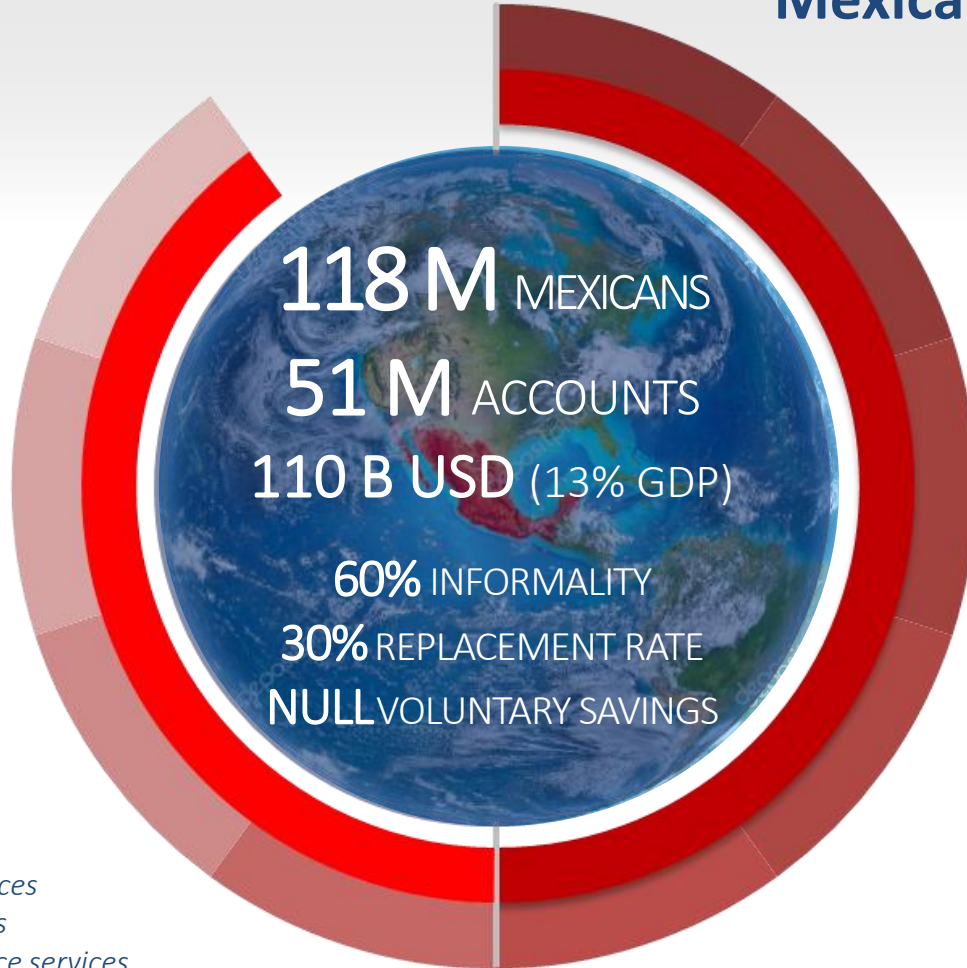


The Digitalization of the Mexican Pension System



CHALLENGES

- ✦ Identity theft
- ✦ Unauthorized transfers
- ✦ Commercial malpractices
- ✦ Deficient KYC
- ✦ Information misuse
- ✦ Lack of audit trails
- ✦ Limited coverage
- ✦ Complex procedures/services
- ✦ Not inclusive system
- ✦ No engagement of users



11 PFA's
+3.5 K branch offices
+40 K PFA Brokers
+20 M face-to-face services

HOW TO DEAL WITH THAT?

Digital Transformation STRATEGY

New Regulatory Framework

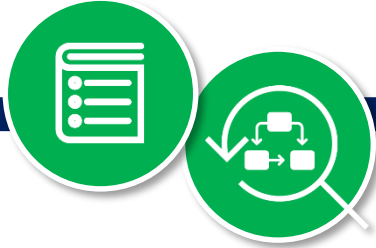


**STRONGER AND INCLUSIVE
REGULATION THAT ENCOURAGES
THE USE OF TECHNOLOGIES AND
INNOVATION**

- ✓ Homogeneous digitalization
- ✓ Promotes **REGTECH** for regulatory compliance
- ✓ Operational **processes improvement**

