



# **2020 Strategy**

## **Grow the core, build the future**

Michael Formann, Head of Austria/CEE

SWIFT Business Forum Romania, 28.10.2015

# Extensive worldwide customer consultation



**500+**

Community Representatives

**70**

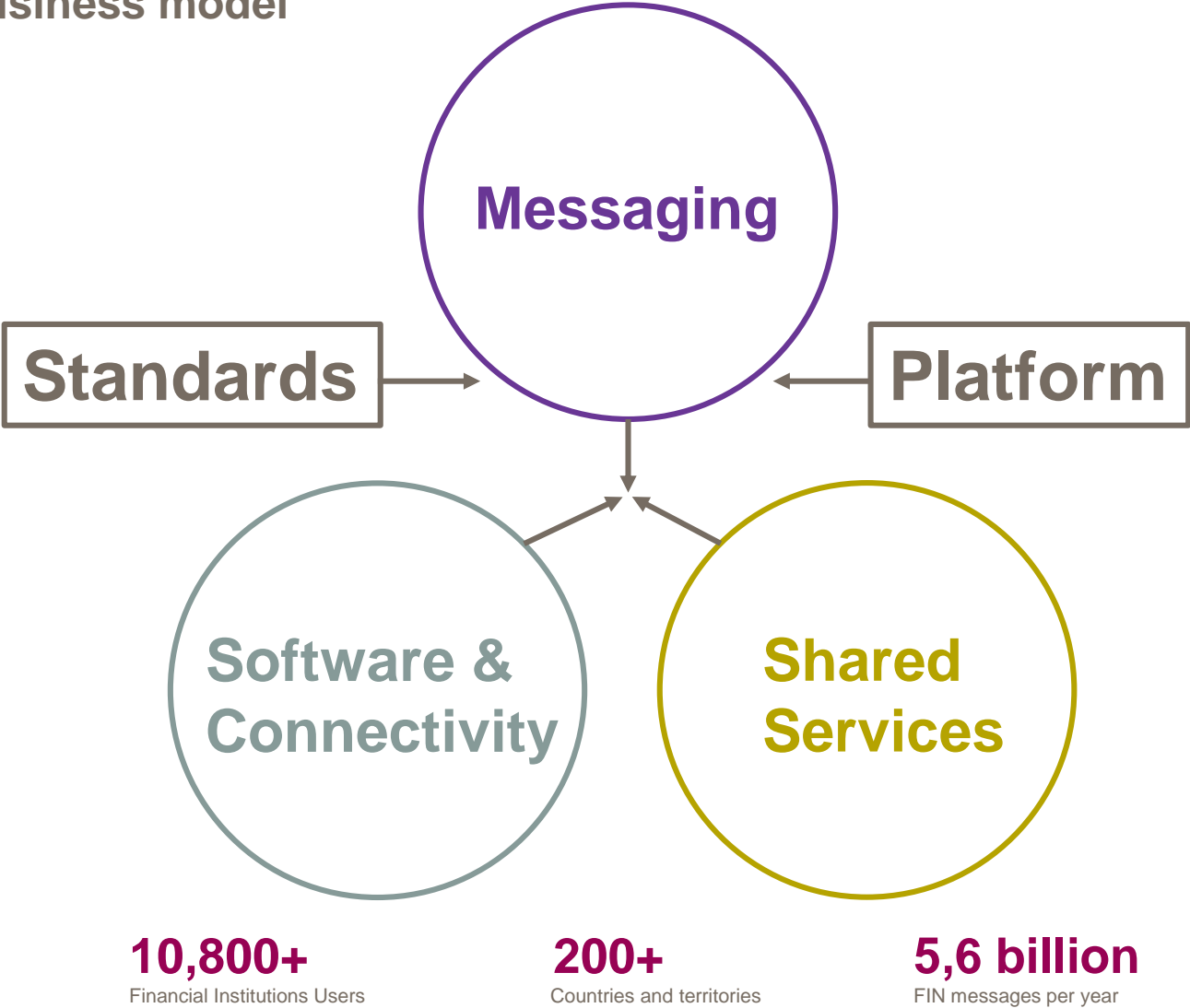
Consultation Meetings

