



Driving Accelerated MENA Market Participation & Success

Cedar-IBSi FinTech Lab
Dubai Internet City

2023 1.0



Global FinTech Perspectives



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Cedar & IBS Intelligence

Cedar is a global strategy consulting, research, and analytics firm with **a 35-year track record** and clients across **multiple industry sectors**. Since 1985, our teams have assisted clients in areas of strategy, process innovation, strategic human capital, and business technology, among others, with a strong focus on the Financial Services sector. As a full-suite management consulting firm, Cedar assists clients across these areas in an integrated fashion – from strategy formulation, to execution, and implementation.

The firm's heritage includes being part of the former **US\$1 billion Renaissance Worldwide**, whose leadership included the creators of the **Balanced Scorecard** – the world's leading strategy deployment and performance management tool used by organizations globally.

Cedar's group unit, **UK-headquartered IBS Intelligence**, is a leading global **pure-play financial technology research, news analysis, and advisory firm** with clients across the financial services universe. For more than 30 years, IBS Intelligence has been the definitive source for independent in-depth analysis of global financial technology markets. **IBSI's annual Sales League Table (SLT)** is considered the global industry barometer ranking leading banking technology suppliers globally.

Global group coverage

01 **North America**
Since 1966. 1,000+ clients

02 **UK & Europe (HQ)**
Regional Coverage. 400+ clients

03 **Middle East**
Since 1999. 200+ clients

04 **India**
Since 1985. 150+ clients

05 **ASEAN & Japan**
Since 1985. 70+ clients



Cedar & IBS Intelligence

30+

year track-
record

300+

financial
institutions
transformed

100+

countries
represented by
global clients

150+

global Banking
clients

2,400+

global FinTech
and BankTech
vendors profiled

Select global Cedar clients

Global Financial Services transformation Centre of Excellence



Select global IBS Intelligence Clients

9/10 of the world's leading technology firms, banks, consulting firms, and investors rely on us



