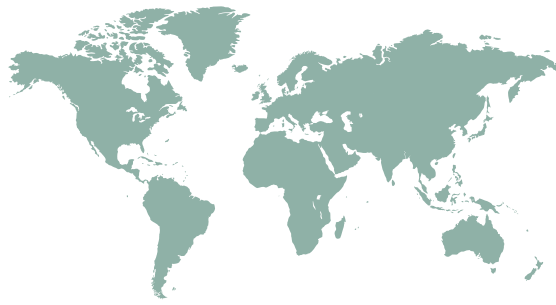


The FINEOS Playbook

Our Culture and Strategy





What do we do?

We provide customer-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 continuous drive and contribution towards helping to realise our vision will keep us at the forefront of our industry. Our vision is both social and commercial and is inclusive, involving the all participants in the global insurance and accident compensation industry capable of making a significant positive contribution towards achieving our vision. This includes insurers, brokers, resellers, governments, hospitals and providers of services and technology. We believe the industry is largely aligned towards achieving our vision. In other words, our vision is defined in terms of what we want to be part of achieving rather than what we actually want to be.

A hundred years ago insurance protection was only for the privileged, while the availability of accident compensation from governments was embryonic.

Today technology automation is making protection economically viable and accessible to more and more people. We at FINEOS see this trend accelerating into the future.

The word 'accessible' in our vision statement is significant because we constantly challenge ourselves to help our customers to operate more efficiently by applying innovative digital technologies such as the Internet, Mobile Devices, Analytics and whatever future pervasive technologies become available to us to improve the customer experience. In this way, we deliver solutions that make it easier for our customers to care for the people they serve and provide protection for injury, illness and loss to everyone.

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 component based technology suite to help insurers gain a single view of their customer, across all channels, to enable them to deliver improved service and products given the progressively evolving business, competitive and technology environment.

As with all industries, the business and competitive landscape has advanced rapidly and organisations who do not adapt and advance accordingly will not survive. Within insurance the improved advances in technology, access to information and openness led by the Internet 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 in order to address insurance customers' current and anticipated needs.

We focus on the broad interpretation of customer to include all of an insurer's stakeholders including users, agents, brokers, providers, partners and indeed customers.

Our core purpose today remains the same as it has been since our inception. We have a market leading customer-centric core product developed upon our FINEOS Digital Platform. We continue to enhance and expand our product suite with new capabilities in line with our core purpose.

When it comes down to it, the only reason people buy insurance or are covered under government accident compensation schemes is for protection in the event of injury, illness or loss. It is in our hour of need as customers that we come to rely on insurance companies and accident compensation agencies to give us the resources to restore our well-being as best as possible in the event of an accident.

Managing a claim is arguably the greatest service an insurer provides their customer and indeed is the purpose of insurance in society. We at FINEOS play our part in making this protection more effective and more accessible to the people in our communities. In essence we enable our customers to care for people they serve through the delivery of superior insurance technology.

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 group and individual insurance technology on a single platform.

At FINEOS we recognise people often have multiple relationships with insurance and accident compensation organisations. A person can be insured as a named or un-named member of a group insurance plan or accident compensation scheme. A person can also be an individual requiring a customer service, they can be a claimant receiving care and benefits and in the context of an insurance carrier, they can be a policy holder with multiple insurance covers and policy relationships (either on an individual basis, as a member of an insured group or as a combination of both).

The need for a single view of the customer has been supported within FINEOS since day one and we have also supported group and individual insurance technology in our FINEOS Product since our inception. However, many insurance technology solutions available

in the market do not properly support the concept of group and individual insurance on a single technology platform. These solutions were originally architected for group business only or for individual business only, so they do not support both of these business variants very well, or at all, on the same technology platform.

Given the rising demands and expectations of customers with respect to their insurance protection and customer care needs, FINEOS recognises there is a growing need and expanded product opportunity for both group and individual insurance protection on a single platform. Our mission involves exploiting this market opportunity and growing rapidly to become the global market leader in group and individual insurance technology on the single FINEOS Digital platform for the Life, Accident and Health industry.

GROWTH STRATEGY

How will we succeed?

We will succeed by executing on our Growth Strategy which is to accomplish our mission. Our mission will be accomplished by driving our five Principal Objectives under the pillars of Market, Customer, Product, People and Financial. Each Principal Objective is supported by a series of related strategies, goals and tactics. Tactics are the things we need to do quickly in order to move a strategy in the right direction. In other words tactics are like small strategies.

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 capabilities. Our people have a forward thinking, execution mind-set and we are also sensitive and are adaptive to our customer needs and market change.

MISSION

Global market leader in group and individual insurance technology on a single platform



OUR CULTURE AND STRATEGY

LONG TERM

SHORT TERM

VISION

A world where protection from illness, 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

FINEOS Growth Strategy

MISSION

Global market leader in group and individual insurance technology on a single platform

Market:

Dominate our claims technology market and become global market leader in Life, Accident and Health core systems

Customer:

Create Customer success to earn:

- Loyalty
- Advocacy
- Investment

Product:

Create the leading person-centric core product suite which gives our Customers a clear competitive advantage

People:

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

Financial:

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 (Ancillary) Health lines of business.

#1 provider of group and individual claims software for the global Life, Accident Health insurance industry chosen by:

- 8 of the top 20 Life & Health carriers in the U.S.
- 4 of the top 5 Life carriers in Australia
- 3 of the top 15 carriers in Canada
- Global leader in Government Accident Compensation, processing 100% of accident claims in New Zealand

We are also a leading provider of Claims Management in the London Market with:

- 2 of the Top 5 Lloyds Insurance Syndicates



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 2014

Product

Independent Analyst view:
"FINEOS is the only IT vendor on our panel that has implementations in all the three regions covered in our report: North America, Europe Middle East and Africa, and Asia Pacific. FINEOS Claims' depth of functionality and modernity of technology represent key elements for all life insurers looking to replace or invest in a new life claims system"

Industry Analyst Celent; identifies FINEOS as the Largest and Fastest Growing Best of Breed Claims solution.*

* Reference 'Life Claims 2014 – A Global Vendor Spectrum'



People

We are united through culture – a shared set of values, vision, purpose and mission. Our people have strong FINEOS and industry knowledge, up-to-date skills, deep understanding of our customers and how best to continuously apply modern technology to our product solutions.

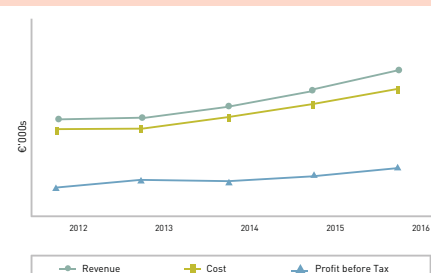
We are in the top quartile of companies who take the Dension survey:



* Reference: FINEOS Annual Employee Culture Survey 2014

Financial

We have a solid long-term Growth Strategy based on continued focus on all of the above, ensuring we deliver solid results, including growth and profitability, while remaining adaptable to environmental change and continuing to endure and be a successful team.



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

