



# COMARCH

**NEW BANKING** – HOW BANKS CAN RESPOND  
TO NEW GENERATION CUSTOMER NEEDS

**Janusz Filipiak**

Finance Forum, Zurich, October 2013

# COMARCH

## AGENDA

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### **ATTRACTING AND RETAINING CUSTOMERS IN DIGITAL MARKETPLACE**

- ▼ People 35 years old and younger use Internet to deal with most of their everyday issues
- ▼ They expect to use Internet and mobile banking, smart finance, and wealth management solutions
- ▼ CRM systems evolve toward Systems of Engagement

### **TO MEET THAT DEMAND NEW IT DELIVERY MODELS EMERGE**

- ▼ Internet and mobile solutions are implemented in banks under cost pressure
- ▼ Cloud computing and white labelling is used to implement new IT solutions
- ▼ Banks need to open to interworking digital organizations

# COMARCH

# GLOBAL IT CHALLENGER

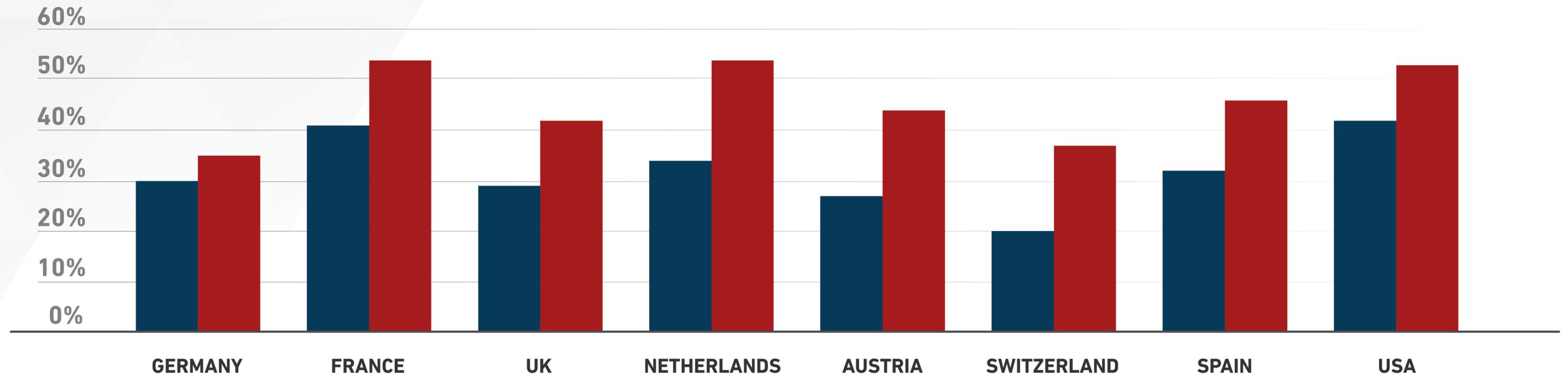
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- ▼ Software house and integrator, sells own IT products and services
- ▼ Celebrates **20 years of industry experience** (healthcare, banking, retail, telecommunications, insurance, ERP, public administration)
- ▼ Publicly traded company listed at the **Warsaw Stock Exchange**
- ▼ Employs **4 000 people**, delivered **3 000 projects** in over **40 countries on four continents**
- ▼ Revenue **240 million Euro** with 80% of added value



# USE OF MOBILE BANKING SERVICES

Percentage of all smartphone users having ever used online banking on their device



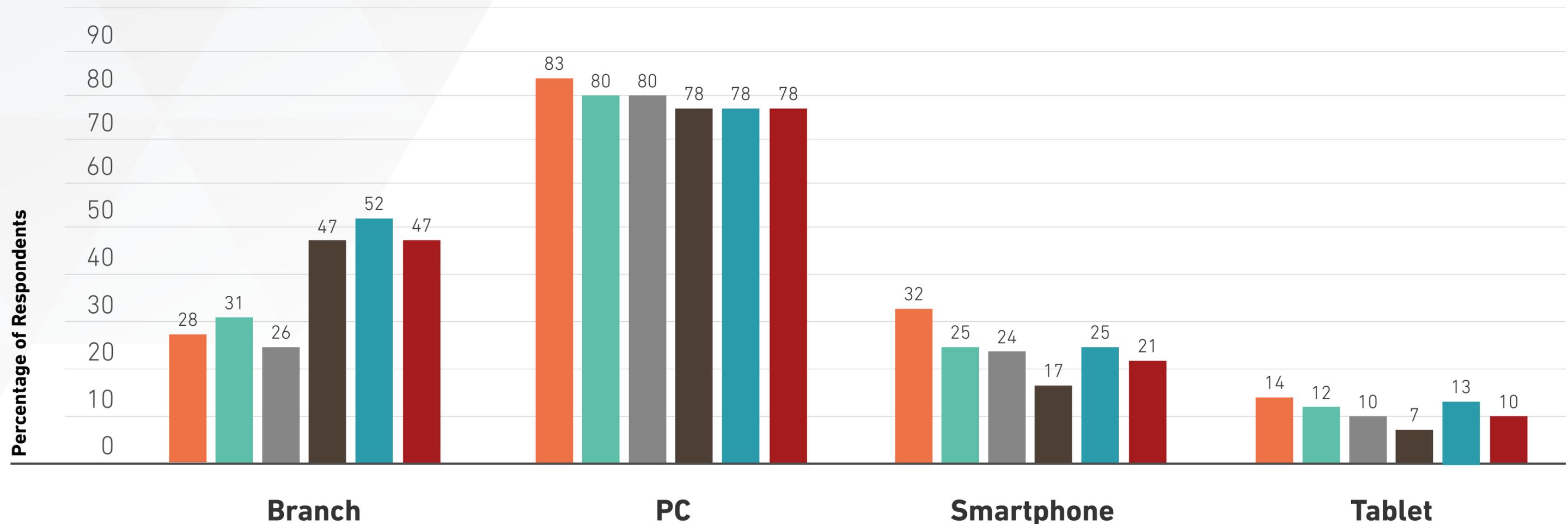
■ 2011

■ 2013

Data origin:



# BANK CHANNEL USE BY COUNTRY (2012)



Australia

U.K.