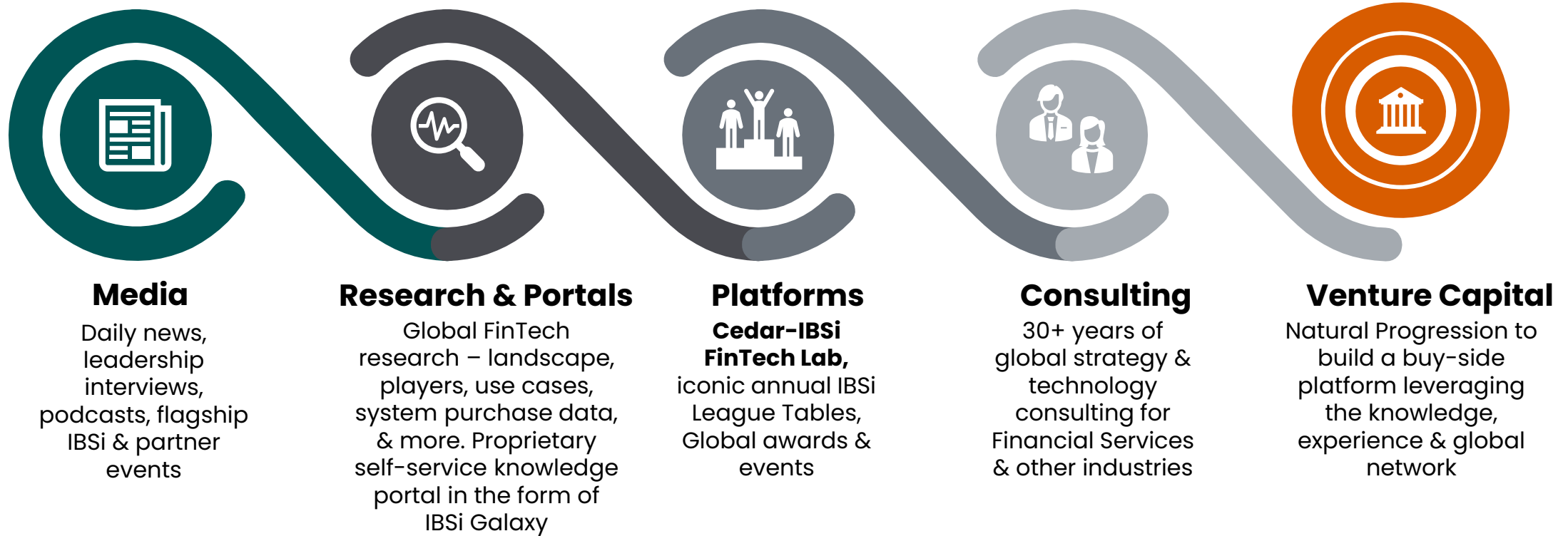
Cedar-IBSi | Regional Banking Clients

Deep expertise in building and working with banks in the GCC since 1999



The Cedar-IBSi value chain is comprehensive

Clients rely on Cedar-IBSi as a one-stop-shop for all their FinTech advisory needs



Cedar's FinTech Consulting Practice | Service Offerings

Cedar's technology transformation excellence is driven by global insights & 20+ years of regional experience

01

Envision

- IT Strategy Formulation
- IT Diagnostic Review
- Enterprise Architecture

02

Evaluate

- Requirements analysis
- Supplier Selection
- Application Landscape

03

Execute

- Program Management
- Program Health Check

Cedar's FinTech Consulting Practice | Centres of Excellence

Cedar's centers of excellence (COE) in core, digital & transaction banking enables fast-track transformation

01

Core Banking

- 45+ core banking engagements
- In-depth understanding of 120+ suppliers
- Extensive requirements repository

02

Digital Banking

- 25+ digital banking engagements
- Digital Readiness Assessment & roadmap design

03

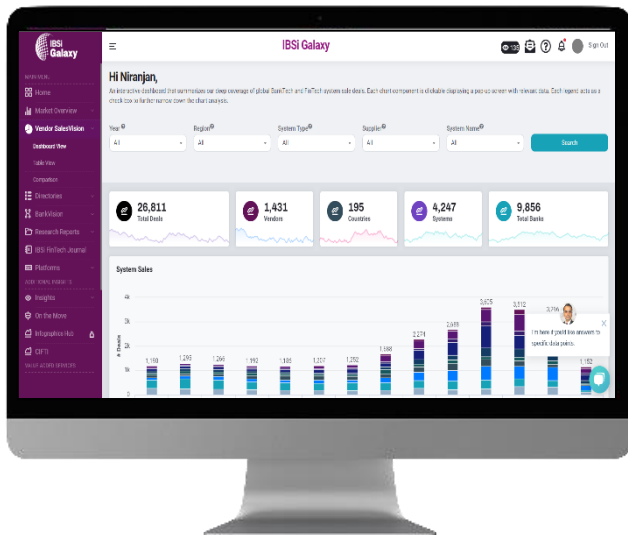
Transaction Banking

- 10+ transformation engagements
- 50+ Global case studies and vendor profiles authored by Cedar-IBSi

Proprietary FinTech intelligence portal | IBSi Galaxy™

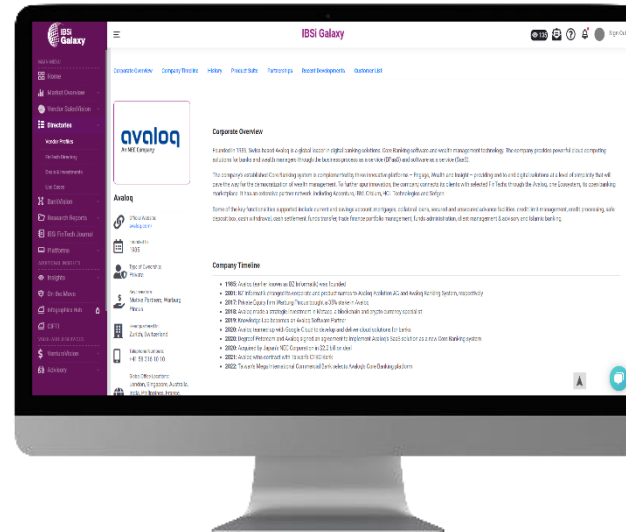
IBSi's Galaxy portal is a self-service insights & intelligence portal for global subscribers

