



# playing to win

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Helping Financial Institutions  
Capitalize on Ecosystem Disruption

**jack henry**<sup>™</sup>

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## redefining the value of financial services amid ecosystem disruption

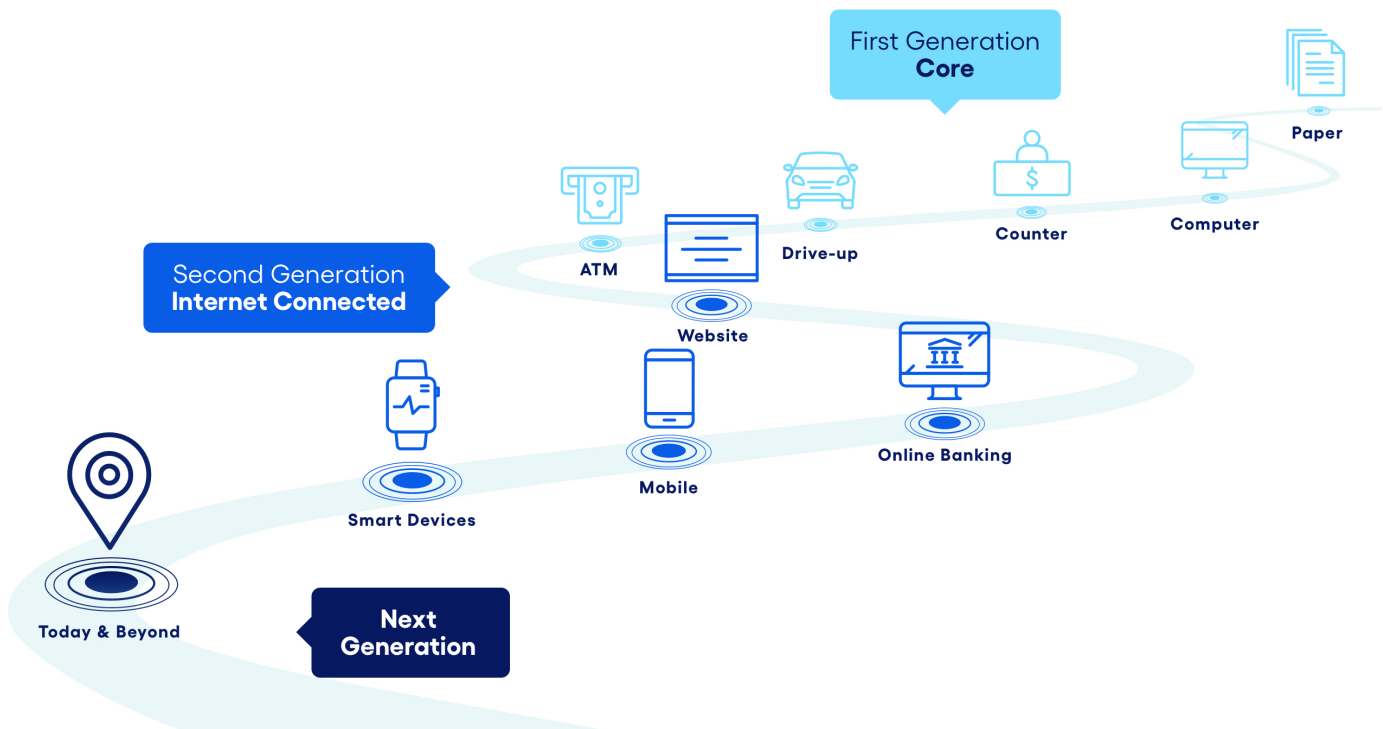
Jack Henry firmly believes that the world is not a better place without our community and regional financial institutions.

Community and regional banks and credit unions are the lifeblood of Main Street America and are the bedrock of our economy. They play a critical role in keeping their communities vibrant and growing – responding to lending requests with more agility than megabanks and big techs; going beyond standardized credit models to consider a range of factors when making credit decisions; and acting as a true guide in money moments of need. All because of the detailed knowledge and understanding they have of the communities they serve.

When those effects are multiplied across thousands of financial institutions in the United States, there's no denying their impact on the broader national economy.