France

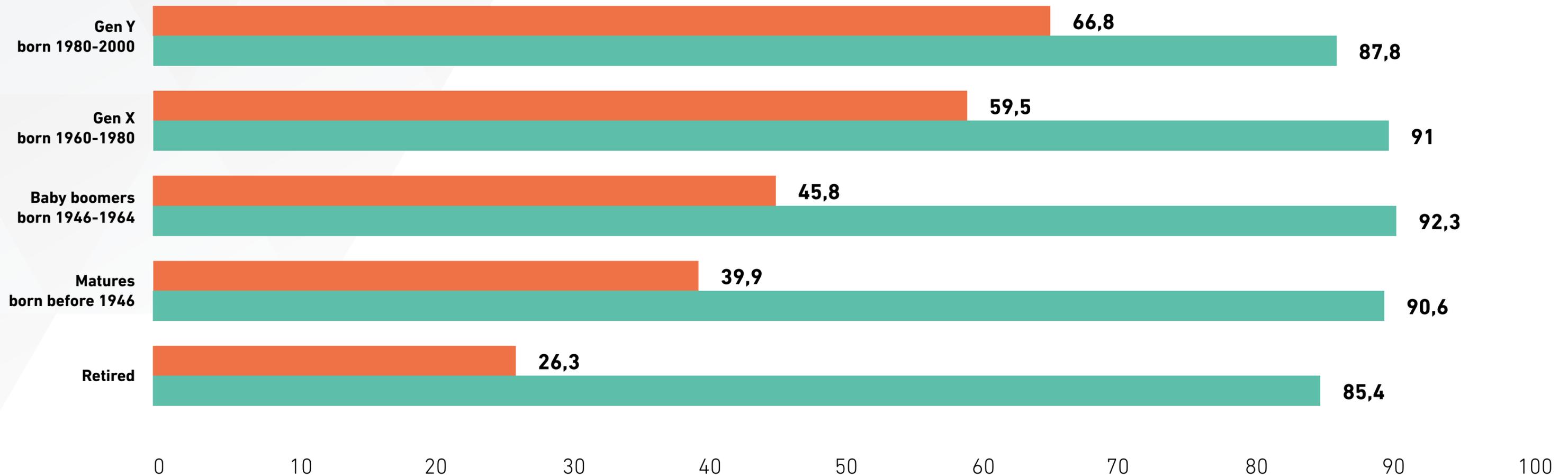
Germany

U.S.

Canada

Source: Gartner (August 2013)

# BANKING USERS BY GENERATION



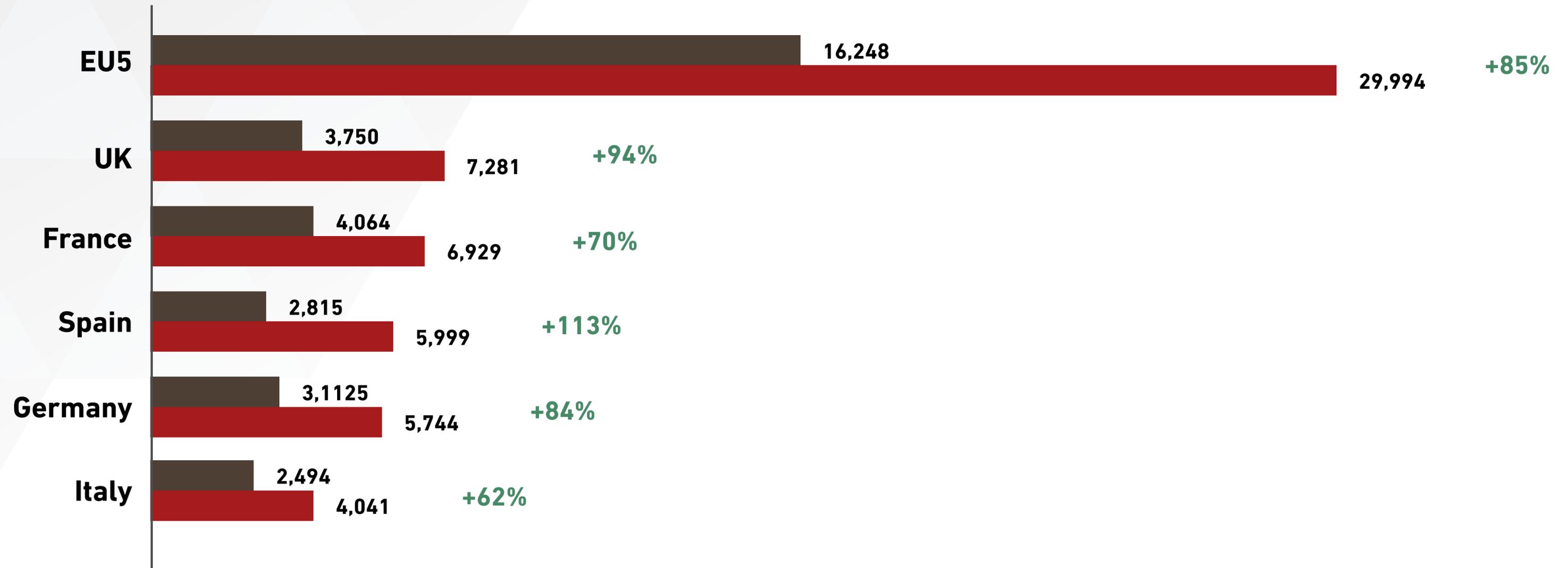
Mobile

Online

Combined proportion of respondents who are “currently using” or “considering using” online or mobile banking services.

