



EVERY ASA – Financial Services and Open banking

EVP Financial Services Wiljar Nesse

EVERY

EVERY – Creating digital advantage

#1 Norway

#4 Sweden

#1 Financial services
in the Nordics

+10 000 Customers

8 500 Employees

48 Offices

8 Countries

Revenue
12,6 BN NOK

Committed order backlog
18,0 BN NOK



+5 million people in the Nordics
use the EVERY services every day when they...



...Receive a digital
notification for a package
delivery from the post



...Pass through a
toll road station



...Pick up an e-prescription
at the pharmacy



...Use mobile
banking services



...Do a mobile
contract activation



...Buy a train ticket
with a mobile app

Listed on Oslo Stock Exchange 21 June 2017 with a market capitalization of c. NOK 11.2bn

10 million

Banking
accounts

133 million

Card authorisations
per month

2.3 billion

Card fraud prevention
transactions

Top-line growth and margin improvements driven by change in revenue mix and operational efficiency

Area	EVERY Group		Norway		Sweden		Financial Services		REVENUE GROWTH 2017
	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	FY 2017	FY 2016	
Organic growth* 	▲ 2.4%	▼ -1.4%	FY 2017: ▲ 1.0%		FY 2017: ▲ 0.9%		FY 2017: ▲ 2.9%		Digital services 3.3%
Revenue NOKm 	▲ 12,596	▼ 12,246	▲ 5,769	▲ 5,669	▲ 3,312	▲ 3,245	▲ 3,222	▲ 3,133	Application services 6.2%
Adj. EBITA 	▲ 12.5%	▲ 10.8%	▲ 10.5%	▲ 7.6%	▲ 9.8%	▲ 9.4%	▲ 13.4%	▲ 13.2%	Infrastructure services -1.7%

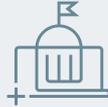
Cash conversion	Free cash flow	DSO (LTM)	Adj. EPS	Proposed dividend	Backlog
▼ 91.6% LTM Dec. '17	▼ NOK 913m FY 2017	▼ 36.3 days Dec. '17	▲ NOK 2.82 FY 2017	NOK 1.25 per share	▼ NOK 18.0bn Dec. '17

* Adjusted for currency effects, acquisitions and divestments

Delivering industry-specific solutions and software through our centres of excellence



Financial Services



Public



Telecom & Logistics



Healthcare



SME & Other¹

Digital

32% (2016) vs. 32% (2017)

EVERY Strategic Design Lab

Application

30% (2016) vs. 32% (2017)



Infrastructure

38% (2016) vs. 37% (2017)²

% of Revenues³

26%

20%

8%

5%

41%

~10,000 customers with an attractive market position among larger enterprises and SME's in the Nordics

Source: Company information. Notes: 1. Includes SMB, industries, insurance, retail and other. 2. Infrastructure including fulfilment. Breakdown calculated excluding eliminations / others. 3. Revenue breakdown as of 2016A.

Gartner: How to deliver digital transformation

Digital dexterity

- New organisational design and a new talent mix

Network-effect technologies

- Internet of Things, APIs (Open banking), Artificial Intelligence

Industrialised digital platform

- A digital platform to create new digital market places
- CIOs should build on their legacy systems



IMAGE: GARTNER

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New regulations changing the competitive landscape

PSD2

- Third-party access to bank accounts and payments – all banks must comply
- Banks risk becoming commoditised
- Banks risk increased costs



amazon
+
JPMorganChase



“PSD2 openness” triggered a change in mind-set

Open Banking

- Banks expose more services than PSD2 demands
- Banks find ways to create new revenues
- Banks enhance their offerings to customers, by collaborating with new entrants
- The new distribution model in banking

