

# WHAT ARE YOUR KEY OPPORTUNITIES AND CHALLENGES FOR NEXT YEAR?

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Dominic Broom, Global Head of Trade Sales, Treasury Services

**Alan Verschoyle-King:** I think next year, is frankly, a continuation of this year and the year before. So, it's about disruptive technology and how we harness the power of that. It's about making sure that we manage our costs more effectively. It's about improving the client experience. And it's about running ahead of that regulatory hurdle.

**Mike Bellacosa:** So, I think it's around all of the opportunities that we have. Right? So, it's a busy time. In the U.S., we're developing a real-time payments system, so that's taking a lot of time and effort, but it's exciting. Same-day ACH was just rolled out as well in the U.S. In Asia, we're building a Hong Kong clearing hub, so that's another pretty large initiative. And, then more globally, we're working on SWIFT GPI and really improving cross-border transactions. So, doing all of them together, a lot of opportunity and a lot of challenges.

**Samir Pandiri:** We continue to see opportunities from a geographic perspective. We see lots of opportunities in Asia, in the Middle East. Again, these are geographic expansions that we continue to do, to invest to help our clients solve their problems. So, again, I think that's what we're focusing on for next year.

**Scott Coey:** It's where regulation meets innovation. How we do more for less and how we help our clients identify with the changing landscape, the changing challenges, to seek out and identify and partner with them for opportunities, partner with them for joint areas of growth.

**Dominic Broom:** You know, I think the challenges for all financial institutions are remaining relevant to the marketplaces that they serve and not getting distracted extraneous activities. So, for us, it's a resolute focus on financial institutions and the provision of wholesale banking



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services around the globe. The challenges are, undoubtedly, the emergence of competitor institutions, the rise of new forms of technology, and we need to ensure that we keep apace of all of that to remain relevant and focused on providing exemplary service to our client base.

**Doug Shulman:** The clear opportunities for us are to serve our clients well, to continue to grow in our core businesses, to continue to cut out any waste in our system. The challenges are it's a very intense regulatory environment, but we like to see that as an opportunity too, which is the more resilient we are, the better we're going to be able to serve our clients.

**Michael Cole-Fontayn:** There are plenty of opportunities in helping our clients move and manage finance and optimize collateral. And I think that's one of the biggest opportunities, particularly with the requirement for derivatives transactions need to be increasingly on-market on exchange, and that is a very significant opportunity for us.

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