Source: PwC Digital Tipping Point Survey 2011

# MOBILE BANKING IN EUROPE (2011/2012)



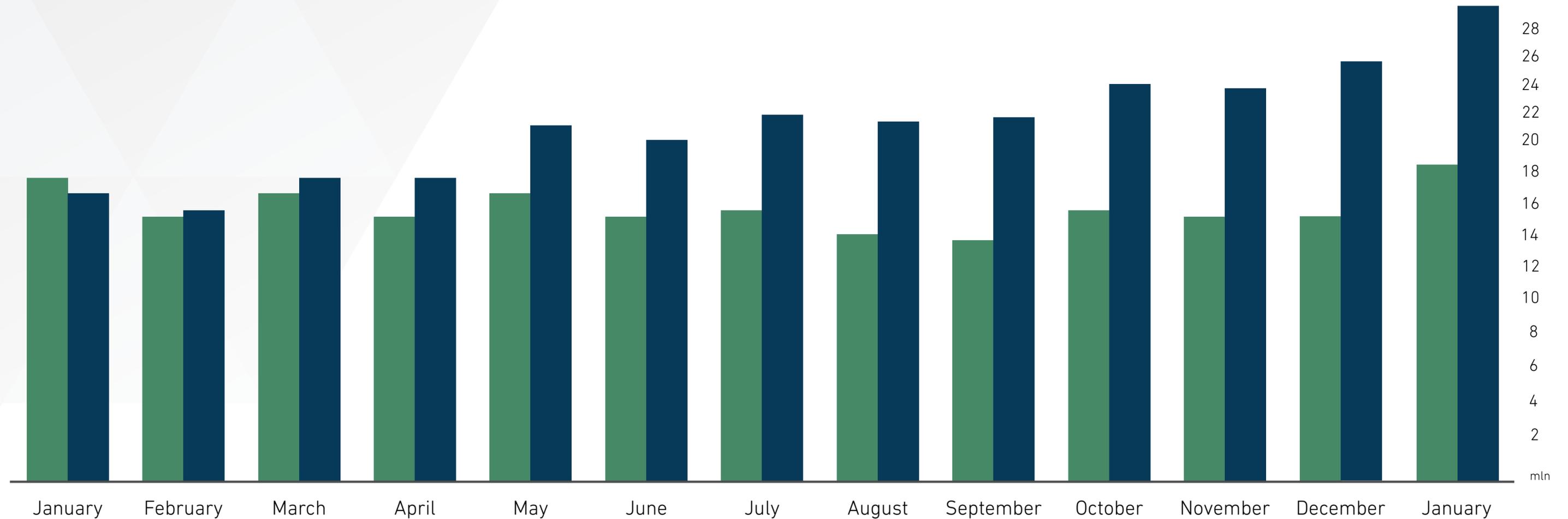
■ July 2011

■ July 2012

Growth of Smartphone Audience (000) Accessing Bank Accounts

Source: comScore MobiLens

# BANKING CUSTOMER CHANNEL MIGRATION



2012

■ Internet Banking   ■ Mobile apps

Source: ABN-AMBO

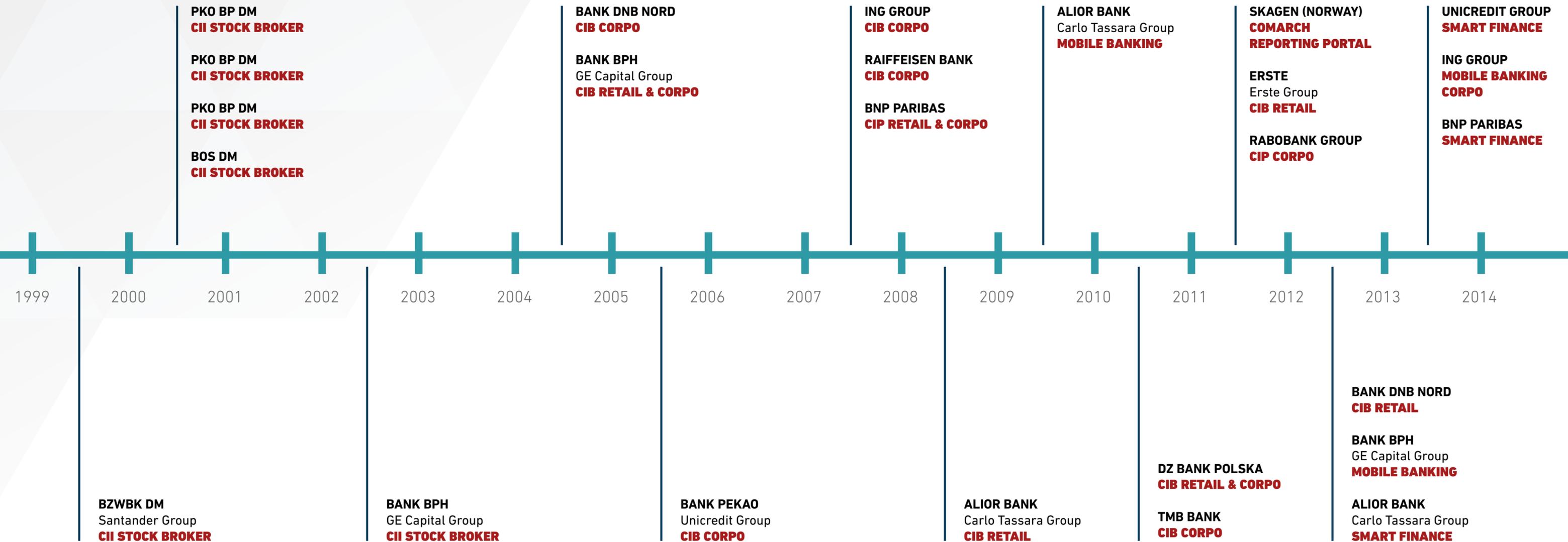
# ONLINE & MOBILE BANKING EXPERIENCE

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- ▼ **Comarch** develops **online** systems for retail, SME and corporate banking since 1999
- ▼ Over **7 000 000** retail customers use our systems, and we have over **700 000** end-users in our corporate and SME banking
- ▼ **15 000** bank employees use our systems in retail banking and **10 000** bank employees use our systems in corporate and SME banking

# COMARCH

## ONLINE & MOBILE BANKING EXPERIENCE



# FROM INTERNET BANKING TO SMART FINANCE AND SYSTEMS OF ENGAGEMENT

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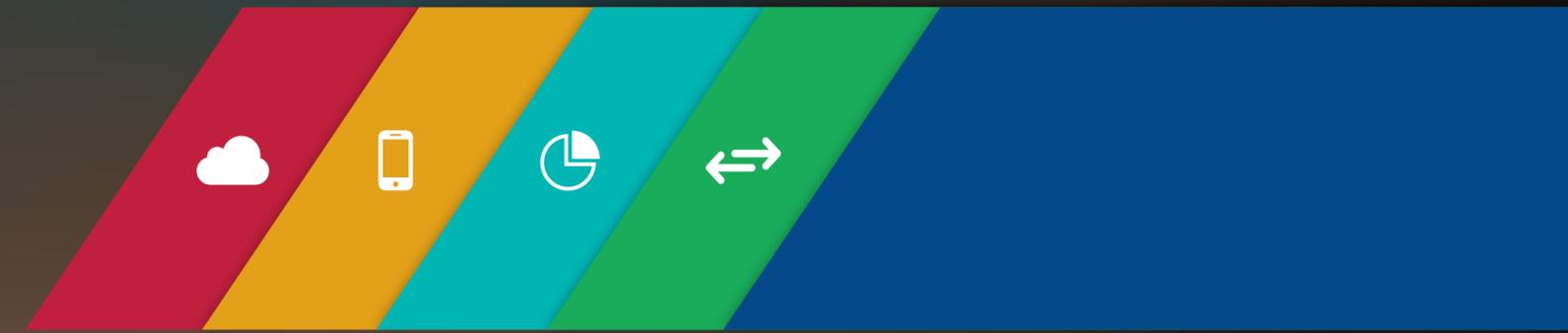
In subsequent slides, using examples of applications developed by Comarch, we show how present internet banking systems are transformed to:

- ▼ On-line and mobile **Smart Finance** or **Personal Finance** systems
- ▼ **Wealth Management** systems

to further evolve to:

- ▼ **Systems of Engagement**

# COMARCH SMART FINANCE



next-generation consumer banking solution combining **internet** and **mobile** banking, **personal financial management**, and event-driven **product offers** to form a powerful end-to-end customer acquisition and retention tool





I HAVE

€ 2 907,00

I SAVE

€ 5 152,00

I OWE

€ 52 452,00



My payments

TOTAL BALANCE

€ 2 907

UPCOMING EXPENSES AND BILL

€ 2 155

FREE TO SPEND

€ 752

Future transactions

Tomorrow

€ 99,75

ELECTRICITY BILL



7 450 100

3 600

1 400

300

350

200

30

0

TODAY

MAY

13  
MAY

20  
MAY

27  
MAY

JUN

Last transactions

15 may 2013

€ 150,25

MOBILE PHONE BILL

HOW TO GET BETTER

€ 20

SAVE MONTHLY ON A FUEL

You spend over € 400 on a fuel monthly. Get VISA Fuel Card with 5% moneyback.