### Disruption Over Time

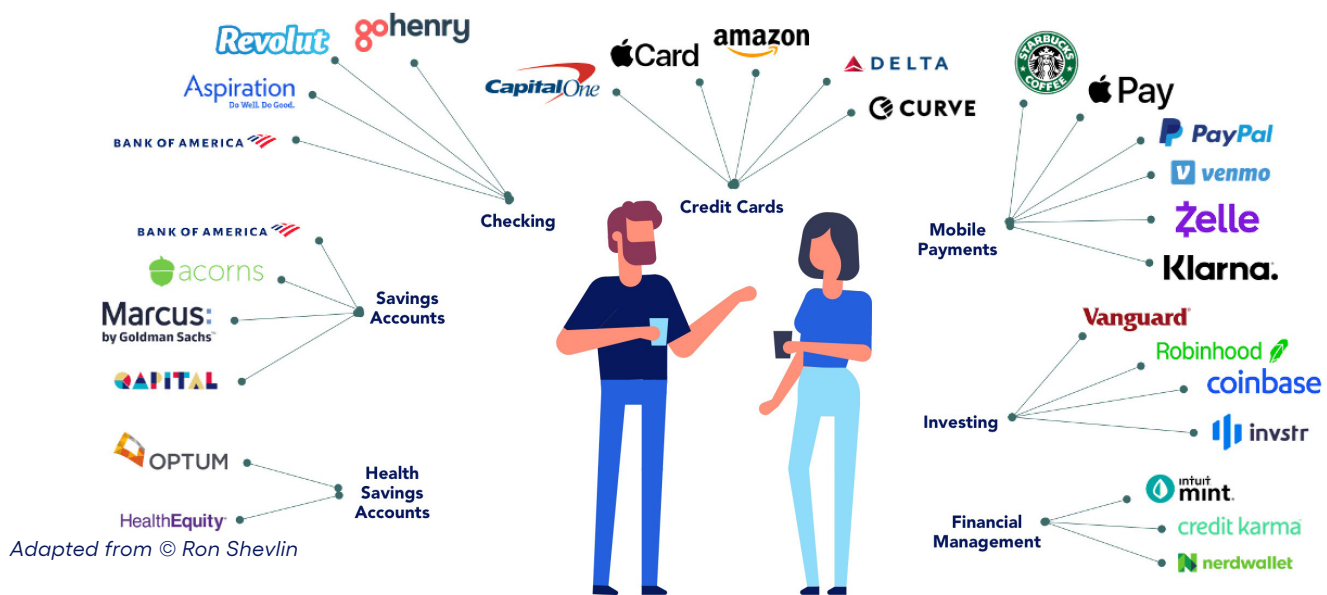
It started slowly. The personal service and experience that Main Street financial institutions were known and valued for was replaced over time by a singular obsession with “self-service,” beginning with the advent of the ATM and progressing with the rise of the internet. As technology continued to evolve (and with it, online and mobile banking), people moved away from visiting branches and started conducting more banking digitally. Ultimately, the industry watched as accountholders were willing to sacrifice personal service for the convenience and user experience offered by non-traditional financial service providers – moving further away from the loyalty they once had to their financial institutions.



## the acceleration of digital transformation & the beginning of financial fragmentation

Enter the COVID-19 pandemic. In what felt like a split-second, the pandemic catalyzed the digital conversation; created a tipping point for digital and contactless payments; and hurried along the evolution of the underlying market structure – advancing shifts in consumer behaviors and preferences. In fact, a new McKinsey Global Survey of executives found that the share of digital or digitally enabled products in executives' portfolios has accelerated by seven years.<sup>1</sup>

This acceleration of digital transformation has fostered an environment of financial fragmentation. With the development of new financial apps (from banking and credit cards to payments and investing), consumers and businesses have started sourcing financial services from multiple providers – both chartered financial institutions and fintechs. It's now not uncommon for consumers to use between 20 and 30 different financial applications and services (like Venmo, which processed \$159 billion in total payment volume in 2020;<sup>2</sup> and Chime, which has over 13 million customers,<sup>3</sup> 8 million of whom use Chime as their primary bank).



The result is that it's more difficult than ever for a person or business to get a full financial picture when that view is scattered across so many different financial sources.

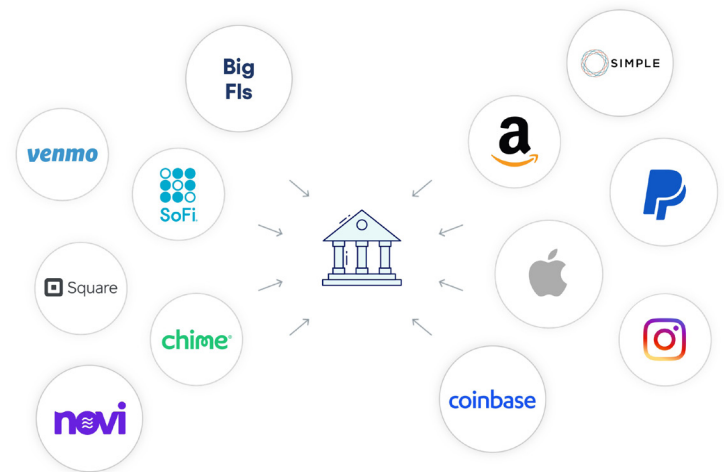
This fragmentation impacts the ability for people to make informed decisions, which can lead to poor management of their finances. Without a complete view of their financial health, people are left on their own to figure out their financial lives – finding themselves at the mercy of high interest rates and unreasonable credit score thresholds. One such example comes from Aite and The Financial Network. Their new research uncovered that many consumers live paycheck to paycheck without sufficient savings to deal with an unexpected expense – while having credit scores that are so low, they can't access affordable credit. Less than half of Americans have a prime credit score of at or above 680. Thirty-eight percent have “nonprime” credit and 21% have credit deemed

to be “unscorable;” yet, 17% have expenses exceeding their income.<sup>4</sup> That means when consumers lack savings or credit options and are faced with unexpected expenses, they end up turning to expensive options like payday loans or overdrawing from their bank accounts. If left unpaid, the bills incur late and penalty fees. Collectively, high-cost credit and overdraft fees cost consumers more than \$23B every year.<sup>5</sup>

As of August 2020, 50% of all Americans have been categorized as “financially coping” while 17% are “financially vulnerable” – a figure that hasn’t changed from the previous three years.<sup>6</sup>

## a shift in the competitive landscape

The boundaries between traditional community and regional financial institutions and non-traditional financial service providers have become blurred. Competition doesn’t look like what it used to – and community and regional financial institutions continue to face disruption from mega banks and big tech companies as well as from fintechs. Additionally, an emerging hybrid monetary economy with new “currencies” like crypto has become more mainstream with trading through platforms like Coinbase.