**200+**

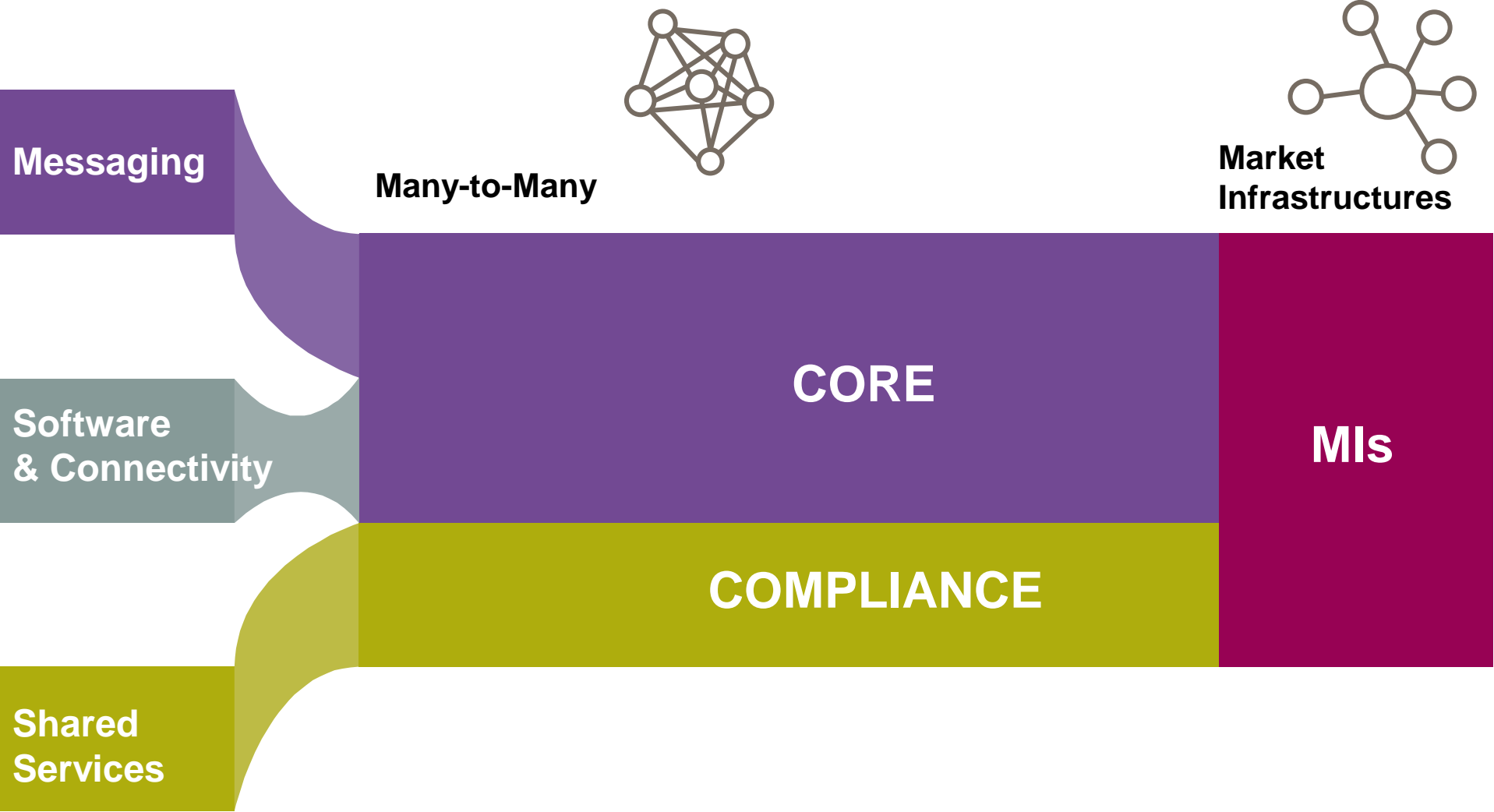
Financial Institutions



**Builds on SWIFT's  
existing business model**



# SWIFT 2020 – Strategic priorities



Customer segment  
Banking & Payments

## Banking & Payments

Rejuvenate and grow correspondent banking, provide compliance tools and deepen liquidity management



