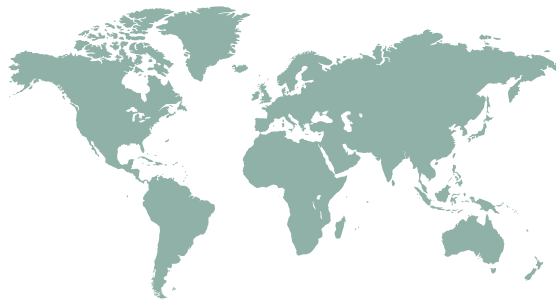


# The FINEOS Playbook

How we align our Culture and Strategy to drive success





### What do we do?

We provide person-centric core software to the life, accident and health industry.

## VISION

### What is our vision?

A world where protection from illness, injury and loss is accessible to everyone.

At FINEOS we believe our drive and contribution towards helping to achieve our vision will keep us at the forefront of our industry.

Our vision is for the wellbeing and protection of people. It is social and commercial, involving all who improve protection, care and compensation for injury, illness or loss. There are many participants working alongside us to achieve our vision, including insurers, governments, agents, health researchers, scientists, medical practitioners, providers of medical services and of course technology providers.

Our vision specifies what we want to help to achieve. Everyone should have access to financial protection, care and rehabilitation

benefits in the case of injury, illness or loss. Prevention is an important part of giving people protection, that is, safety, wellness and health programs.

Technologists are collaborating with scientists and medical specialists with a view to helping people to have a better quality of life, to live longer and to recover faster in the case of illness or injury. Innovation and technological advances are making protection economically viable and accessible to more and more people.

We at FINEOS see this trend accelerating into the future and we want to play our part in it.

## PURPOSE

### Why do we exist?

We help our customers care for the people they serve through the delivery of superior insurance technology.

FINEOS was established to develop a new customer centric, component based core technology suite for the life assurance industry.

Our purpose has been constant from inception. Initially we developed a core system for customer (party) management, then we developed additional capabilities to manage life as well as illness and injury claims. We added core product components for billing, policy, absence and we now have our full core product suite for administration, FINEOS AdminSuite.

We continue to enhance and expand our product suite with new components, new technologies and support for additional lines of business within the life, accident and health industry to deliver more capabilities in line with our purpose.

The technology and competitive landscape is advancing rapidly and organisations who do not adapt and advance accordingly will not survive.

Within the life, accident and health industry advances in technology, access to information and the openness and speed provided by digital engagement has put the emphasis on satisfying customers more than ever before.

People live in a demanding and ever-changing world and they will use whatever advances become available to improve the value and quality of their lives. For FINEOS this means we have the exciting task of delivering our solutions using superior technology to address insurance customers' current and anticipated needs.

We focus on the broad interpretation of customer to embrace all stakeholders including, users, agents, employers, providers, partners and customers.

People buy insurance or are covered under government accident schemes for protection in the event of injury, illness or loss. It is in our hour of need as customers that we rely on insurance companies and accident compensation providers to give us the resources to restore our well-being in the event of an accident or an illness.

# VALUES

## What we believe and how we behave:

FINEOS values make it possible for each of us to navigate professionally in a business environment that is becoming more and more complicated. Our values are the basis of our thinking and the way we behave. They make it possible to conduct our business and decide quickly and efficiently with the least possible level of bureaucracy. They determine the way we do business, the way we work together and the way we want to be perceived by our surroundings.



# VALUES

## Core Values - What we believe and how we behave



### • Team Player

- Commitment to achieve common goals
- Reliable and trustworthy in supporting the team
- Develops a sense of belonging, enjoyment and fulfillment
- Helps team members achieve their goals



### • High Achiever

- Enjoys success through the delivery of results
- Maintains high standards, has the confidence to learn from mistakes and always seeking continuous improvement
- Hungry to learn, innovates and is open to new ideas and change
- Respected for sharing their skills and knowledge
- Challenges and accepts challenge



### • Customer Centric

- Our success is dependent on customer success
- We are all part of the customer team directly or indirectly
- Listen and understand customer needs to support their goals and keep our promises
- Build long term relationships based on trust and reliability
- We challenge and accept challenge from customers to create long term healthy outcomes for both companies

## Aspirational Values

Characteristics that we believe exist in FINEOS today but we want to develop further in order to maximise our success. These are the qualities our organisation is aspiring to adopt, and which we will do our best to manage intentionally into the organisation.

### • Results Driven

- Clarity, commitment and accountability for goals and priorities
- Focused on measurable outcome not just activity
- Proactively remove obstacles for you and others
- Focus on finishing

### • Company-wide Collaboration

- One FINEOS team focused on the best overall outcome.
- Engage early in cross-functional teamwork to gain all perspectives and potential solutions
- Ensure all parties understand decision making and reasoning to ensure buy-in
- Builds strong cross functional relationships based on trust and a willingness to share and accept risk

### • Positive Challenge

- Create an open environment that welcomes new ideas as well as respectful and constructive challenge
- Verify facts before making assumptions or holding old views
- Silence is not agreement
- Contribute even if you are not sure you are right
- To challenge or be challenged, you must listen, understand and explain before moving on
- Challenge yourself, your team and other teams so everyone is learning

## Permission-to-Play Values

The minimum behavioural standards we require in FINEOS as an organisation.

### • Respectful

### • Professional

### • Trustworthy

# THEMATIC GOAL

Our Thematic Goal is singular, qualitative, temporary and shared across the organisation.

It is a 'Rallying Cry' often helping align other parts of the organisation.

# MISSION

## What is our mission?

Global market leader in core systems for group and individual life, accident and health on a single technology platform.

At FINEOS we recognise people often have multiple relationships with organisations that protect and care for them. A person can be insured as a named or un-named member of a group protection or benefits plan and they can be covered as an individual for additional protection and financial benefits by the same organisation.

