UNIVERSAL FINANCIAL ENVIRONMENT FOR NEW GENERATIONS
• Innovations make payments easier and faster…
• … and cheaper too;
• Classic cashback as a marketing tool is being substituted by closer partnership between banks and points of sale
OPEN WORLD (1/2)

- 1746: 6 weeks
- 1820: 4 days
- 1851: 21:45
- 1932: 4:30
- 2019: 1:20
<table>
<thead>
<tr>
<th>Year</th>
<th>Migrants</th>
<th>Remittances</th>
<th>No visa population</th>
<th>Int. travel</th>
<th>Tour. revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1960</td>
<td>79m</td>
<td>n/a</td>
<td>n/a</td>
<td>69m</td>
<td>7b</td>
</tr>
<tr>
<td>1990</td>
<td>153m</td>
<td>64b</td>
<td>1065m</td>
<td>441m</td>
<td>280b</td>
</tr>
<tr>
<td>2019</td>
<td>272m</td>
<td>689b</td>
<td>1628m</td>
<td>1401m</td>
<td>1704b</td>
</tr>
</tbody>
</table>

- Growing demand for medical insurance for non-residents;
- Multicurrency accounts in exotic currencies needed;
- More innovations in currency transfers and consumer FX services.
• Algorithms help people to make better decisions on their finance;
• Financial services providers benefit from better credit decisions, improved risk management, stronger fraud prevention and automation.
SMART MOBILITY

Global car sharing market
(No. of vehicles)

Transport autonomy in Europe by 2040

- More leasing instead of car loan (residual value guarantee);
- Flexible vehicle and operator responsibility insurance;
- New solutions for supply chain finance.
## Aging Population

<table>
<thead>
<tr>
<th>Year</th>
<th>Median Age</th>
<th>80y+ Population</th>
<th>Support Ratio</th>
<th>Italy Bond Yield</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
<td>23,6y</td>
<td>14,3m</td>
<td>10,1x</td>
<td>5,7%</td>
</tr>
<tr>
<td>2019</td>
<td>29,6y</td>
<td>143,1m</td>
<td>6,3x</td>
<td>1,0%</td>
</tr>
<tr>
<td>2050</td>
<td>36,2y</td>
<td>426,4m</td>
<td>3,5x</td>
<td>?</td>
</tr>
</tbody>
</table>

- New generations have to start investing earlier;
- Individual pension plans to include home care and (maybe) relocation;
- More complex financial products are needed to preserve acceptable risk/reward.
FINAL THOUGHTS

• Evolution of sales:
  - omni-channel;
  - gamification;
  - machine-to-machine.

• New approach to product design:
  - client journey based;
  - unit economics;
  - bundle ready;
  - redefine product/service/option.

• New regulation:
  - open APIs
  - consumer data protection;
  - KYC/AML;
  - competition.
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