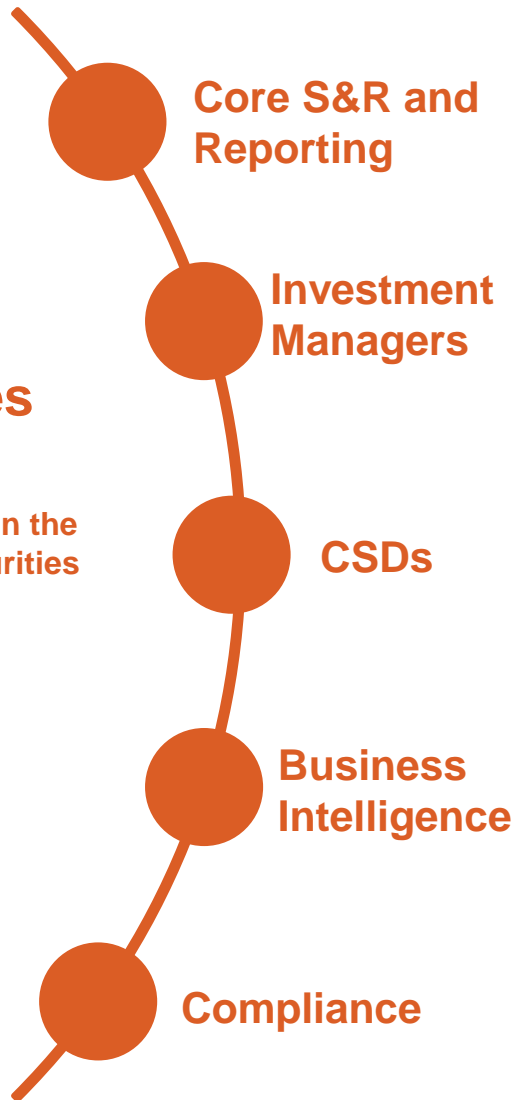
- Create cohesive single Financial Crime Compliance Utility
- Expand offerings on sanctions, KYC, analytics and AML
- Deepen intraday liquidity offerings, e.g. monitoring, reporting and industry best practices
- Drive adoption of products and services, e.g. SWIFTRef, MyStandards, BI
- Grow interfaces, connectivity and integration with focus on AMH and Alliance Lite2
- Centralised payments clearing (e.g. SEPA, SADC, ASEAN)
- Domestic real-time payments
- ISO 20022 adoption
- Analyse impact of emerging payment models and new market entrants
- Assess the need for rejuvenating the correspondent banking model



Customer segment  
Securities

## Securities

Capture opportunities in the changing securities post-trade landscape



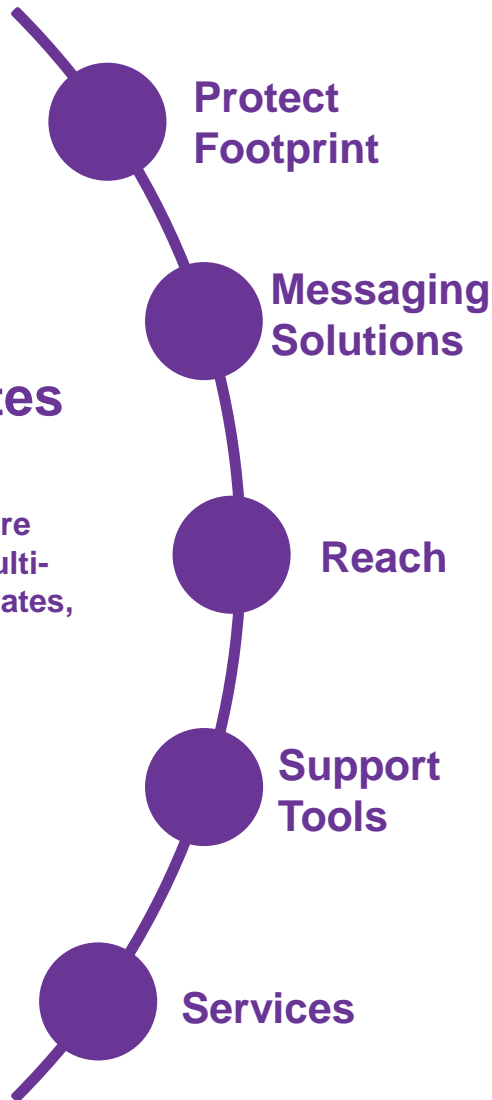
- Optimise existing Settlement and Reconciliation flows
- Re-design asset servicing and collateral management flows
- Grow securities reporting to for account segregation and regulatory initiatives, e.g. CSD-R, MiFID II, AIFMD, etc
- Partnership reach strategy with IM service providers, institutional investors and pension funds
- Grow business with larger IMs
- Support T2S and upcoming regulations such as CSD-R
- Reuse MI technology solutions (CLS and T2S low-latency technology)
- Tools and services for ISO 15022 and 20022 adoption
- Promote take-up of additional products and services
- Extend BI to the securities segment (Watch for Securities)
- Support information and data requirements, e.g. funds distribution, corporate actions and trade reporting
- Extend Compliance services to support securities industry players, e.g. KYC Registry and potentially screening services