Many community and regional financial institutions, hindered by legacy technology and poor service integration, are losing (or stand to lose) market share and share of wallet due to their inability to service the new financial needs and expectations of their accountholders. New competitors have not just disrupted the ecosystem with substitutions for services – they’ve redefined the very value of financial services, impacting competition across industries, erasing boundaries, and overturning structure.

## Upside Opportunity Versus Downside Risk

These disruptions present incumbent institutions with both massive downside risk and considerable upside opportunity. So, how can community and regional financial institutions stay relevant and add value for businesses and consumers to capture upside opportunity in the context of this ecosystem disruption – when the game itself seems to have changed? Start by asking yourself:

**am i playing to win  
the right game?**

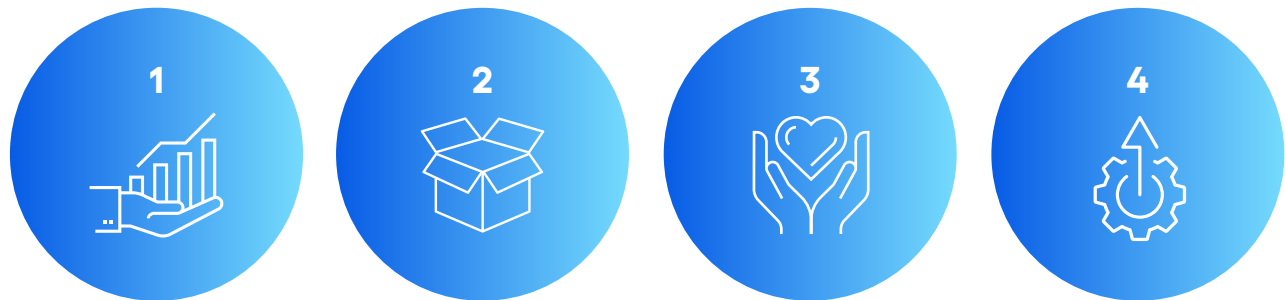




## capturing the opportunity

As competition spills beyond traditional boundaries, the challenges for community and regional financial institutions no longer fit within conventional strategic frameworks. You need “a new approach – a new playbook – for strategy when boundaries are shifting and rules are changing.”<sup>7</sup> This opportunity is not just about embracing digital transformation but mastering what comes next. It’s not just the transformation you’re driving – but whether it’s the right one to help you succeed.

### Capitalizing on the Opportunity



To capitalize on the opportunity, community and regional financial institutions need to clearly define their strategies in four areas:

1. **Clear Growth Strategy.** How will you grow and what niches do you want to serve? Community and regional banks and credit unions are no longer bound by the old definition of “community” – where people live. There are many kinds of niche communities you can attract and offer services to. Identifying who they are will help dictate the kind of brand you want to be and the types of services you need to offer.
2. **Product & Services Strategy.** How will you deliver the solutions your accountholders need? Will (and can) you embed fintech solutions into your platform to enhance your product and service portfolio? The disruptions you and your accountholders are facing require a mindset shift – you need to think through problems at the level of the ecosystem in which you operate, rather than solely at the level of product, firm, technology, or industry. Rather than building a metaphorical wall out of fear against these disruptions, you need to do the opposite. Open and expand your ecosystem to align with partners and deliver your unique value to consumers and businesses. In other words, offense is the new defense.
3. **Service Strategy.** To support customers and members in their moments of need and relevance (like addressing account fraud, buying a home, starting a new business, and planning for retirement), you need a strategy and capabilities that help your financial institution act as a trusted guide. Accountholders who feel their financial institutions are trustworthy are eight times more likely to consider their financial institution for a new product or service and are five times more loyal.<sup>8</sup>
4. **Technology Modernization.** Technology is at the heart of everything you do. To support and enhance the three previous strategies, you’ll need a technology system and capabilities that allow for growth, scalability, and customization.

## executing the new playbook for financial institutions: a strategy for winning

Building your new playbook and delivering on your strategies for growth requires an advocate you can depend on to offer the service and support you need. To be committed to trust and transparency. To provide technology-enabled and augmented personal service for your accountholders. An advocate whose culture aligns with your own.

### Technology With You In Mind

Your technology partner should deliver modernized technology that optimizes openness, agility, speed, and optionality by offering a next-generation technology platform that is:

- » Digitally centric.
- » Open.
- » Extendable.
- » Cloud-native.
- » Modular.
- » Web 3.0-enabled.



The ideal platform ecosystem:

- » **Is open and relational.** You need a digital platform that supports integration of strategic partners at will and translates personal trust and service effectively in digital contexts.
- » **Delivers platform-as-a-service (PaaS).** With PaaS, your organization acts as a platform unto itself – meaning your bank or credit union can become the matchmaker between your accountholders and the highest-grade, most relevant third-party partners of choice in the open banking system. As an open, relational, service-enabled digital platform, you can pursue both outbound embedded-banking or inbound embedded-fintech plays – becoming a banking-as-a-service (BaaS) provider who permits embedded banking in third-party settings and/or a consumer of third-party fintechs, embedding and bundling select fintechs into digital banking experiences that are uniquely relevant to your community and niche.
- » **Offers developer toolkits and open APIs to connect and align your ecosystem partners.** Create exceptional banking experiences with resources that help you design and build.
- » **Delivers ongoing and deep integration of capabilities.** With leading digital, lending, payments, and financial crimes capabilities, you can better serve and safeguard your business and accountholder needs.
- » **Leverages size and scale to attract and embed the highest grade fintechs into the platform.** Facilitating integrations with innovative third parties at zero cost and zero lift to you means you can solve for your accountholders' problems and preferences and deliver upon your value proposition to your market.

