



SWIFT2020 & Customer Security Programme

Grow the core, build the future

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Momentum from previous strategies

2001-2006

2006-2010

2011-2015

Messaging & Platform

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| <ul style="list-style-type: none">• 100% FIN Growth• 50% Price Reduction• SWIFTNet Phase 2 | <ul style="list-style-type: none">• FIN, InterAct, FileAct growth• 50% Price Reduction• Fixed Fee• Distributed Architecture | <ul style="list-style-type: none">• FIN, InterAct, FileAct growth• 50% Price Reduction• Distributed Architecture• FIN Renewal• HSM Replacement |
|--|--|--|

Software & Connectivity

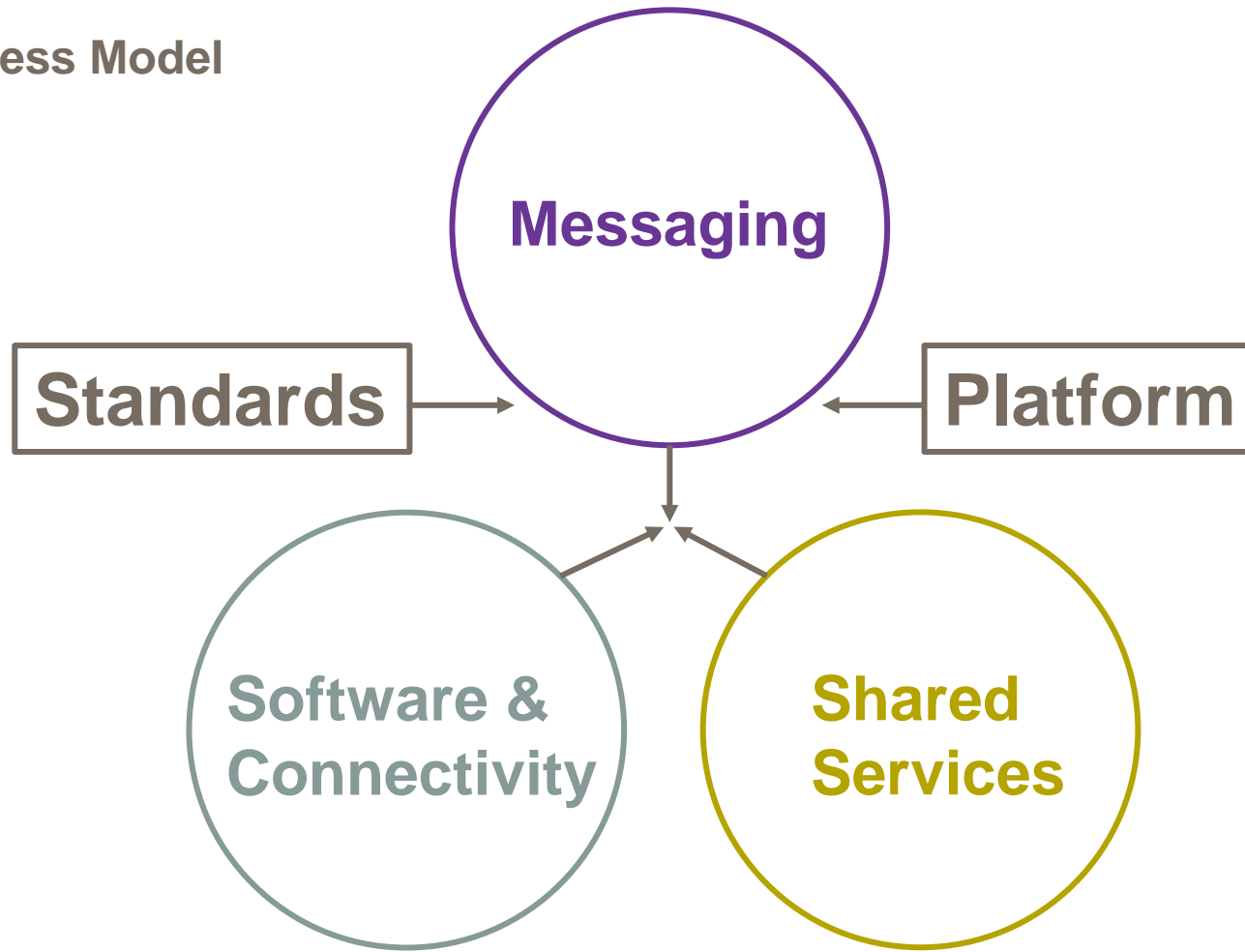
- | | | |
|---|---|---|
| <ul style="list-style-type: none">• SWIFTNet capabilities to Access | <ul style="list-style-type: none">• Alliance Lite• Alliance Integrator | <ul style="list-style-type: none">• Alliance Lite2• AMH• Integration services (T2S connector, IPLA) |
|---|---|---|