Customer segment  
Corporates

## Corporates

Become the preferred secure network for multi-banked corporates, globally



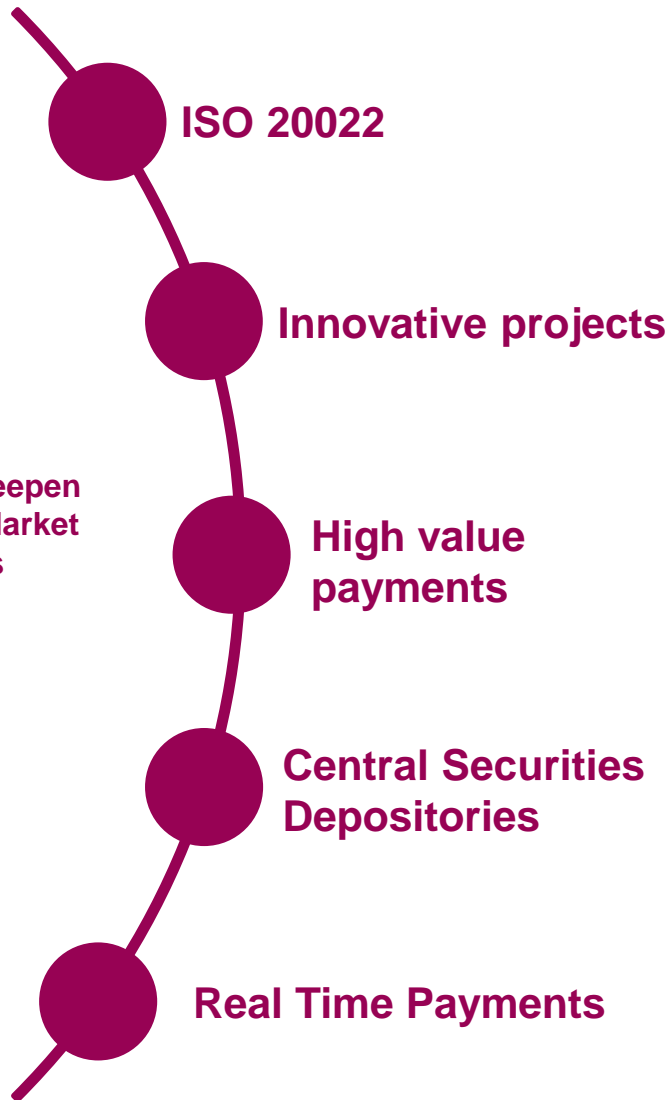
- Standardise key flows and simplify corporate on-boarding and increase bank readiness
- Offer full range of messaging solutions
- Expand corporate flows to non-shareholding firms, e.g. insurance companies
- Provide non-automated corporates with entry-level multi-banked treasury and cash management functions, e.g. balance dashboards and manual payment initiation
- Grow support tools including 3SKey, SWIFTRef, MyStandards, Financial Crime Compliance services and BPO for trade settlement
- Develop consulting services for corporate users, e.g. bank on-boarding and format conversion
- Promote SWIFT certified application vendors



Customer segment  
Market Infrastructures

## MIs

Expand and deepen offerings for Market Infrastructures



- Support communities adoption
- MyStandards as a common platform
- Harmonised market practice and a common release cycle
  
- CLS
- T2S VAN solution
- SWIFT-for-India
- NPPA
- MIRS
  
- Expand reach to small / medium HVP
- ISO 2022 version of MIRS
- Business Intelligence SWIFT Scope for central banks
  
- Expand market share by supporting local adoption of ISO 15022 and 20022
- Readiness support for T2S and new business models
- Operational excellence / risk management
- Re-use of high throughput, low-latency, low-footprint message channel
  