## creating possibilities with jack henry

Jack Henry is pioneering future-ready financial services by modernizing our full-stack banking platform and building an ecosystem of next-generation, best-of-breed solutions that support open integration and a real-time data strategy. Our multi-year strategy centers on the ongoing development of a single, modern, open banking platform that allows for easy access to a broad ecosystem of Jack Henry solutions and high-grade third-party fintechs. This initiative builds on our industry-leading, open-API, digital banking platform.

Jack Henry's next-generation technology platform is:

- » **Component-based.** Component-based software allows a financial institution to get to pure best-of-breed in their platform. A component-based approach isolates applications and allows them to run independent of physical resources, keeps microservices from interfering with one another, keeps applications from consuming all of the host's shared resources, and allows multiple instances of the same service.
- » **Open.** Our technology platform supports open integrations so you can connect with and embed fintechs of choice quickly and easily on your terms and timeline.
- » **Digitally centric.** The move to digital centricity involves a paradigm shift from a traditional teller-centric strategy to one that focuses on the consumer – creating solutions and consumer experiences that take full advantage of the potential of the internet.
- » **Cloud-native.** Our cloud-native platform is designed and built for a cloud computing architecture – a containerized environment in which applications are capable of moving in and out of the cloud and scale based on varying workloads.



To enable our next generation open platform strategy, Jack Henry is unifying our platforms and products by executing a shared services approach, which is built on the following standards:

A common API design.

Single token authentication across platforms.

Common report writing.

Common use of how data is handled on the back end.

## Four Key focus areas of Jack Henry's Technology Modernization Efforts

Jack Henry is focused on four areas for modernizing our technology and building a modern banking platform:

1

Redefining the Core

3

Delivering Industry-Leading Capabilities Across Jack Henry's Platform

2

Being Open & Providing Multiple Integration Options

4

Operating as More than a Core – a Banking Platform



## focus area 1) redefining the core

Jack Henry is unbundling the core to rebundle banking for a new cloud-native era. We've been executing on a multi-pronged strategy to componentize our core in the cloud and enable innovative financial services and user experiences for banks and credit unions.

We're building this digital cloud core to help you gain the advantages and benefits of cloud microservices architecture, including:

- » Eliminating friction.
- » Increasing optionality and availability.
- » Reducing cost of change.
- » Reducing time (and effort) to market.



## focus area 2) being open & providing multiple integration options

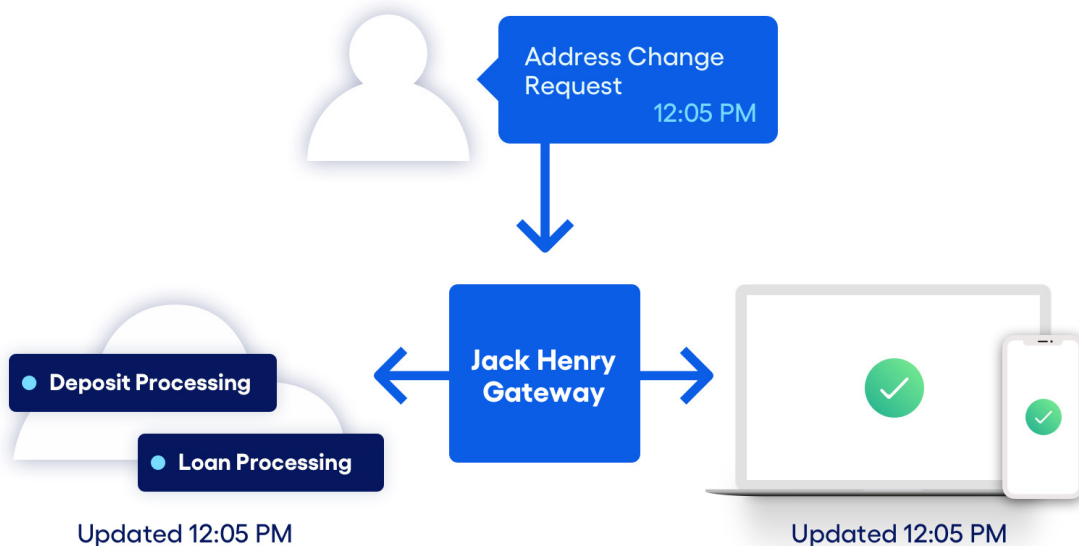
When Jack Henry speaks to openness, we don't just mean our technology – to us, it's a philosophy to live by. Because we're an open company, we provide integration through a variety of options based on the needs of the financial institution. We currently have more than 850 partner products integrated into the Jack Henry platform so that you can connect with and embed fintechs of choice quickly and easily on your own terms and timeline.