TO DO

24 MAY You forgot pay phone bill

23 MAY Your insurance expires on 29 May, please remember to renew the agreement

21 MAY Remander about a loan installement repayment date

CONTACT

Check our new product witch ...

0 800 800 480

write email

STAY CONNECT WITH US



# UNICREDIT PROJECT HIGHLIGHTS

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Project start — **November 2012**



UniCredit license covers **15 European countries**



Implementation started in **Italy (for 4 million users)**; the next stage includes **Germany** and **Poland**



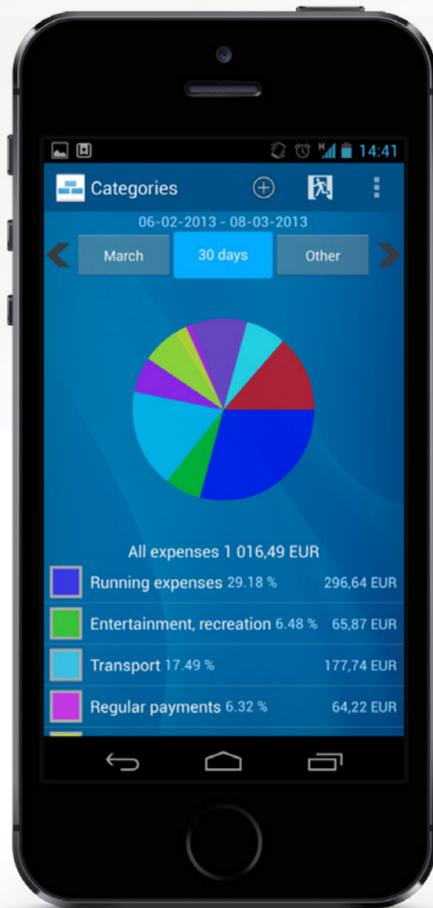
**New image of UC** internet banking



**HTML5** interface compatible also with tablets



Mobile applications for **smartphones** also available



UniCredit Servizio Clienti 800.57.57.57 (Estero +39 02.33408973) FAQ CONTATTI CAMBIO REB MODIFICA PIN ESCI X

HOME CONTI CARTE INVESTIMENTI COMUNICAZIONI PROFILO NEGOZIO ONLINE **BILANCIO FAMILIARE**

## Bilancio Familiare v.Beta

Benvenuto <Nome Cognome>. Questo è il tuo bilancio familiare. Divertiti e impara a gestire i tuoi €.

**?** Questa è una **Beta**. Cosa vuol dire?  
Che ad oggi puoi controllare il tuo bilancio. Presto potrai anche pianificare le tue spese. [Guarda il video](#)

### CONTROLLA il tuo bilancio

LOREM IPSUM DOLOR SIT AMET CONSECUTUR ADIPISICING.

**Chiudi**

Seleziona rapporto: <MULTICANALE DEMOUCCBCC> - IT42T0100846880000010363789 Periodo selezionato: 01 feb 2013 - 01 mar 2013

### MOVIMENTI ANALISI NEL TEMPO

Totale entrate: **1600€** Totale uscite: **-860€** Categoria: Tutte Visualizza come:

CATEGORIE IN CUI HAI SPESO DI PIÙ NEL MESE CORRENTE: Casa non categorizzate, Utenze, Cibo e spese, Trasporti, Abbigliamento e shopping

CONFRONTO ENTRATE E USCITE: GEN (1200€ entrate, -820€ uscite), FEB (1050€ entrate, -970€ uscite), MAR (950€ entrate, -1020€ uscite)

| DATA      | CATEGORIA                                                                    | SOTTOCATEGORIA   | IMPORTO                  |
|-----------|------------------------------------------------------------------------------|------------------|--------------------------|
| 19.2.2013 | Bonifico a vostro favore da multic canale.                                   | Entrate          | Stipendio 123.333,123€   |
| 19.2.2013 | Pagamento POS presso benzinaio SRL.                                          | Non classificata | Non classificata -3,123€ |
| 19.2.2013 | Pagamento POS presso Housemaid INC.                                          | Casa             | Varie -23€               |
| 19.2.2013 | Pagamento POS presso vestiti SRL del lorem ipsum dolor sit amet consectetur. | Spesa e shopping | Vestiti -323€            |
| 19.2.2013 | Pagamento Carta di credito presso fast food del lorem ipsum dolor sit amet   | Cibo             | Bibite -3€               |
| 19.2.2013 | Bonifico a vostro favore da multic canale.                                   | Entrate          | Stipendio 123.333,123€   |
| 19.2.2013 | Bonifico a vostro favore da multic canale.                                   | Entrate          | Stipendio 123.333,123€   |
| 19.2.2013 | Bonifico a vostro favore da multic canale.                                   | Entrate          | Stipendio 123.333,123€   |
| 19.2.2013 | Bonifico a vostro favore da multic canale.                                   | Entrate          | Stipendio 123.333,123€   |

Pagina: 1 2 3 ... 15

**Chiudi**

# UNICREDIT: PERSONALIZED BANKING EXPERIENCE

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**The application provides** answers to personal questions:

- How much should I save for retirement or my children education?
- How much can I spend this month?
- How much and how should I invest?

Transaction categories and tags are **personalized** to reflect the customers household situation:

- Fully customizable
- Does not interfere with categorization rules for other users