Nordea
S'banken
DNB

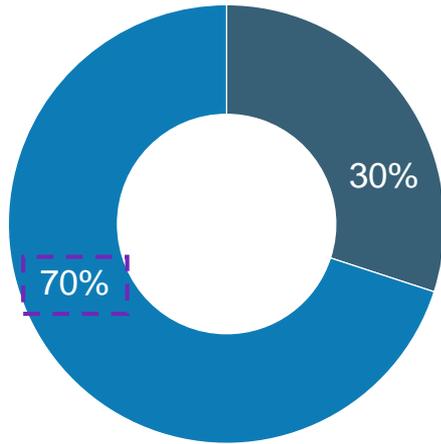
coop
Google



EVRY

Banks' scenario of threats and digital ambitions

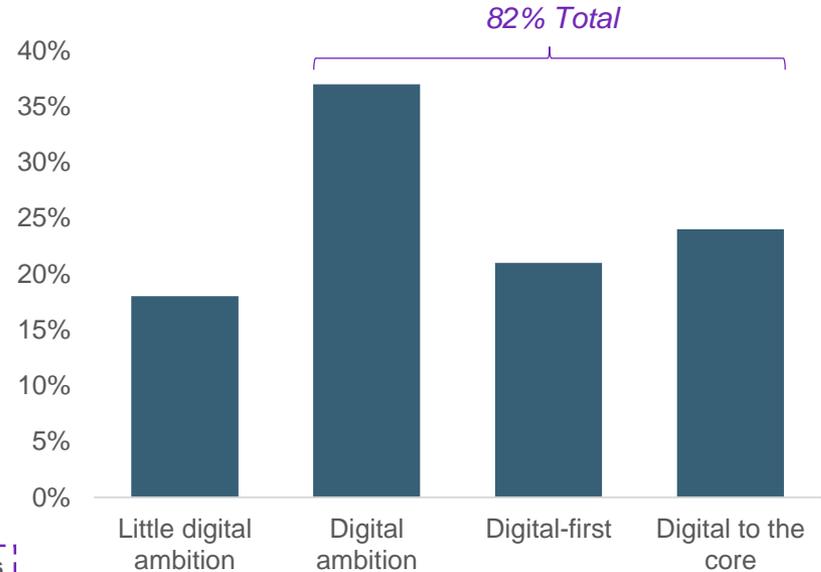
Which scenario is a greater threat to your business?



- Digitally-driven competition from traditional industry competitors
- Digitally-enabled companies entering financial services from other industries

Source: Gartner

Banks' future digital ambition



New and expanding competitive landscape



Nordic banking sector to explore common payment infrastructure

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18-02-09 8:30 | Press release

The Nordic payment markets are among the most advanced and well-functioning in the world delivering first-class services to individuals and corporates across the region. At the same time, and despite close ties between the countries, the current payment infrastructures are highly fragmented along national borders. A harmonization of the domestic infrastructures and the products offered would ease cross-border payments and foster further trade between the Nordic countries, stimulating growth and employment.

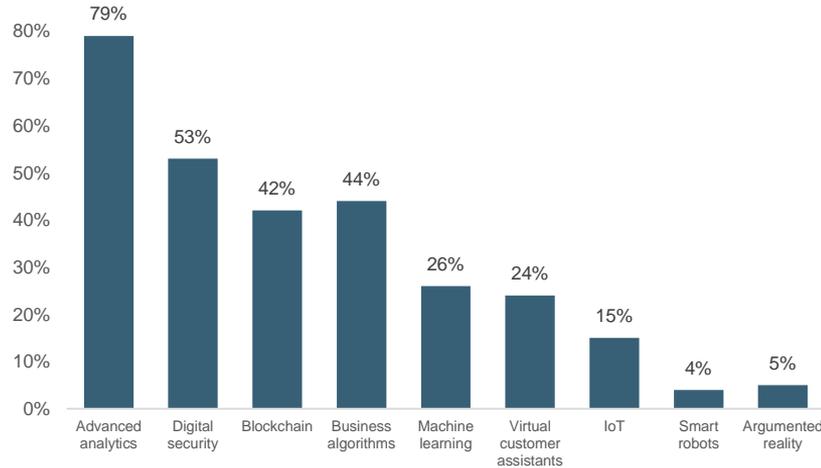
A group of major Swedish, Danish, Norwegian and Finnish banks is currently exploring the possibility of establishing a pan-Nordic payment infrastructure supplemented by common products. The vision is to create, within the Nordics, the world's first area for domestic and cross-border payments in multiple currencies (SEK, DKK, NOK and EUR). Based on open access and common European standards, the infrastructure will contribute to increased competition among payment service providers in the Nordics.

The banks behind the initiative:

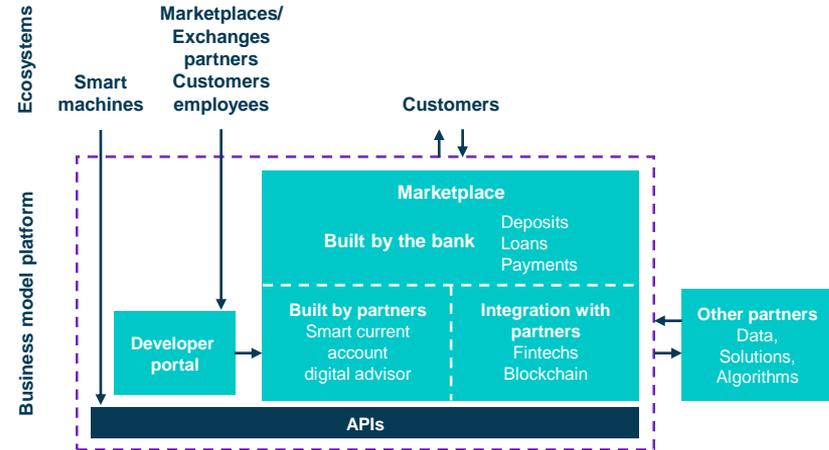


Technology needs and new business models

Top technology needs that banks want from providers in the next 5 years



New business platform/ ecosystem need from providers

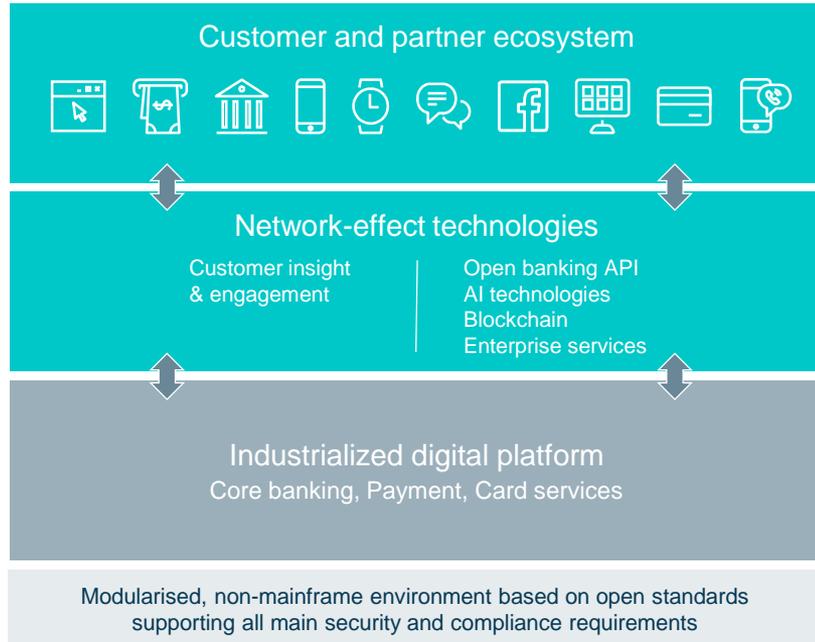


Banking CIOs expect that **45% of enterprise revenue will come from digital business by 2020**, more than triple what it was in 2015

Source: Gartner

The basis for securing high order backlog

Technology value proposition with forward looking platforms



EVERY and SpareBank 1 extend comprehensive agreement

EVERY and SpareBank 1 in Norway are extending their collaboration that involves EVERY providing next-generation core banking and payment solutions as well as banking services. The agreement is intended to meet the challenge of today's a dynamic market in which bank customers continually demand new and user-friendly services. The agreement represents total contract value of approximately NOK 3 billion over a six-year period. The agreement includes the option to extend for a further seven years.