In support of our open integration and real-time data strategy, the Jack Henry platform supports four different integration options called the "Jack Henry Gateway™." These options are cloud-native and expedite broader ecosystem integration:

- » Batch Data Brokerage
- » Real-Time Request/Response APIs
- » Event Publication to Subscribers
- » Data Streaming (New)

We currently have more than **850** partner products integrated into the Jack Henry platform

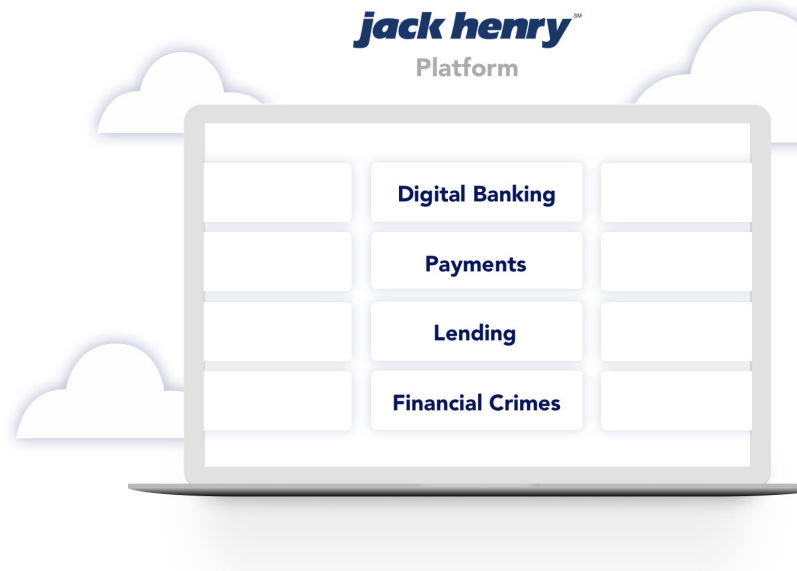
The Jack Henry Gateway powers and facilitates the process of real-time data movement across the Jack Henry platform. This is vital to attract fintechs whose services require data in real time. For example, when a user submits an address change request, it is automatically applied and updated across the system, from the core components in the cloud to the financial institution's applications.



## focus area 3) delivering industry-leading capabilities across jack henry's platform

Jack Henry is applying next-generation technology across our extensive range of best-of-breed capabilities to offer leading native products and services – and our roadmaps are designed to make sure innovation and forward-thinking keep them that way.

We're componentizing our best-of-breed capabilities as part of technology modernization. This one-platform approach will ensure users have a seamless and consistent experience across all our capabilities and services. Staff at the financial institution will have the benefit of a single source for updates, support, security, and administration of the user experience.



### Digital Banking

Digital is the foundation of the new financial services ecosystem. It's the infrastructure traditional and non-traditional competitors are betting their businesses on.

Jack Henry acquired the fintech Banno in 2014 for their vision, technology, talent, and culture of innovation – being careful to take deliberate steps to protect Banno's culture of innovation while spreading that culture throughout Jack Henry. Moreover, we invested heavily in building out our digital banking vision, including first-of-kind innovations like Banno Conversations<sup>SM</sup>. Today, the Banno Digital Platform anchors Jack Henry's enterprise open-banking platform strategy and our nine capability types – including digital banking, payments, operations, information security and technology, financial crimes and fraud risk, lending, commercial banking, and financial health. We help financial institutions provide personal, human-centered service that puts accountholders first.

#### » Built for Agility, Speed & Optionality

Jack Henry's Banno Digital Platform<sup>TM</sup> has been cloud-native since 2012, enabling the ability to scale up and out for our clients' strategic agility, speed, and optionality – all while delivering the fastest and most robust digital-experience KPIs in the industry. Because of the intentional design, disciplined execution, and long-term thinking, our digital banking apps are three to five times faster than those of our competitors as well as most megabanks. With this unified design and approach, your community or regional financial institution can translate your personal trust and service in digital contexts by creating moments of relevance – driving personalized insights that are contextual and relational. These moments of relevance are the key to transforming your cost-based self-service digital channel into a robust, full-service revenue engine.

#### » Platform Scalability to Serve the Needs of Your Consumers & Businesses

The Banno Digital Platform can scale for businesses of all sizes, from a micro business to small business, a non-profit, or a commercial account. Our Autobooks integration enables digital invoicing and online payment acceptance for small business customers. Complementing this capability is the impending launch of Banno Business<sup>SM</sup> which will deliver the functionality that mid-size and large commercial

customers need to manage day-to-day cash flow as well as long-term financial positions. And with our Banno Conversations for Business capabilities, commercial businesses will be able to expedite conversations not just between the financial institution and business – but private conversations among employees of the business related to operations and financials. Bringing these conversations into authenticated, secured, contextually augmented settings will reduce the need for email, thereby eliminating business email compromise (BEC), the biggest fraud risk/liability for businesses big and small.

» **A Platform for Future Revenue Growth**

Then there's Banno Marketing™ and ad engines, which will soon fully enable sales in the context of personal digital service, a long-standing differentiator for community and regional financial institutions. With Banno Marketing, your organization can amplify that strength in digital contexts.

Our Banno Digital Platform eliminates in-bound screen scraping, and advances both inbound embedded-fintech and outbound embedded-banking options available to our clients and their accountholders, increases speed-to-market, and solves for financial fragmentation.