- Real-time payments for Australia (NPPA)
- Redeployment for other markets

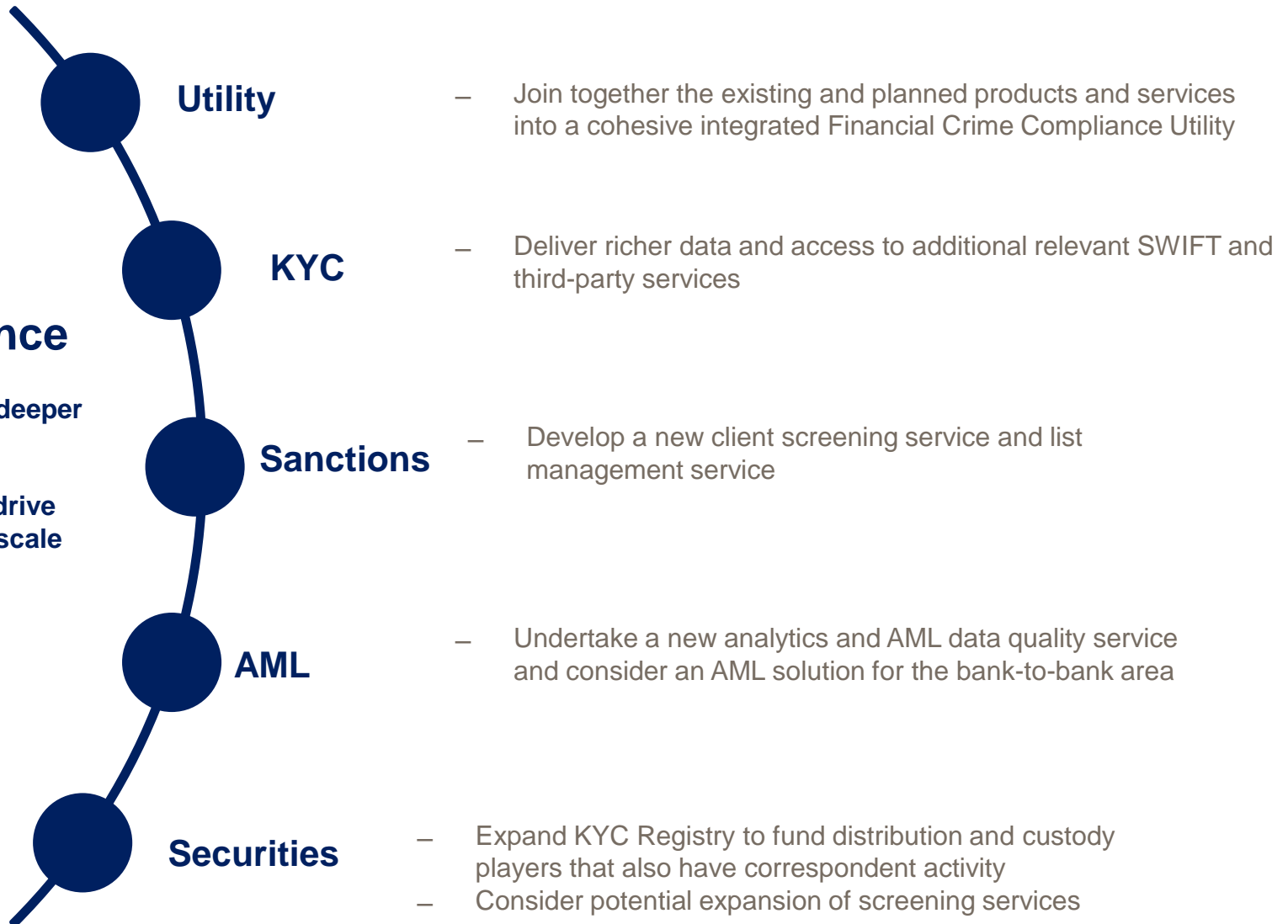




Customer segment  
Compliance

## Compliance

Go faster and deeper  
with new  
compliance  
products and drive  
economies of scale



# SWIFT 2020 – Critical Enablers

Operational Excellence	Innovation at the Core	Customers And Communities	Talent	Financial Management
<ul style="list-style-type: none"><li>– Recognised systemic importance</li><li>– Invest in operational excellence &amp; platform efficiency</li><li>– Security, technology and resilience</li></ul>	<ul style="list-style-type: none"><li>– Innovate core payments &amp; securities</li><li>– Platform innovation</li><li>– Continued product innovation</li><li>– Leverage Innotribe and SWIFTLab</li></ul>	<ul style="list-style-type: none"><li>– Expand geographical reach</li><li>– Customer centricity</li><li>– Community dialogue</li><li>– CSR</li></ul>	<ul style="list-style-type: none"><li>– Develop to match business needs</li><li>– Developing critical capabilities for future</li></ul>	<ul style="list-style-type: none"><li>– Reduce message pricing</li><li>– Grow non messaging revenue</li><li>– Financial resilience</li></ul>





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