CONTROLLA IL TUO BILANCIO

Mese Corrente

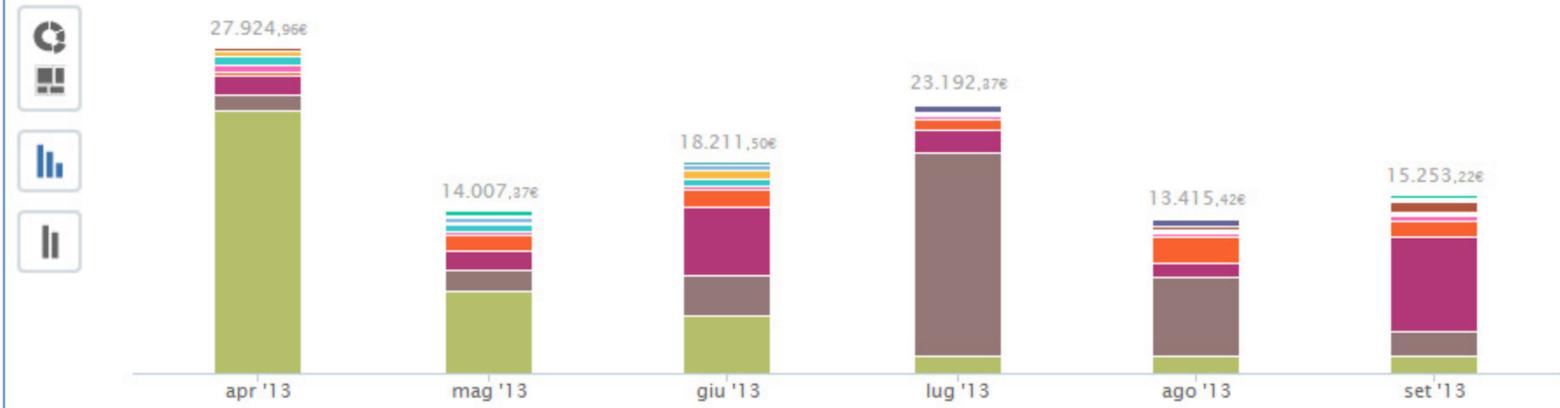
0,00€ Totale entrate

0,00€ Totale spese

Visualizza l'andamento degli ultimi 3 mesi

Tutti gli account Contabilità corrente Spese Entrate Mese corrente Mese scorso 3M 6M

Ott Nov Dic 2011 Gen Feb Mar Apr Mag Giu Lug Ago Set Ott Nov Dic 2012 Gen Feb Mar 01 Apr Mag Giu Lug Ago Set 30 2013



Totale spese  
112.004,84€

TUTTE



Inserisci il testo da cercare nella descrizione o nelle note...



|  | Descrizione | Categoria | Importo |
|--|-------------|-----------|---------|
|--|-------------|-----------|---------|

|                   |                                                               |                         |       |
|-------------------|---------------------------------------------------------------|-------------------------|-------|
| 27 Settembre 2013 | PAGOBANCOMAT CON CARTA *3227 DEL 10/07 STAZIONE DI SERV [...] | Trasporti<br>Carburante | 55,37 |
|-------------------|---------------------------------------------------------------|-------------------------|-------|

|                   |                                             |                                      |        |
|-------------------|---------------------------------------------|--------------------------------------|--------|
| 27 Settembre 2013 | PRELIEVO BANCOMAT NS.ATM N.9002 CARTA *9002 | Altre spese<br>Prelievo contante ATM | 150,00 |
|-------------------|---------------------------------------------|--------------------------------------|--------|

|                   |                                                                           |                               |      |
|-------------------|---------------------------------------------------------------------------|-------------------------------|------|
| 26 Settembre 2013 | RICARICA TELEFONICA SERVIZIO INTERNET BANKING<br>Ricarica telefono Giulio | Trasporti<br>Bus e Metro      | 5,00 |
|                   |                                                                           | Utenze<br>Telefono e Internet | 5,00 |

|                   |                                                               |                                       |       |
|-------------------|---------------------------------------------------------------|---------------------------------------|-------|
| 26 Settembre 2013 | DISPOSIZIONE DI BONIFICO BONIFICO A BERNARTO BELLOTTO P [...] | Cibo e Spese<br>Altre spese generiche | 70,00 |
|-------------------|---------------------------------------------------------------|---------------------------------------|-------|

|                   |                                               |                                 |       |
|-------------------|-----------------------------------------------|---------------------------------|-------|
| 25 Settembre 2013 | RICARICA TELEFONICA SERVIZIO INTERNET BANKING | Utenze<br>Ricariche telefoniche | 10,00 |
|-------------------|-----------------------------------------------|---------------------------------|-------|

|    |  |           |  |
|----|--|-----------|--|
| 25 |  | Trasporti |  |
|----|--|-----------|--|

# MANAGING FUTURE INCOMES AND SPENDINGS

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The application automatically predicts future transactions:

- Provides accurate and complete information about each payment
- Makes precise cash flow prediction
- Triggers product offers

Users can set up short-term goals and long-term financial plans (retirement, buying a house)



### Tips for smart decisions!

- 150 GBP**  
SAVE ANNUALLY ON COMMISSION  
Plan your retirement now
- 20 GBP**  
SAVE MONTHLY ON FUEL  
Get VISA Fuel Card with 5% moneyback
- 20 GBP**  
DISCOUNT ON YOUR GOAL  
Buy your bicycle at Bicycle Shop

You have already earned € 120

### Balances

|                                                               |                                                                                        |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------|
| <p>MY ACCOUNT<br/>MY BANK</p> <p><b>+2,180.00</b><br/>GBP</p> | <p>MY CREDIT CARD<br/>MY BANK<br/>UNTIL MAY 31, 2013</p> <p><b>-985.93</b><br/>GBP</p> |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------|

### Your goals

**BUY A HOUSE**  
[MORE »](#)

23,180 GBP      Raised of 150,000

**SAVE FOR VACATION**  
[MORE »](#)

1,510 GBP      Raised of 2,000

Check WHAT IF?

# EVENT DRIVEN PERSONALIZED PRODUCT OFFER BASED ON BIG DATA

The cross-selling mechanism relies on event-driven sales:

- product offers are based on customers **current needs**, behavior and financial situation

The bank knows about the customers future payments, goals and plans:

- How much the customer is ready to invest
- What is a time frame for specific goals or plans

The screenshot displays the COMARCH investment management interface. At the top, the user is identified as Tom Marshall with a last login of May 07, 2013. The navigation bar includes icons for DASHBOARD, ACCOUNTS, PAYMENTS, GOALS (highlighted), PLANS, BUDGETS, INVESTMENTS, and NOTIFICATIONS. Below this, a secondary navigation bar shows QUESTIONNAIRE, SIMULATIONS, PORTFOLIO (highlighted), and TRANSACTIONS. The main content area is titled "Step 3: Review your portfolio" and includes the instruction: "For your investment strategy you can select particular products or accept the products suggested by us:". A table lists the following products and their details:

| Product                   | KIID | Weight | Risk Level | Rate of Return | +/- |
|---------------------------|------|--------|------------|----------------|-----|
| <b>Money market class</b> |      | 30%    |            |                | +   |
| Short Maturity Euro Fund  | PDF  | 30%    | 2          | 1.4%           | x   |
| <b>Fixed income class</b> |      | 40%    |            |                | +   |
| Asia Debt Fund            | PDF  | 40%    | 3          | 3.7%           | x   |
| <b>Equity class</b>       |      | 30%    |            |                | +   |
| Dynamic Fund              | PDF  | 20%    | 4          | 5.4%           | x   |
| Global Fund               | PDF  | 10%    | 5          | 8.7%           | x   |

\* Average annual return for the last 5 years

To the right of the table is a donut chart showing the portfolio allocation: Money market class (red), Fixed income class (green), and Equity class (blue). At the bottom right, there are buttons for "CONTACT YOUR ADVISOR" and "START SAVING". The footer contains links for Help, Security, and Contact us, along with the COMARCH logo.