## Payments

Payments are the most widely used financial service, represent one of the “stickiest” financial services, and generate significant, recurring non-interest income. According to PaymentsJournal, 94% of financial institutions believe consumer payments are an important source of revenue, 82% believe commercial payments are an important source of revenue, and 76% believe small business payments are an important source of revenue.<sup>9</sup>

### Payments Are Under Siege

Community and regional banks and credit unions are being disenfranchised by two fundamental shifts in the payments industry:

1. **Fintechs and big techs have developed innovative, experience-driven digital payment solutions.**  
These payment innovators originally focused on P2P payments and merchant services but are now strategically focused on reinventing business payments and income payments. The appeal of these payment services will increase as more consumers choose who provides their financial services based on brand affinity; and young consumers are increasingly open to using non-financial companies for their financial needs. A recent survey of Jack Henry clients found that 75% believe payments-focused fintechs like Block, PayPal, and Venmo are their biggest competitors.<sup>10</sup>
2. **BaaS is further threatening traditional banking.**  
Today, virtually any company in any industry can leverage partnerships with financial institutions and fintechs to embed financial services into third-party customer experiences – blurring the lines

between chartered and non-chartered providers of financial services. BaaS agreements permit non-financial entities to use a financial institution's secure, regulated, API-driven infrastructure to embed traditional financial services like payments. In the same survey of Jack Henry clients, less than half of the respondents currently plan to participate in open banking (BaaS/payments-as-a-service) during the next two years. But as the protective walls around the banking industry collapse, community and regional banks and credit unions will need to embrace open banking to remain competitive and capture upside potential.

### Jack Henry Payments-as-a-Service: Today & Future-Forward

Jack Henry's vision is to simplify the complexity of payments and help your financial institution develop and operationalize a modern, highly scalable, highly competitive payments platform that supports all payment channels and types. Much of our payments-as-a-service functionality is available today, with aggressive development plans to API-enable the remaining channel-specific components.

Jack Henry's payments-as-a-service is powered by open, standardized APIs that allow for frictionless, secure, production-proven payments capabilities to be seamlessly embedded in financial and non-financial solutions. Our payments-as-a-service consists of three primary components:

#### 1. The Developer Experience Site

Provides comprehensive developer resources (available at [jackhenry.dev](https://jackhenry.dev)) and includes API documentation, use cases, SDKs that include sample code and fully formed reusable code modules, and a sandbox environment to expedite efficient, seamless integrations.

#### 2. Jack Henry's Virtual Payments Hub

Jack Henry's proprietary real-time payments hub that currently facilitates instant payment processing with ready-built connections to the Zelle®, RTP®, and the in-development FedNow® networks. The virtual payments hub will provide seamless access to our collection of payment APIs, payment portals, and payment processing engines that facilitate transaction processing, reporting, administration, and alerts and notifications; and is being expanded to support other payment channels and types, including:

- » Consumer and commercial, mobile, and desktop RDC.
- » Consumer and business digital bill payments.
- » Debit and credit card-funded payments.
- » ACH origination.
- » Domestic and international wires.
- » Web payments.
- » Digital currency.

#### 3. SmartSight®

Jack Henry's payments intelligence solution, which is being enhanced to support all payment solutions and generate the data analysis and actionable insights needed to optimize each payments channel.

Jack Henry's  
vision is to simplify  
the complexity  
of payments

Jack Henry's payments-as-a-service supports an array of entities, including:

- » **Community and regional banks and credit unions.** With our payments-as-a-service, you can leverage our APIs to streamline the integration of specific payment capabilities to curate accountholder experiences and to develop proprietary payment solutions. You can also capitalize on BaaS by renting your charters and regulated infrastructures to non-financial entities and providing fee-based access to the proven technology needed to offer payment services.
- » **Diverse businesses outside the financial services industry.** Businesses can embed channel-specific payments into existing consumer experiences (e.g., healthcare practice management can integrate digital payment solutions that replace paper checks and expedite receivables and improve cash flow).
- » **Fintechs.** With our payments-as-a-service, fintechs can embed production-proven payment capabilities quickly and seamlessly into their solutions (e.g., Stripe Treasury leverages partnerships with banks to offer insurance-eligible accounts and with Jack Henry to enable small business customers to make mobile deposits to those accounts).
- » **Strategic partners.** Our payment solutions are embedded into an array of digital banking platforms offered by other traditional providers of financial technologies.
- » **Jack Henry.** We currently use the same APIs built to support our PaaS strategy to integrate our payments capabilities into other Jack Henry solutions.

## Lending

Jack Henry is committed to making it easier for borrowers to borrow and lenders to lend. We help banks and credit unions support their communities in their moments of need and build lifelong relationships with borrowers.

### The Power of Digital + Human

Jack Henry understands that the power of digital + human will deliver the best human experience. No matter where a borrower is or what type of loan they're looking for, both lenders and borrowers need easy ways to digitally access loans. To streamline the experience for the borrowers applying and the lenders decisioning, Jack Henry offers a single platform for both commercial and consumer loans. Our all-digital loan origination system will be launching its APIs on jackhenry.dev in mid-2022.

### A New Digital-Centric Account Opening & Lending Experience

Jack Henry is currently developing a digital-centric account opening and lending experience that will be:

- » Type-agnostic.
- » Document-agnostic
- » Core-agnostic.
- » Account-agnostic

Our modern lending experience will be an end-to-end, frictionless digital lending platform promoting speed, accuracy, and efficiency for both the financial institution and the accountholder.



### Realize Your Full Lending Relationship Potential

Jack Henry's modern lending experience will solve for the relational needs and challenges currently experienced with lending technology in the digital channel and can help facilitate your organization's business culture – so you can realize your full potential. Jack Henry's new lending experience directly addresses the current challenges financial institutions face, including:

- » Paper-based systems and manual processes.
- » Project fatigue from duplicate data entry and clerical work.
- » Friction in processes (for borrowers and lenders).
- » Application abandonment.
- » Overhead and maintenance of multiple, disjointed systems.
- » Lender inconsistencies due to lack of visibility.