Vendor SalesVision



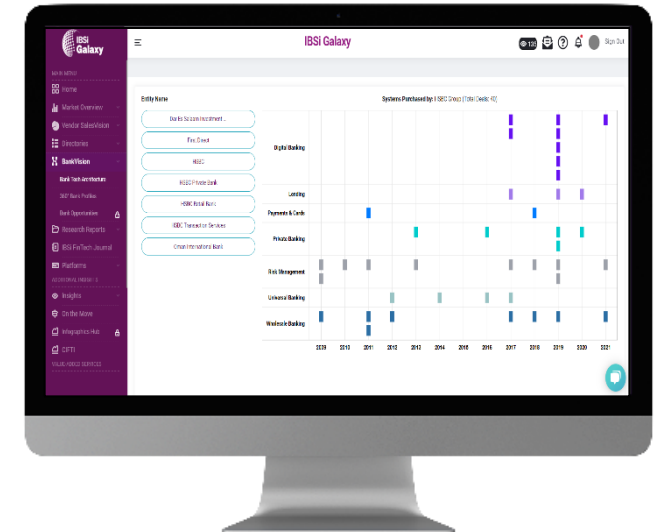
- Exclusive data of global banking technology vendor system sales and implementations.
- Access to **27,000+** deals across 2,400+ global technology vendors since 2009

Vendor Profiles



- In-depth vendor profile coverage of over **300+ vendors**
- Covering key information such as their product suite, customer list, use-cases, and lots more

BankVision



- Birds-eye view into the real-time banking system architecture of **9,000+** global banks
- Gain insights into financials, IT leadership team & lots more

[Watch Demo Here](#)



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Cedar-IBSi Fintech Lab

- The Middle East has **~178 banks with US\$2 Trn** in assets, spending **US\$10 Bn+** annually on banking and new age technologies
- IBSi's group unit, Cedar Consulting, has a **20+ year track-record** of advising banks in the region
- The Cedar-IBSi FinTech Lab provides a soft-landing for those looking to tap the **MEA opportunity**
- Market access with in-person roundtables, advisory sessions and introductions to select executives in regional banks
- Make it your regional office for periodic use with **hi-tech infrastructure**
- Leverage **Cedar-IBSi's regional expertise** to provide you with detailed insights on the market, whilst also leveraging our execution expertise
- Join **a community of monthly activities** that include webinars, newsletters, and marketing activities to help you **increase visibility**
- Opportunity to pitch to Cedar-IBSi fund team for your planned capital raise **NEW!**
- Get access to interesting co-investment opportunities via Cedar-IBSi's Venture Capital fund **NEW!**



+ Many more

Over 30 FinTech's have leveraged our lab since 2017

FinTechs leverage Cedar-IBSi's knowledge, infrastructure, and marketplace offerings



Select coverage of past events and member coverage



Let's start with a **fun fact** –

The Middle East has around **180 banks** that have close to **US\$ 2trillion (!)** in assets, and spend more than **US\$10 billion** annually on banking and new age technologies!

How can FinTechs access the multi-billion-dollar Middle-Eastern market opportunity

(expleo)

Cuelebre

EBIXCASH



Ep522

Why and how banks and financial institutions need to ensure new tech is fit for purpose



Ep514

Understanding the potential benefits of artificial intelligence



Ep541

The challenges of digital transformation in wealth management

CedarIBSi FinTech Lab member testimonials



S. Sundararajan
CEO, i-exceed

"The lab not only provides us an opportunity to connect and showcase our capabilities with our prospects and customers, but also serves as a platform for exchange of emerging trends and innovations in the Banking and Financial Services industry"



Balaji Viswanathan
MD, Expleo Solutions Limited

"As an industry leader both in the areas of QA/QE space and having pioneered a number of innovations in the areas of digital, we have found the Cedar-IBSi Fintech lab to be a good platform for us to present our use-cases."