# ANOTHER EXAMPLE: BNP PARIBAS PROJECT

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Mobile native applications for **iOS** and **Android** for:

- Over **230 000 retail clients**

Internet banking platform revitalization and new design

- **Look and feel redesign**
- New mechanisms for payments, search and other

**Personal Finance Management**

English | My profile | John Smith 44861423 | Log out

# BNP PARIBAS

## My finances

- Messages (14)
- My finances
- Payments
- Accounts
- Cards
- Savings
- Investments
- Loans
- Applications

### Accounts

Funds available

3 740,00 PLN  
500,00 USD  
220,00 EUR

### Cards

Funds available

2 000,00 PLN  
1 500,00 USD

### Deposits

My savings

20 000,00 PLN  
1 500,00 USD  
500,00EUR

### Loans

Outstanding amount

7 650,55 PLN  
65 455,65 EUR  
66 711,10 CHF

| Account name                                      | Account number                   | Balance      | Available balance |
|---------------------------------------------------|----------------------------------|--------------|-------------------|
| <a href="#">My account Current account</a>        | 12 1010 1212 4521 4521 7854 4521 | 3 000,00 PLN | 3 000,00 PLN      |
| <a href="#">My second account Current account</a> | 12 1010 1212 4521 4521 7854 4521 | 740,00 PLN   | 740,00 PLN        |
| <a href="#">Saving account</a>                    | 78 1010 1254 7844 7854 9654 7848 | 500,00 USD   | 500,00 USD        |
| <a href="#">Saving account</a>                    | 78 1010 1254 7844 7854 9654 7848 | 220,00 EUR   | 220,00 EUR        |

### Messages

Check your mailbox, you have unread messages

[14 unread messages](#)

### Contact

Should you have any questions, please contact us

801 367 847 | Find us on Facebook  
22 566 9300 | Follow us on YouTube

English | Mój Profil | Anna Płowiec-Wandas | Wyloguj

## Bank zmieniającego się świata

### Moje finansami

- Konta
- Transakcje
- Limity
- Raporty

Przychody: 410,00 EUR

STY 30 D lub wybierz okres od 12.12.2011 do 01.01.2013

Wydatki z Przychody [Filtruj](#)

| Month  | Wydatki ogółem | Przychody ogółem |
|--------|----------------|------------------|
| Lis 12 | ~350,00 PLN    | ~450,00 PLN      |
| Gru 12 | ~150,00 PLN    | ~350,00 PLN      |
| Sty 13 | ~550,00 PLN    | ~450,00 PLN      |

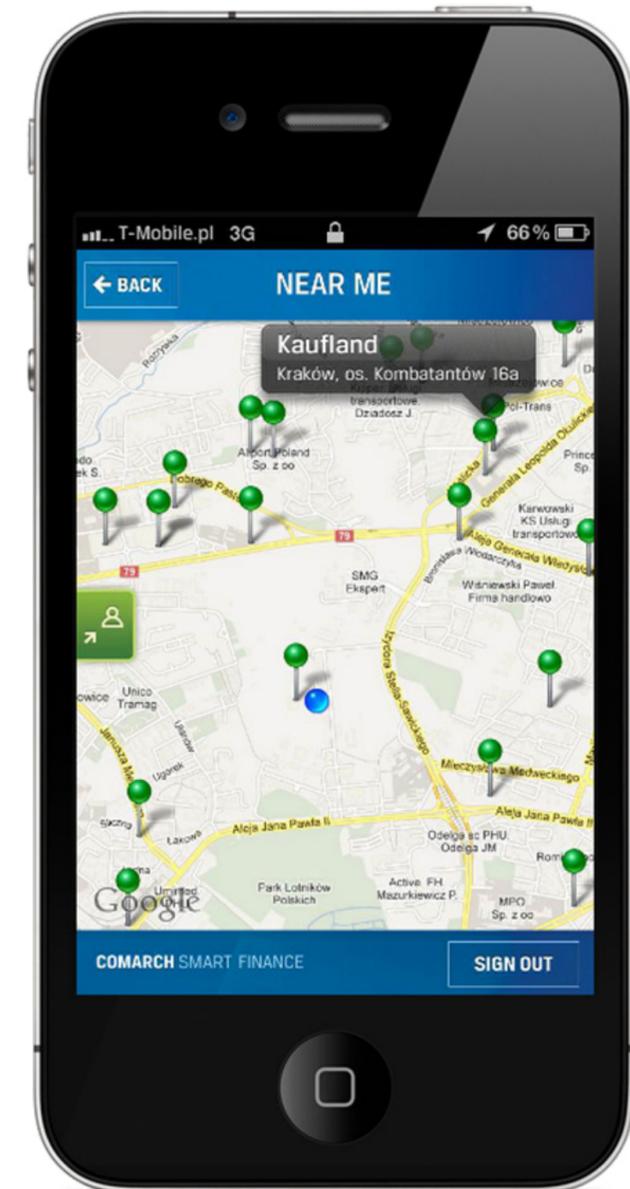


# MOBILE: OUTSTANDING USER-EXPERIENCE

Native mobile applications leverage mobile **device specific** UI and navigation

Designed to be used on the go with most operations completed in just **3 steps**

Functionalities tailored to specific needs of mobile clients (like GPS location)



# MOBILE: BROAD FUNCTIONALITY

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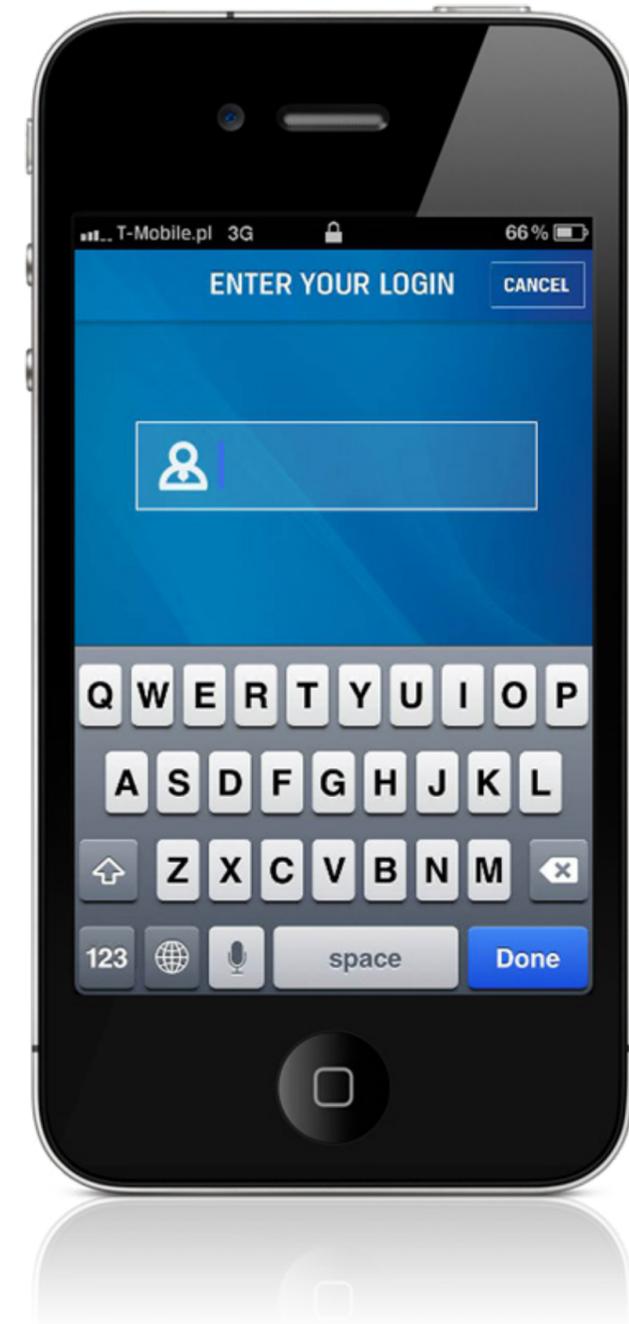
## **Secure authorization method:**

