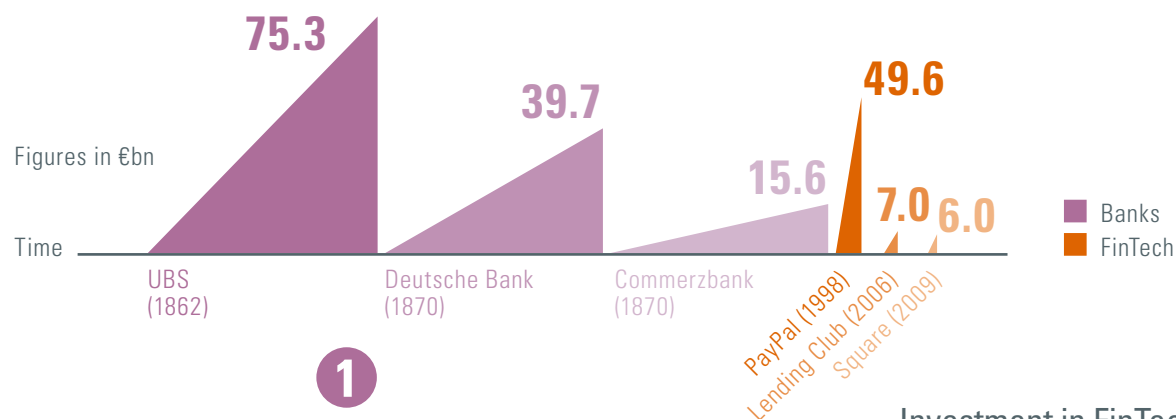


# FOUR CHALLENGES FOR FINANCIAL INSTITUTIONS

Current market capitalization FinTech vs. banks

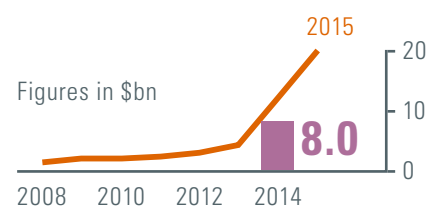


1

## ATTACK OF THE FINTECHS

How to deal with the “New Economy” in banking and the attack of aggressively financed FinTechs?

Investment in FinTech vs. bank's investment in SMAC<sup>1</sup>

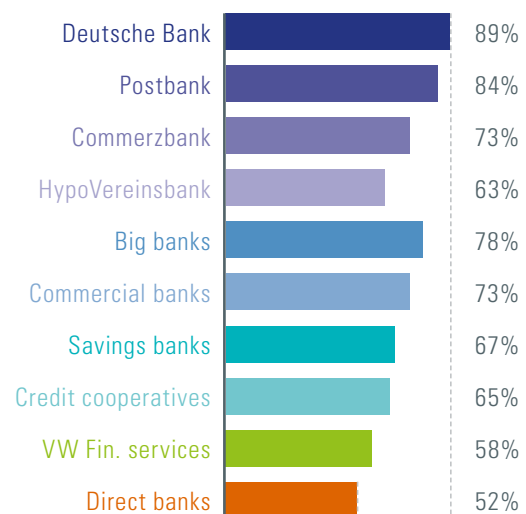


2

## HIGHER GROWTH AND LOWER COSTS IN DIRECT BANKING

How to adjust the business model to the new equilibrium in retail banking?

Cost/income ratio 2013



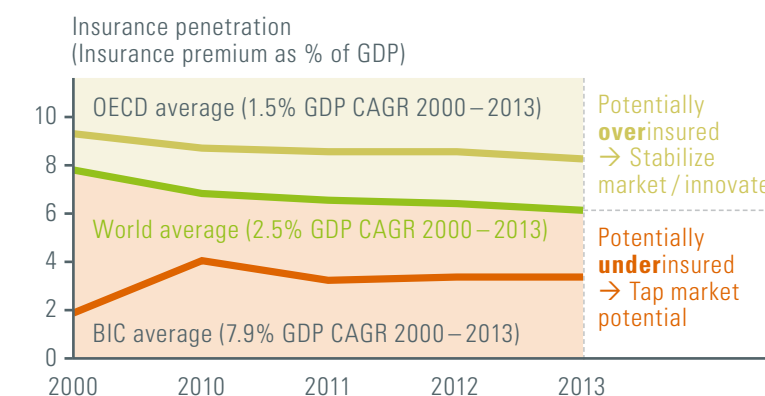
-37%

3

## CHALLENGES & CHANCES IN INSURANCE MARKETS

How to tap underinsured emerging markets on the one hand, and how to stabilize shrinking developed markets on the other?

Trends in global insurance penetration (2000–2013)

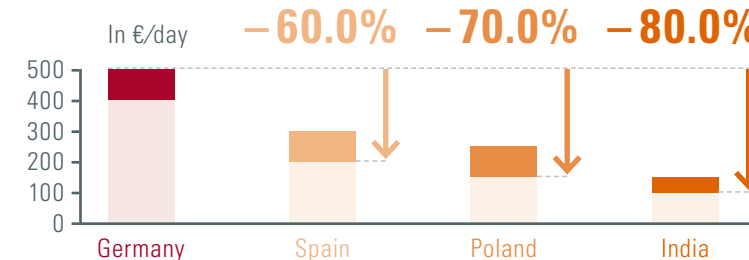


4

## COST MANAGEMENT

To what extent can European banks further benefit from lower factor costs through nearshoring & offshoring?

Factor cost benchmarking for financial & IT services



1) Social, Mobile, Analytics, Cloud