Sairus Bapooji
Sr. Vice President, MENA Region,
Intellect Design Arena

"The lab has helped us in showcasing our product portfolio to banks and has also increased our brand visibility in terms of thought leadership. Our experience with them has been beneficial and I would highly recommend them. "



Dhaval Patel
AVP Product, EbixCash

"Miles Software has been working with Cedar-IBSi for almost 8 years now. We really liked their services which helped us to connect with potential customers, share view on market and improve company visibility via conference meeting, podcast, interview etc. They have helped us improve business in Middle East."



Naresh Kurup
Chief Brand Officer, Clari5





"Lab has been an effective forum to showcase our enterprise fraud management product - Clari5's prowess to the decision-making banking leaders community. Cedar's regular thought leadership communication initiatives have been quite beneficial for building brand awareness and attract quality leads"



Zoeb Madraswala
Director-Regional Head Delivery,
CRM and BD, Yethi Consulting

Cedar-IBSi FinTech Lab provides us with an opportunity to engage with experts within the BFSI domain to provide their insights on the emerging trends and innovations. It also provides an opportunity to showcase our prowess as Testing/QA experts whilst showcasing our innovation capabilities"

Lab membership benefits | FinTechs

| No | Area | FinTech Lab Offerings | Frequency |
|----|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1 |  Market Access & Collaboration | Joint Ideation workshops, giving Fintechs opportunity to display capabilities to regional banks and gain knowledge of local requirements | 1/Year |
| | | In-person roundtable where we invite bankers to speak and invite members | 1/quarter |
| | | Select Industry Introductions | Upto 4-6/ year |
| 2 |  Market Intelligence | Tailored In-person advisory session by a senior Cedar-IBSi member (request submitted 30 days in advance) | 1/quarter |
| | | Dedicated Analyst block hours with an expert IBSi Analyst (request submitted 30 days in advance) | 1 hour/quarter |
| | | Complimentary access to the iconic monthly IBSi FinTech Journal + 1 relevant research report | On-going |
| | | 3 Month Free Trial for IBSi Galaxy | 3 Months |
| 3 |  Market Visibility | Mentions in IBSi's weekly global FinTech newsletter (readers include technology buyers) | 4 newsletters /year |
| | | Leadership interviews/podcasts with coverage in IBSi's global platforms | 2/year |
| | | Detailed solution demo to IBSi's analyst team and potentially covered in IBSi GALAXY | 1/year |
| | | Feature on Website with sharing of impression analytics | All Year |
| 4 |  Market Acceleration | Opportunity to pitch to Cedar-IBSi fund team for your planned capital raise NEW! | On-going |
| | | Get access to interesting co-investment opportunities via Cedar-IBSi's Venture Capital fund NEW! | On-going |
| | | Use of lab physical infrastructure and meeting rooms | 48 days / year |

FinTech lab events calendar for the year 2023

Exclusive Quarterly In-Person Market Intelligence & Networking Sessions for Members

| # | Events | 2023 | | | | | | | | | | | |
|---|----------------------------------|------------------|-----|------------------|-----|------------------|------------------|------------------|-----|------------------|------------------|-----|------------------|
| | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| 1 | Lab Advisory Session (In Person) | 19 th | | | | | 22 nd | | | 21 st | | | 14 th |
| 2 | Lab Roundtables (In Person) | | | 21 st | | 05 th | | 20 th | | | 19 th | | |

Note: The dates above are indicative and subject to change

Awards and summits calendar for the year 2023

Members have an opportunity to attend our global events

| # | Events | Category | City | 2023 | | | | | | | | | | | |
|----|------------------------------------------------|------------|---------|------|------------------|------------------|-----|------------------|------------------|------------------|-----|------------------|-----|------------------|-----|
| | | | | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| 1 | Cedar-IBSi Golf Event (Private Event) | Social | Dubai | | 25 th | | | | | | | | | | |
| 2 | Cedar-IBSi Digital Banking Summit | Conference | Mumbai | | | 17 th | | | | | | | | | |
| 3 | Cedar-IBSi NextGen Banking & Technology Summit | Conference | Bahrain | | | | | 18 th | | | | | | | |
| 4 | IBSi Annual Sales League Table Awards | Awards | London | | | | | | 15 th | | | | | | |
| 5 | Cedar-IBSi NextGen Core Banking Summit | Conference | London | | | | | | 16 th | | | | | | |
| 6 | Cedar-IBSi Emerging Tech & Innovation Summit | Conference | Kuwait | | | | | | | 17 th | | | | | |
| 7 | IBSi Global FinTech Innovation Awards | Awards | Dubai | | | | | | | | | 07 th | | | |
| 8 | Cedar-IBSi Digital Payments & Lending Summit | Conference | Dubai | | | | | | | | | 08 th | | | |
| 9 | Cedar-IBSi NextGen Banking & Technology Summit | Conference | Muscat | | | | | | | | | | | 02 nd | |
| 10 | IBSi NeoChallenger Bank Awards | Awards | Mumbai | | | | | | | | | | | 23 rd | |
| 11 | Cedar-IBSi Digital & Core Banking Summit | Conference | Mumbai | | | | | | | | | | | 24 th | |