Jack Henry believes in lenders building lifelong relationships with borrowers.

### Financial Crimes

The need has never been greater for protecting against sophisticated financial crimes and threats that can result in material reputational damages, loss of assets and account holders, regulatory fines, and even imprisonment. Today, most financial institutions are addressing these financial crimes and fraud risk challenges using a variety of point solutions but are challenged by a lack of clear visibility into vulnerabilities across their enterprises.

#### Introducing: Jack Henry Financial Crimes Defender™

Jack Henry is building a next-generation, cloud-native single financial crimes platform that will correlate fraud across all channels to create a single fraud solution.

Jack Henry is executing on a real-time data strategy whereby events on our platform are published in near-real-time via streaming APIs (vs. REST APIs) to systems both within and outside of Jack Henry. With these real-time, event-driven communications between systems, we can help you prevent fraud in the transaction stream. This becomes increasingly important with the increase in real-time payments and the resulting real-time fraud occurrences.

With a sophisticated new user interface, our modern financial crimes platform will:

- » Provide visibility into fraud across all channels.
- » Reduce inefficiencies and wasted resources when managing fraud.
- » Reduce false positives.

#### Multiple Financial Crimes Options Under One Umbrella

● BSA/AML

● Fraud

#### New User Interface

● Intuitive user experience

● Single page application

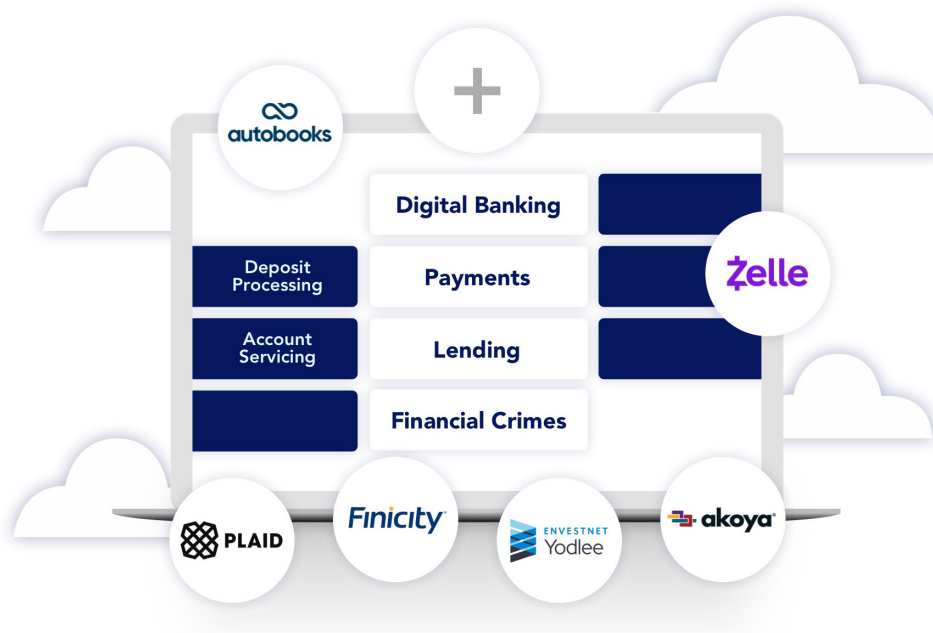
● Visualization tools to enhance analysis process

● Improved dashboard options

● Link/network analysis with competitive refresh capabilities

## focus area 4) operating as more than a core – a banking ecosystem

The financial services industry is being disrupted not just by the emergence of new non-traditional financial service providers, but a new hybrid monetary economy that is made up of both centralized and decentralized monetary networks like cryptocurrency. To help you succeed, Jack Henry has adopted a platform architecture strategy to build an open and extendable ecosystem. Our goal is to empower community and regional financial institutions to lead and win in this broader banking ecosystem through a combination of flexible and scalable next-generation technology, seamless integration of best-of-breed capabilities, and a modern platform that attracts, and provides simple and easy access to – and for – leading fintechs and third parties.



Jack Henry is the first to facilitate integrations with innovative financial data aggregators that can help banks compete, like Fincity, Plaid, Yodlee, and Akoya. These integration partners are key to an open banking strategy because they provide connectivity that can make banks and credit unions the “home base” for an accountholder’s complete financial picture – addressing the root cause of financial fragmentation among consumers and businesses. They also provide a standardized, secure API-based hub for exchanging data between banks and credit unions as well as non-chartered financial type apps and entities.

The end result is the elimination of the indiscriminate data sharing that occurs with inbound screen scraping, which is replaced with specific, permissioned, direct, and transparent control of personal data by the accountholder – giving accountholders direct control and ownership of their financial data.

At Jack Henry, we’re looking at the biggest problems our clients face and we’re finding a fintech solution to embed into our digital banking platform. We actively facilitate partnerships and integrations with innovative third parties that can help community and regional banks and credit unions compete – even when those third parties compete directly with us. It’s the right thing to do. And because we equip all fintechs with the same UX design system, they look and operate in similar ways, translating to a seamless and consistent user experience for your accountholders.

We also strategically leverage our size to attract and embed the highest-grade fintechs at scale into our open platform with zero-cost and zero-lift integrations for our community and regional financial institutions, including:



#### Alloy

The gold standard of identity decisioning behind the best digital-account-opening (DAO) experiences in the industry.



