Leadership Viewpoint

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The financial services industry stands at an important and strategic juncture. Various aspects of our customers' business and value delivery chains are getting disrupted in fundamental ways and technology stands at the center of it all. The challenge for industry leaders is clear: drive innovation, ensure governance, and build resilient, trusted organizations that can thrive in a rapidly changing landscape.

Artificial Intelligence is no longer a theoretical promise—it is increasingly being seen as a business-critical capability. The transition from AI as a tool to AI as the core of autonomous agents is fundamentally reshaping industries and personal lives as well. In the short term, while there is understandably some hype, the power of this technology to significantly alter our working lives and business models in fundamental ways is beyond doubt, not to mention the changes that technology will herald in our personal lives as well.

At TCS BaNCS, we are embedding AI into our solutions to enable responsible, scalable adoption. Our focus is clearly on enabling our application users to derive significant operational cost advantages and efficiencies as well as a substantially different approach to risk reduction. By focusing on efficiency and risk as two critical dimensions we aim to cut through the clutter and hype to deliver meaningful economic value to our clients. We also deeply understand that this is not just about technology; it's about building a trustworthy, future-ready foundation for growth and differentiation.

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Payments are at an inflection point. The acceleration of real-time payment rails, driven by consumer demand and the rise of account-to-account (A2A) services through Open Banking, is redefining the industry and competitive dynamics.

Central Bank Digital Currencies (CBDCs) are moving from concept to reality, promising the efficiency of digital payments with the stability of sovereign currency, and fueling the growth of digital wallets.

Embedded finance is no longer optional; and ISO20022 is emerging as a strategic lever for integration and customer-centricity—not just for compliance. SWIFT's evolution is focused on faster settlements, enhanced client experience, and transaction traceability. At the same time, the industry faces relentless pressure to strengthen security, combat fraud, and build trust at every touchpoint.

At TCS BaNCS, we are ready to participate in the opportunity being unleashed across multiple segments in the payments industry with our "ISO native" design and modular, cloud-native architecture which enables institutions to leverage BaNCS to solve specific, tactical problems (like meeting the ISO adoption deadline) or adopt a broader enterprise payment view depending on their imperatives. Those who have taken a holistic view have clearly benefited in terms of time to market, flexibility and derived business value as adoption metrics clearly show.

The Securities Services ecosystem is undergoing rapid transformation. The drive to compress settlement cycles—from T+2 to T+1 and even same-day in some markets—is reshaping operational models, financial and liquidity imperatives, and risk management paradigms among others. Industry leaders now recognize that greater standardization is essential to absorb change and accelerate innovation.

Digital Assets are another growing area of attention; the tokenization of traditional assets is gaining traction, and regulators are responding with new frameworks—such as the SEC's Project Crypto, which introduces safe harbors and clarifies standards for digital assets. The GENIUS Act in the USA also marks a significant milestone as the United States' first federal regulatory framework for stable coins; the legislation promises to unleash new waves of investment and technological advancement within financial services.

Our industry-leading securities services clients are relying on us to help them navigate their path in this ever-changing world. We are investing in multiple areas including APIs, enhanced user experiences, operational efficiencies, data and AI, all designed to help them stay ahead of the forthcoming disruption and turn challenges into opportunities.

Any picture of today's financial services industry will be incomplete without mentioning Resilience. A consequence of higher velocity of movement of cash and all assets in general, the number of digital touch points, the rapid evolution of technology and the varying levels of maturity of tech adoption of consumers all together create a potent cocktail which bad actors can exploit. Keeping data safe and secure is a huge responsibility and providing stable and highly available platforms has become more critical than ever. We are very much aware of and alive to this responsibility and are continuously investing in capabilities and assets to ensure the desired levels of resilience and regulatory compliance.

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