- One-time password generated by the integrated security application, using PIN

## **Mobile payments made simple by scanning QR codes:**

- from another mobile device using the same application
- from an invoice or other document

**Credit simulation** – credit cost and instalment plans available at a tap



# COMARCH WEALTH MANAGEMENT

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Comarch is currently developing subsequent versions of Smart Finance applications to include inventory and financial management of securities and tangible assets (real estates and valuables)

Such applications can be used by private banking customers and family offices





# COMARCH

## CLIENT REPORTING & COMMUNICATION

Transparent and best in-class investment reports for private and institutional clients on portfolio holdings, performance and risk

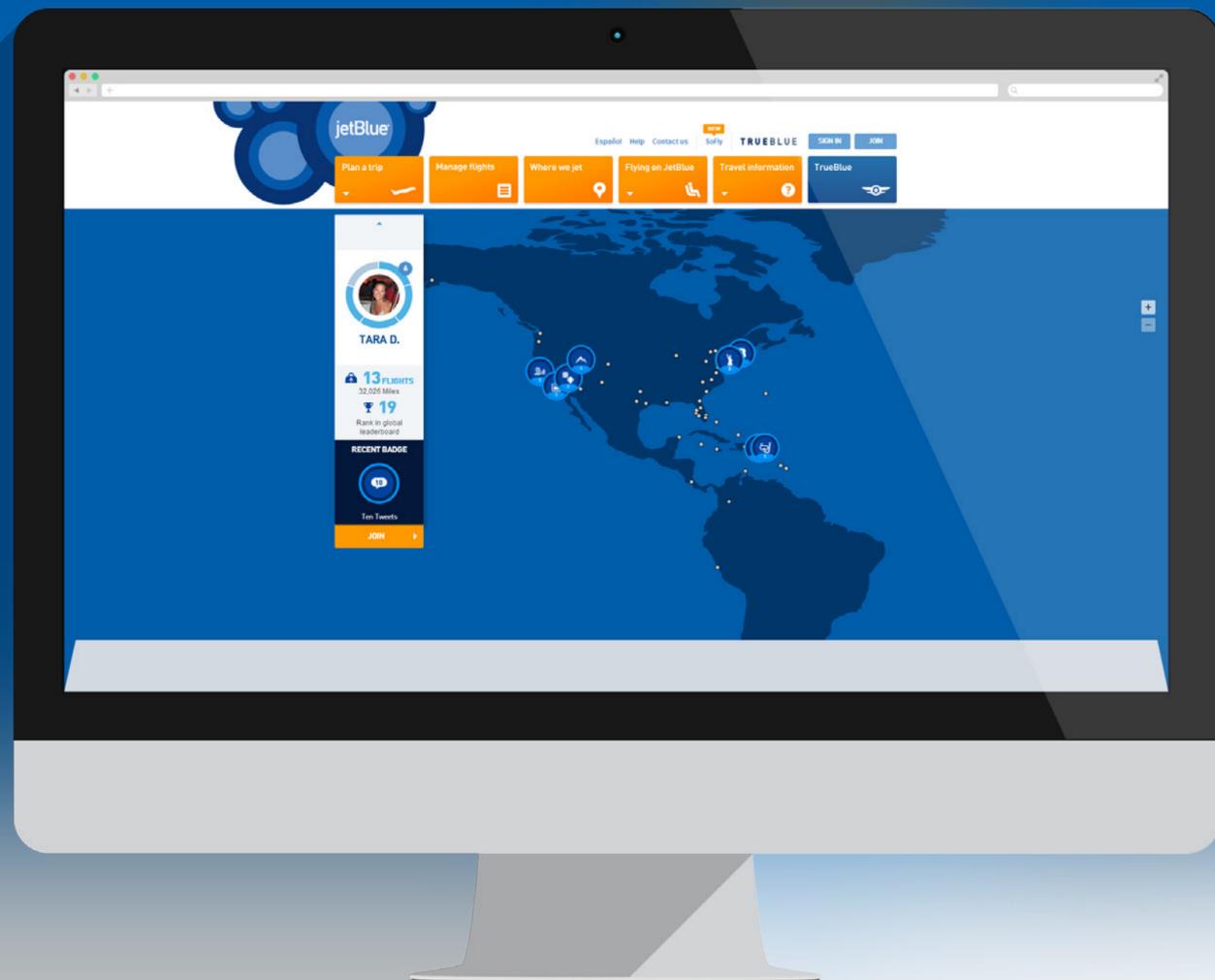
Multi-channel and frequency report distribution and publication (including web and mobile)

High service efficiency, security and availability based on efficiently integrated and quality data





# COMARCH SYSTEMS OF ENGAGEMENT



# HOW TO ATTRACT AND RETAIN CUSTOMERS IN THE ERA OF INTERNET AND MOBILE BANKING

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A popular method of retaining customers is a loyalty system

Comarch developed and maintains loyalty systems for several financial institutions including Credit Suisse (Bonviva), Mercedes Bank in Stuttgart, and others

In the future, banks will interact with customers by means of portals similar to social portals, with use of gamification

Those new CRM tools are called now **SYSTEMS OF ENGAGEMENT**

# SYSTEMS OF ENGAGEMENT

## – MULTIPARTY GAME

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Initial attempts show that it is difficult to build customer community around one proprietary bank portal

The future belongs to multi-partner social gamification portals, which award badges, and offer discounts and awards for different types of activities

Comarch has developed such portal in the USA for JetBlue Airways to create an initial community

New partners including car rentals, hotel chains, and American Express join the JetBlue portal



MY ACCOUNT

CARDS

TRAVEL

REWARDS

BUSINESS

United States (Change Country)

LOG IN



Get Started

View All Cards

Compare Cards

Why American Express

Respond to Your Mail Offer

Existing Cardmember?