Shared Services

- | | | |
|--|---|---|
| <p>Solutions:</p> <ul style="list-style-type: none">• Cash reporting• E&I | <p>Solutions:</p> <ul style="list-style-type: none">• TSU, SWIFT Remit, FIX, Proxy voting• Business Intelligence | <ul style="list-style-type: none">• Business Intelligence, SWIFTRef, Sanctions• MIRS |
|--|---|---|



SWIFT Business Model



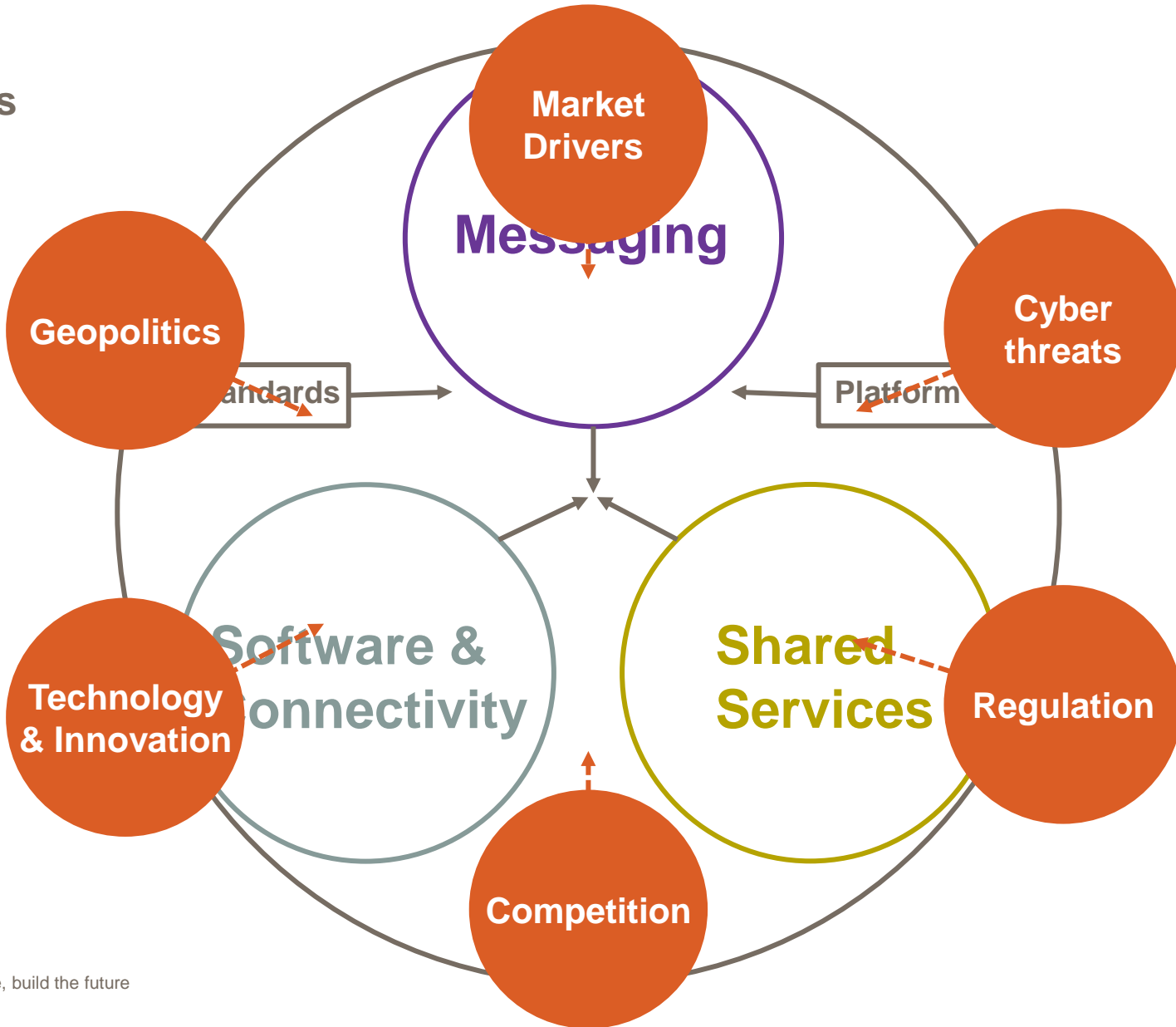
11,000+
SWIFT Users

200+
Countries and territories