Oslo, 7 November 2016

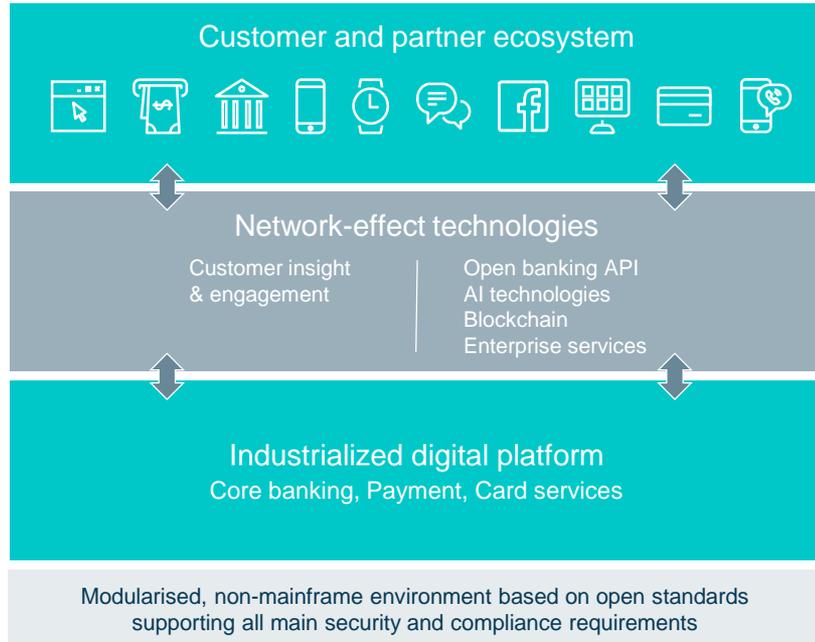
EVERY Financial Services backlog

NOK 7.6bn

Q4 2017

Generate and capture new business opportunities

Technology value proposition with forward looking platforms



Share banks' services with partners and third parties

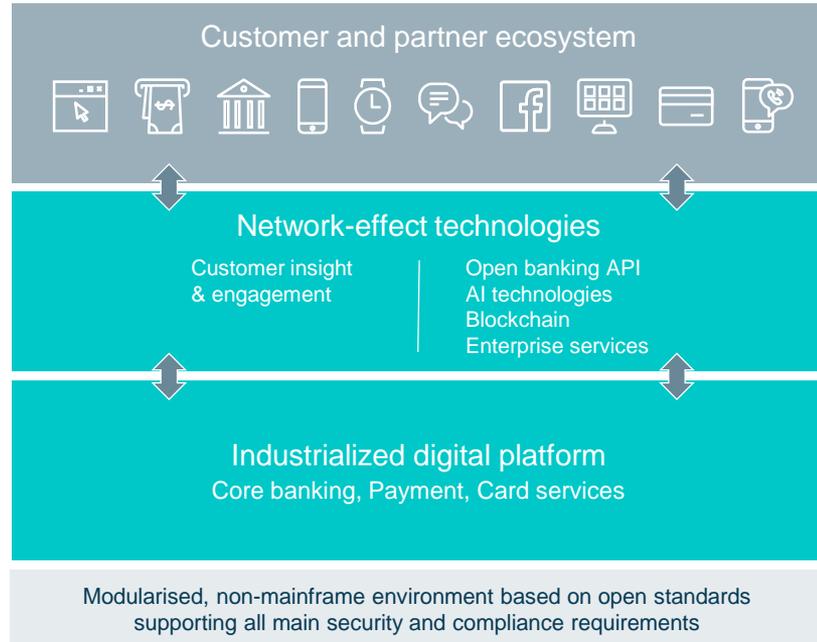
- New APIs beyond PSD2
- New services e.g. compliance and security
- Increased traffic against current platforms

Embed services from other banks and partners in banks' offerings

- Integrate 3rd parties in the banks' own channels e.g. EuroBonus, ICA or value chain services
- Make partners available to banks on their dedicated platform

Scale business by moving up in the open banking value chain

Technology value proposition with forward looking platforms

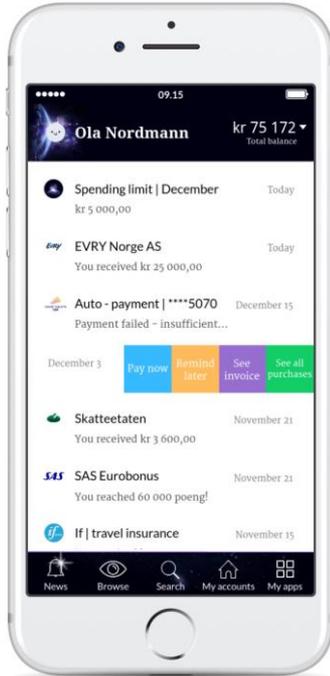


Facilitate open banking partnerships, and be a meeting place for banks and third parties

- EVERY facilitates relevant partnerships for banks with a community platform approach
 - E.g. Insurance companies, EVERY's Infotorg, Tax and public authorities, retailers, travel agencies, transportation
- Increase banks' relevance as a producer by offering scale on a community platform
- EVERY Strategic Design Lab to assist banks in defining strategic alternatives and positioning

Open Banking driving intuitive and engaging customer experiences

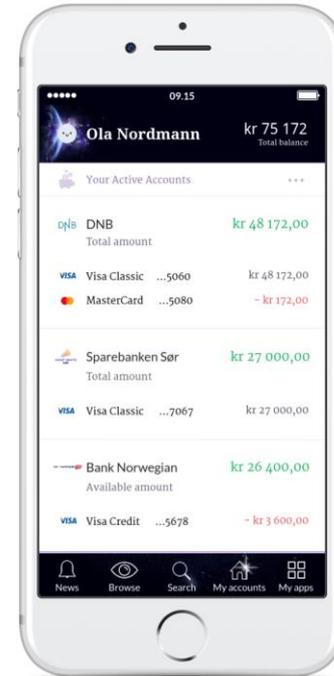
Newsfeed with financially related information



Customised offerings



Complete financial overview cross banks





Q&A

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EVERY

Digital
+ Advantage