1 Dec 2014

New Regulatory
Framework



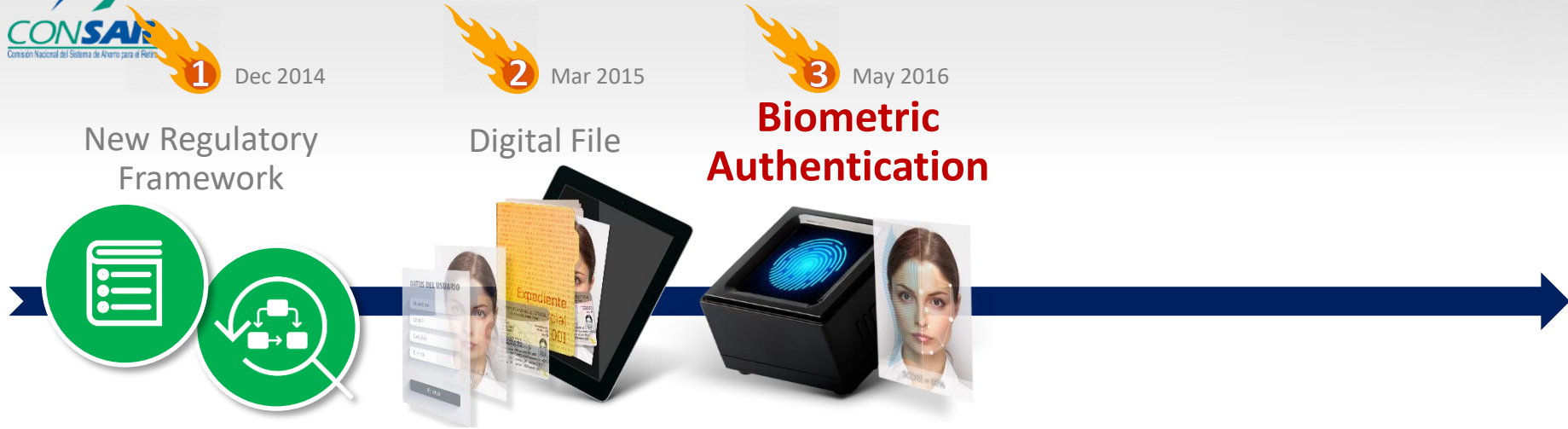
2 Mar 2015

Digital File



**CENTRALIZED, UNIQUE AND
PORTABLE DIGITAL FILE FOR
CLIENTS AND PFA EMPLOYEES**

- ✓ **PAPERLESS** in all services
- ✓ Cost reduction, risk mitigation, better data
- ✓ **16.5 M digital files** since march 2015

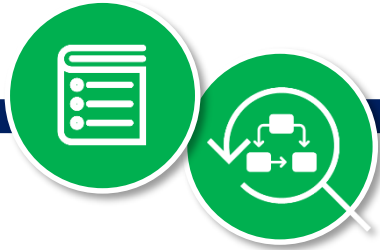


**CENTRALIZED BIOMETRIC
ENROLLMENT AND
AUTHENTICATION (10
FINGERPRINTS, FACE AND VOICE)**

- ✓ Complete **BIOMETRIC** authentication (KYC)
- ✓ Certainty of transactions - **ZERO Frauds**
- ✓ **12 M of users enrolled** since may 2016

1 Dec 2014

New Regulatory Framework



2 Mar 2015

Digital File



3 May 2016

Biometric Authentication



4 Since 2014

Mobile Services



**DIGITAL PLATFORMS TO BRING
REMOTE SERVICES (BRANCHLESS,
WEB, MOBILE), INCLUDE
UNATTENDED PEOPLE**

- ✓ Easy, anywhere, for everyone, free
- ✓ **AforeMóvil** +20 on-line services +1 M downloads in 15 months
- ✓ +13 K establishments and **FINTECHs**
- ✓ 500% more voluntary savings in the last 5 years



1 Dec 2014

New Regulatory
Framework



2 Mar 2015

Digital File



3 May 2016

Biometric
Authentication



Digital Transformation **STRATEGY**

4 Since 2014

Mobile Services



5 Since 2015

**Digital
Supervision**



**NEW TECHNOLOGIES AND
CENTRALIZED INFORMATION TO
MAKE A MORE EFFECTIVE
SUPERVISION**

- ✓ On line and real time audit trails
- ✓ Geo-localization, end2end track, full knowledge files
- ✓ Predictive alert system with **Machine Learning**
- ✓ **SUPTECH methodology** for risk-based Sup