For Business Owners

# Clear Skies. Benefits Ahead.

## The JetBlue Card from American Express

Apply Now

Get a decision in as little as 60 seconds

Offer Terms

Compare

Like

20

Tweet

+1

Print



### 8X POINTS

Earn up to 8 TrueBlue® points per dollar of eligible purchases made directly with JetBlue. Here's how: You'll get 6 points from JetBlue for purchasing Getaways packages and for booking flights on jetblue.com and an additional 2 points for using your Card.<sup>1</sup>

### 1X POINTS

on other eligible purchases<sup>2</sup>

#### ANNUAL FEE

\$0 introductory annual fee for the 1st year, then \$40.<sup>3</sup>

#### INTEREST

APR on purchases will be a variable rate, currently 15.24%.<sup>4</sup>

AT A GLANCE

TRAVEL

ENTERTAINMENT

SHOPPING

## At a Glance

### 20,000 TrueBlue® Points Toward a Bon Voyage

Earn 20,000 TrueBlue points after you spend \$1,000 with your Card in your first 3 months of Cardmembership.

Offer Terms

### Points and More Points. That's the Point.

Earn up to 8 TrueBlue® points per dollar of eligible purchases made directly with JetBlue. Here's how: You'll get 6 points from JetBlue for purchasing Getaways packages and for booking flights on jetblue.com and an additional 2 points for using your Card. Earn one TrueBlue® point per dollar of other eligible purchases.

View Details

### Movies, Cocktails, and Meals, Oh My

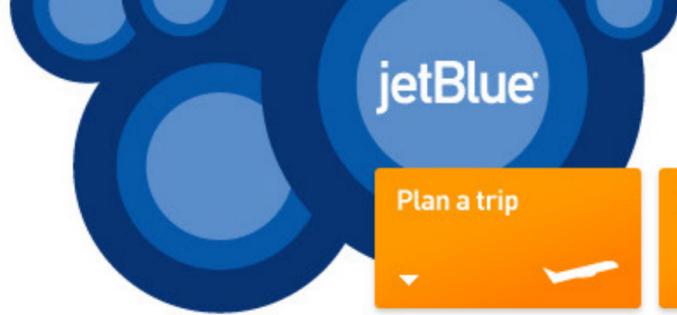
Receive a statement credit for 50% off select in-flight purchases such as movies, meals and

### Go On. Get Away.

Get a \$50 statement credit each year you purchase a JetBlue Getaways vacation package with your Card.

Apply Now

Get a decision in as little as 60 seconds



Plan a trip

Manage flights

Where we jet

Flying on JetBlue

Travel information

TrueBlue

TARA D.

6

13 FLIGHTS  
32,026 Miles

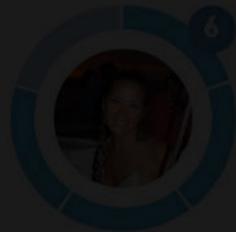
19  
Rank in global  
leaderboard

RECENT BADGE

10  
Ten Tweets

JOIN





TARA D.

 **11** FLIGHTS  
22,163 Miles

 **17**  
Rank in global  
leaderboard

RECENT BADGE



Ten Tweets

BADGE DETAILS 



PARTNER

## JETBLUE CARD FROM AMERICAN EXPRESS

Get a JetBlue Card from [American Express](#). Current and new cardmembers will earn this badge once points are processed and delivered to your TrueBlue account



Welcome



Nice to  
Tweet You



Facebook  
Friend



JetBlue  
Card from  
American  
Express



Back to  
Share One



Sweet  
Tweeter



Promoter



Cheerleader



Fair Share

**COMARCH**

OPENING BANKS TO ENVIRONMENT  
OF INTERWORKING DIGITAL ORGANIZATIONS



# EVOLUTION OF IT DELIVERY MODELS

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- ▼ In the past, banking applications were developed internally by bank IT engineers – that era left banks with silos of costly and inefficient IT departments
- ▼ Then programming work was outsourced to external IT companies with product and project management retained in banks
- ▼ In recent years, to improve operations and meet customer expectations banks bought various IT products and embedded them in their IT systems

# RESTRUCTURED BUT STILL COMPLEX

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- ▼ Purchases of IT solutions resulted in complex IT architectures with loosely coupled applications, and mix of data processing done by software and people
- ▼ Large banks still have hundreds of legacy IT systems
- ▼ Recently, Deutsche Bank reduced a number of its IT systems from over one thousand to 250
- ▼ ING: **568** applications out of **1 800** have been de-commissioned since 2007

# A NEED FOR AGILE BANK OPERATIONS

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To decrease costs of running complex systems (developed over many years) the use of offshore BPO has been considered

However, using offshoring (or nearshoring):

- does not decrease complexity
- preserves an existing organization and cost structure
- leaves unsolved or even increases problems of data quality and reliability
- does not allow for dexterous changes to the company organization

Therefore, in many cases companies define **transition projects**

# TRANSITION TO CLOUD PROCESSING

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Substitution of several legacy systems developed over the years with a new homogeneous system is a complex transition project

The transition project can be executed by the bank

Alternatively, the existing structure can be outsourced to an external company, and make that company responsible for transition to a new, cheap and agile solution **often operated from the private IT cloud**

# NEW PLAYERS, NEW SELLING CHANNELS

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The advent of digital banking era creates new banking environment:

- A large number of different banking and parabanking service providers (direct banks, Internet payments companies, mobile payment organizations, lending companies) emerges
- Corporations with large numbers of named customers, like telco operators, plan to launch direct banking services
- Customers tend to use Internet and mobile services of several banks – that results in churn

To win customers in that dynamic environment (unusual for traditional banks), there is a need to use big data, categorize customers, and create social communities

# DIGITAL BANKS

## – POSSIBLE FUTURE ORGANIZATION

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- ▼ One can envisage that future banks will run themselves general ledgers, treasury systems, product catalogues - other IT systems will be outsourced to specialized digital services providers
- ▼ Most of interactions with customers, including CRM, electronic payments, sales channel support, and client reporting will form a part of external digital environment:  
Systems of Engagement
- ▼ Banks will deliver their products to reselling and cooperating organizations with white labels

# DIGITAL BANKING ECOSYSTEM

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## **CUSTOMERS**

INTERNET PAYMENT  
ORGANIZATIONS

SYSTEMS  
OF ENGAGEMENT

E-COMMERCE  
COMPANIES

**RESELLERS  
OF BANKING SERVICES**

MOBILE PAYMENT  
COMPANIES

PROVIDERS OF  
IT CLOUD SERVICES

## **BANKS**

DATA CENTERS

# CONCLUDING REMARKS

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## **We assume that:**

- ▼ Banks evolve toward fully digital organizations
- ▼ They deliver services to Internet users in heterogeneous open digital environment of e-commerce and business partners using Systems of Engagements
- ▼ Banks directly perform only their basic functions
- ▼ Other functions are executed by digital services providers from private clouds

# COMARCH

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