#### Autobooks

The Finovate Fall 2021 Best-in-Show, award-winning fintech with the best invoice-get-paid, receivables, and simplified cash-flow accounting for micro-, small-, and medium-sized businesses (SMBs). We invested in Autobooks early, served on their Advisory Board, and embedded their strategic innovations into our digital platform at scale to help community and regional financial institutions compete against the likes of Intuit and Block Banking for small business.



#### MasterCard NuData's NuDetect

The biggest and best behavioral network for fighting fraud in real-time. NuDetect is a real-time fraud tool used by the biggest banks with the most resources.

## Jack Henry's People-First Culture of Innovation, Service, Support & Partnership

Jack Henry puts people at the center of everything we do. Since the founding of our company, we've believed in helping individuals and their communities by seeing them as humans first – understanding their goals, needs, and objectives as well as their challenges and frustrations.

### People-Inspired Innovation

It starts with taking the time to genuinely understand the needs of individuals – what they're trying to do and what they're trying to achieve. By putting people at the center of our innovation, we're partnering with you to design solutions and strategies that achieve your desired results, whether that's growing revenue, mitigating risk, balancing IT and regulatory compliance demands, growing your accountholder base, improving your accountholder experience, or addressing any other business challenge you face. Jack Henry can help identify strategic opportunities to achieve these organizational goals, help advocate for change, and co-create innovative solutions – moving financial institutions forward incrementally or aggressively, based on individual needs. We apply this people-centric design to our technology modernization efforts.



Our innovations are focused on three key stakeholder groups:

#### fi buyers/decision makers



CEOs, CTOs,  
Chief Lending & Payments Officers,  
Ops Managers, Purchasing Managers

##### Objectives:

Improve accountholder experience, improve efficiencies, grow revenue, reduce risk, attract and retain talent

##### Needs:

Compliance peace of mind, integrated solutions, expert guidance, competitive pricing, scalability, ongoing user training, financial health of the institution

#### fi users of technology & services



Tellers, Back Office Staff,  
Financial Services Professionals,  
Marketing Specialists, Loan Officers

##### Objectives:

Improve accountholder satisfaction and loyalty, meet more client needs, make it easier to do my job

##### Needs:

Easy to navigate service experience, a full picture of the accountholder, tools that help me know the accountholder and make recommendations, self-service training

#### end users of technology & service



Consumers, Members,  
Small Business Owners,  
Borrowers, Investors

##### Objectives:

Reduce my financial stress, help me manage, move, borrow and invest my money, help me deal with life's circumstances

##### Needs:

Digital self-service tools for transactions, expert guidance for life events and changes, multi-channel service when problems occur, experiences that are seamless, relevant, personalized, useful, appropriately simple

### Trust & Transparency

The need for personal service, support, and trust will always be in demand in banking relationships. There's no such thing as a small money problem for the average consumer or the average business. There will always be a need for the trust in and around money that comes from personal relationships. Jack Henry is committed to helping community and regional financial institutions demonstrate their value in building, supporting, and growing trusted banking relationships with their customers and members. We are dedicated to a partnership built upon transparency, openness, and service with our financial institutions as well as their accountholders. For example, we believe consumers and businesses own – and should have the ability to control – their own data. We believe all data should be secure. And accountholders should have the ability to see their entire financial portfolio to evaluate their financial health. Consistency and privacy are intertwined, and data should be fully traceable. And we believe these tenets of trust and transparency are necessary to accelerate innovation among community and regional financial institutions and to help democratize financial services for all people and businesses.

Jack Henry offers the level of dedicated service and support you need, including:

- » Streamlined accountholder experience and support.
- » Onboarding and training.
- » Seamless installations.
- » Consultative services.
- » Continued education.
- » A long and trusted history of regulatory compliance.

## uncovering your unique value & unlocking your potential with jack henry

As a company that's been providing technology to community and regional financial institutions for more than 45 years, Jack Henry is dedicated to helping you serve the advancing needs of your accountholders. You can count on us:

- » To never dictate how you should run your business.
- » To provide technology that supports the pursuit of virtually unlimited differentiated niche strategies in a digital-first disrupted ecosystem.
- » To offer tools, technology, and resources you can use to differentiate, compete, and grow.
- » And to help you reclaim the personal relationships and trust that community and regional financial institutions stand for – after all, almost no fintech or neobank app competing against community and regional banks and credit unions today offers:
  - » *Personal service at the accountholder's moments of need/relevance in digital contexts.*
  - » *Comprehensive API-based aggregation of all the accountholder's financial accounts.*
  - » *Comprehensive financial-health scoring, tracking, and coaching.*

Jack Henry is putting you at the center of our innovation – facilitating a “first stop,” “first app,” “first wallet” status for your financial institution.

Our goal is to help you establish a level-playing field against both industry and ecosystem disruptors who are threatening the future of your financial institution. With our modern, next-generation technology, you'll be able to:

- » Strategically build, differentiate, and evolve digital experiences and products in meaningful timeframes.
- » Bring together the best partners to create unique value for your communities that competitors simply can't deliver.
- » Reclaim personal relationships and trust by uniquely offering personal service at both moments of need and moments of relevance.

**simply put, jack henry can help you play to win – the right game – in a changing world.**



## connecting possibilities

For more information about Jack Henry,  
visit [jackhenry.com](https://jackhenry.com).

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### sources

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<sup>11)</sup> Financial Institution CEOs





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