Note: The dates above are indicative and subject to change. Sponsorship & delegate charges are extra

Cedar-IBSi Advisory Session Leads



Angleen Malik, Lab Director

Over 30 years of experience across Mumbai, Dubai and New York, in Wealth &, Private Banking. Angleen is the Resident Director of the Cedar-IBSi FinTech Lab. She earlier headed the private banking and offshore divisions at RAK Bank in UAE. Extensive experience in retail banking.



Chetan Parekh, Senior Partner

22 years of experience assisting clients across the region. Chetan has led multiple banking technology strategy & implementation engagements. Some of his clients include ADIB, ADCB, ENBD, DIB, Bank Dhofar, ABK among others. Chetan is a thought leader on Global & Middle East FinTech



V. Ramkumar, Senior Partner

25 years of experience in large-scale transformations. Ram has led multiple technology innovation & transformation engagements. His clients include Emirates NBD, ADIB, ADCB, Mashreq, ADIB, Bank ABC, CBI among others. Ram is a thought leader on Global & Middle East Banking Technology.



Murtaza Shaikhally, Associate Partner

25 years of banking and consulting experience in areas of business strategy, business planning & analytics, digital banking & transformation. His clients includes ADFD, ENBD, ADCB, Al Masraf, Noor Bank, Dubai Islamic Bank, Mashreq, among others.



Vincenzo Casillo, Principal

Over 12 years of European consulting experience. His experience areas include PMO advisory, digital banking & technology transformation. Key clients include, ADFD, UniCredit, Intesa Sanpaolo, Bank of Alexandria, ENBD, Gulf Bank of Kuwait, among others. He is Lean Six Sigma Yellow Belt & PMP Certified.



Pankul Verma, Principal

15 years+ of experience in consulting, across geographies. He has experience in developing and executing multiple projects on FinTech, FS, Digital Transformation and Digital Governance. Key clients include Ithmaar Bank, BankDhofar, FAB Egypt, BankMed, ENBD, OIFC, Bahrain Kuwait Insurance Company.

Cedar-IBSi Capital Investment Leads



Sahil Anand, Founder & Managing Partner

- **8+ years of global PE/VC, FinTech research and advisory**
- 3+ years of past PE/VC experience at global funds Everstone Capital and DSG Consumer Partners
- Co-led and executed iconic **USD 100 Mn Burger King India deal** and played multiple execution roles



Subit Saurav, Associate Partner

- **10+ years** of FinTech/Impact VC experience at **Aavishkaar Capital**
- Strong track-record and network in the **FinTech/Financial inclusion space**
- **Board member and portfolio** company management experience
- **Exit track-record at strong** average MOIC metrics



Sunny Desa, Director – Investor Relations

- Former, EVP – Financial and Investor strategy at YES Bank
- **17+ years of experience** in financial markets and proven track record in strategy development, capital raising, investor relations, distresses assets, sales & trading and private wealth management



Omar Kamal, Associate

- Experience in **FinTech and Strategy Consulting**
- Experience in driving collaboration between leading regional banks & FinTech providers
- Previous experience **at DIFC based FinTech**
- Native Arabic Speaker & NYU Abu Dhabi alumni
- Clients include **Al Ghurair, ENBD, NBQ, among others**



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www.cicventures.vc | www.cedar-consulting.com | www.ibsintelligence.com

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