They can also have their cover and benefits spread over multiple organisations, which is more often the case. A person can require information, customer service, care and benefits as a consequence of illness, injury or loss. They can be a policy holder with multiple insurance covers and protection entitlements (on an individual basis, as a member of an insured group or even as a citizen of a state) that provides accident, sickness and paid leave cover.

The need for a single view of the customer (person) as well as

relationships between groups and individuals has been supported within FINEOS since our earliest product. However, many core insurance solutions available in the market today do not properly support the concept of true group, voluntary and individual lines on a single platform. Many core solutions were originally architected for group business only or for individual business only, so they don't support both variants very well, or at all, on the same core technology platform.

Given rising demands and expectations of customers with respect to their insurance protection and customer care needs, FINEOS recognises a growing need and expanded product opportunity for both group and individual insurance protection, benefits and care on a single platform.

# GROWTH STRATEGY

## How will we succeed?

We will succeed by executing on our mission. Our mission will be accomplished by driving our five Principal Objectives under the pillars of Market, Customer, Product, People and Financial. The FINEOS Principal Objectives are supported by a series of related strategies and goals which are cascaded through our whole organisation so everyone can understand and engage in what we must achieve to accomplish our mission. We discuss, review and measure our progress regularly. Strategies are about the direction we take and the things we need to do in order to accomplish our goals. Our goals are 'what we want to achieve by when' – they are measurable outcomes that help us drive our business forward - results.

We communicate, empower and collaborate openly to ensure we have organisational clarity and people alignment within FINEOS. Our internal processes and practices enable us to perform at our very best ensuring we have the right people in the right place with the right attitude and capabilities. Our people have a forward thinking, agile approach with an execution mind-set and we are also sensitive and are adaptive to our customer needs and market change.



# OUR CULTURE AND STRATEGY

Long Term

## VISION

A world where protection from injury and loss is accessible to everyone.

## PURPOSE

We help our customers care for the people they serve through the delivery of superior insurance technology.

## CORE VALUES

Team Player

High Achiever

Customer-Centric

## Growth Strategy

## Our Mission

Global market leader in core systems for group and individual life, accident and health on a single technology platform.

Short Term

### Principal Objectives

Grow FINEOS Claims market lead and enable fast adoption of FINEOS AdminSuite

Create Customer Success to earn:  
Loyalty  
Advocacy  
Investment

Create a leading person-centric core product suite to give our customers clear competitive advantage

Drive Organisational Health to gain competitive advantage and create a great place to work

Achieve superior sustainable growth

## Thematic Goal - Focus for Now

# WHY WE ARE SUCCESSFUL

FINEOS uses external independent benchmarking whenever possible in order to measure our performance across our Principal Objectives.

## Market

We are global market leaders in life, accident and health lines of business.

We are global market leaders in life, accident and (ancillary) health lines of business.

#1 provider of group and individual claims software for the global life, accident health insurance industry as shown here.

We are building on our market strength by adding FINEOS Absence, a comprehensive absence management product that is designed to be fully integrated with FINEOS Claims and FINEOS AdminSuite, and includes 'out of the box' business and US regulatory content.

FINEOS AdminSuite is the first component based core system purpose built for the Group and Individual markets on a single platform – an industry first!



## Customer

We deliver Customer Success, gaining their Loyalty, Advocacy and Investment. We listen and have a strong track record of delivery – high satisfaction levels, measured quarterly and annually. We help our customers transform their business, replacing legacy systems with modern, flexible, customer-centric technology solutions.



\* Reference FINEOS Annual Customer Satisfaction Survey

## Product

We have created the leading person-centric core product suite to give our customers clear competitive advantage. Our products are designed to deliver excellent user experience and to automate as much work as possible for our customers. The data we process is available for meaningful reporting and dashboards as well as powerful predictive and operational analytics. We build software ready to connect to other systems, products, technologies to ensure speed to value.

Customers tell us that the product:



## People

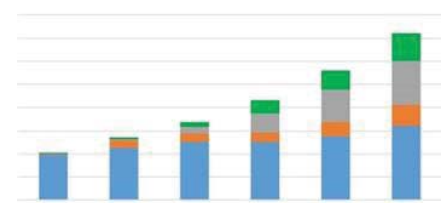
We measure our organisational health which encompasses our performance, our culture and our values. Using the Denison model we are benchmarked against 1000 other companies and we perform amongst the highest scoring organisations globally.



## Financial

We have a solid long-term growth strategy based on achieving our mission, requiring continued focus on all of the above, ensuring we invest to deliver solid results, including growth and profitability, while remaining adaptable to environmental change and continuing to grow and be a successful team.

Core Product Revenues  
Euro '000



# The FINEOS Name

In the year 2000, we undertook an exercise to rebrand our company from MSC to a new brand which better represented our business and what we stood for as a team.

The name FINEOS was chosen as our company brand and the word FINEOS is made up of 'FIN' representing 'financial'; 'NEO' representing 'new' and EOS representing 'dawn' – New Financial Dawn – FINEOS.



## Over 20 Years of Success



2018

Atlanta Capability Centre &  
New Sydney Capability Centre opened  
*550 Employees*

2016

Launch of FINEOS AdminSuite  
*450 Employees*

2013

HQ moves to FINEOS House,  
East Point, Dublin 3  
*355 Employees*

2009

The UK office & Gdansk  
Software Service Centre opened

2017

Launch of FINEOS Absence/Paid  
Family Leave

2008

New Zealand Office opened

2004

Launch of FINEOS Claims

1998

HQ moves to Pembroke House

1995

FINEOS' Mount Street  
Headquarters is opened  
*6 Employees*

1993

FINEOS founded