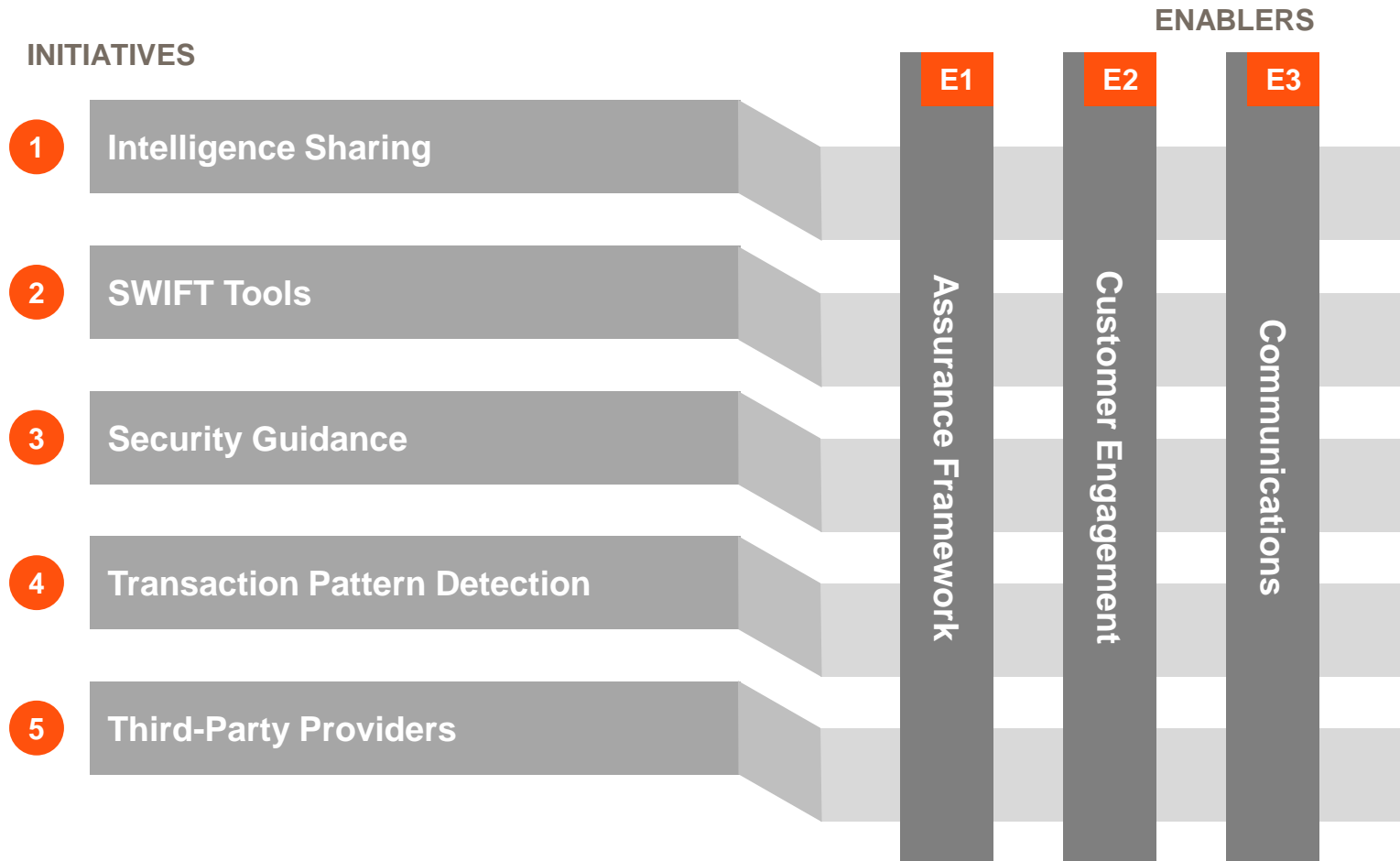
6.1+ billion
FIN messages per year



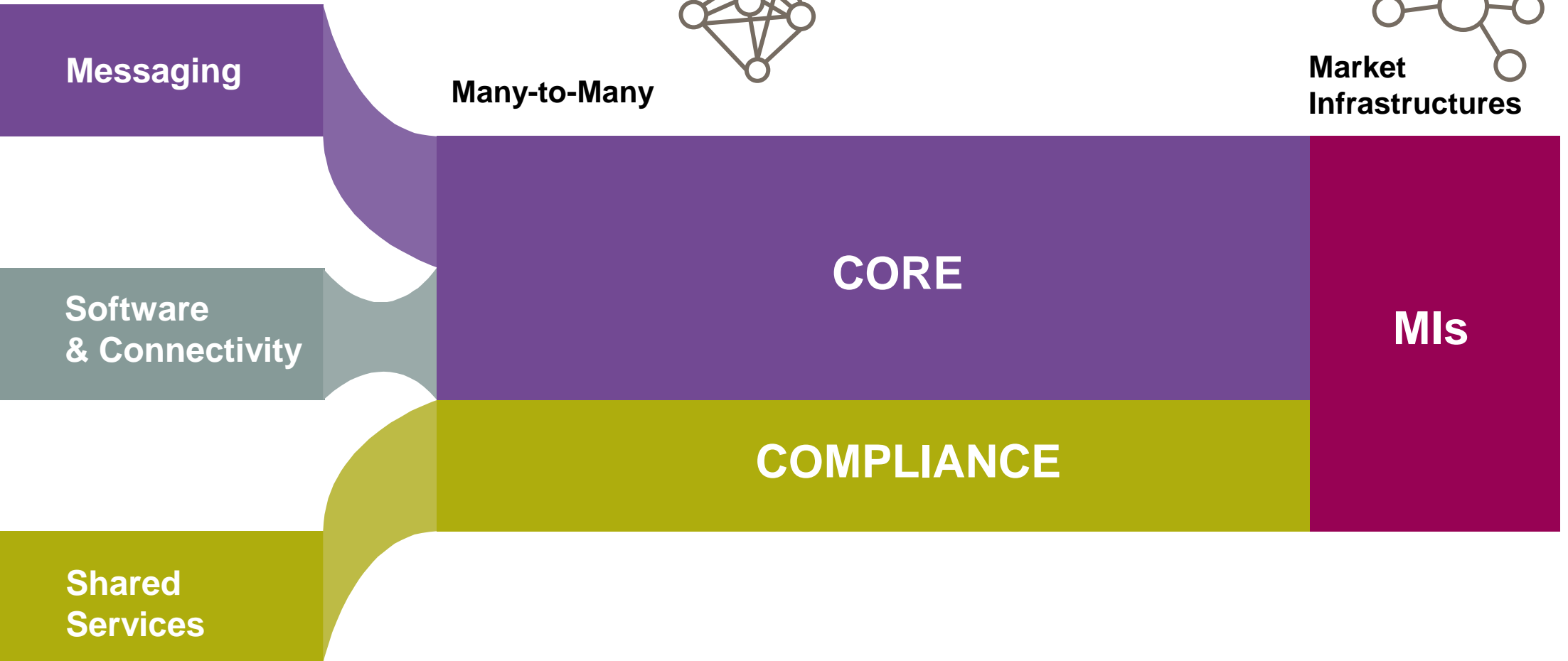
External drivers



Customer Security Programme Overview



SWIFT 2020 – Strategic priorities



SWIFT 2020 – strategic priorities



