



*e*Money

Welcome! We'll start soon.

Town Hall

May 4, 2023

May 2023 Town Hall **Agenda**

Business Update

1

**Employee
Engagement Survey**

2

DEI Update

3

**Product Strategy &
Competitive Landscape**

4

5

Technology Strategy

6

**Office Update &
Upcoming Events**

7

Q&A with CLT

8

Feedback Survey

Welcome



Susan McKenna
CEO



2023	Best Overall Fintech Company <i>Seventh Consecutive Year Being Recognized by Fintech Breakthrough!</i>
2022	Best Wealth Management Company
2021 & 2020	Best Wealth Management Product
2019 & 2018	Best Overall Fintech Software
2017	Best Wealth Management Platform

Business Update



Eric Kerble
VP, Financial Planning & Analysis



Morgan Jones
SVP, Sales

Q1 2023 Business Development Update

ADVISOR SALES	
Wins	1,525
Avg. Selling Price	\$2,812
ARR (\$M)	\$4.29m
% to Goal	100%

ENTERPRISE RESULTS (ARR)	
ENT Deals	27
ARR (\$M)	\$.559
% to Goal	72%

Q1 STRATEGIC ENTERPRISE WINS
Principal Life Insurance Company (240k)
Mariner Wealth Advisors (68k)
First Republic Bank (\$67k)

Q1 STRATEGIC ADVISOR WINS
Cerity Partners (130k)
City National Rochdale (34k)
MAI Capital Management (27k)
True North Advisors (22k)
Csenge Advisory Group (13k)
Capital Wealth Management (11k)

Q1 2023 SDR HIGHLIGHTS
Enterprise:
6 meetings booked and 313k added to the pipeline
Advisor Sales:
6,056 leads created - 161% to target 1,330 meetings booked – 113% to target \$1.53m in closed revenue

Annual Recurring Revenue

(m's)	YTD Results	YTD Budget	2023 FY Budget
eMoney			
New ARR	\$5.2M	\$5.3M	\$23.1M
Churn	(\$6.5M)	(\$5.6M)	(\$15.5M)
Net New ARR	(\$1.3M)	(\$0.3M)	\$7.6M
Net New Fidelity FullView	\$5.0M	\$5.0M	\$5.0M
Net New ARR Total	\$3.7M	\$4.7M	\$12.6M

Financial Results

	2023 YTD Results	2023 YTD Budget	FY Budget
Revenue	\$35.8M	\$36.6M	\$151.9M
Expense	(\$38.3M)	(\$40.4M)	(\$157.0M)
Earnings	(\$2.5M)	(\$3.8M)	(\$5.1M)

2023 Employee Engagement Survey



Pam Henry

Director, Employee Success & Development

Building a Better Workplace Together: Employee Engagement Survey

- **Monday, May 8: Survey Opens**
 - Invitation email sent to employees via Culture Amp with private survey link. Don't share with anyone!
- **Friday, May 19: Survey Close**
 - **Goal:** Reach **85% participation** – 50 eMpower points to every employee!
- **Communication Schedule**
 - **Leadership Team email:** Sent yesterday, May 3
 - **Culture Amp email:** May 8
 - Reminder emails from Culture Amp for those that did not complete. 😊

Progress Since 2021 Survey Results

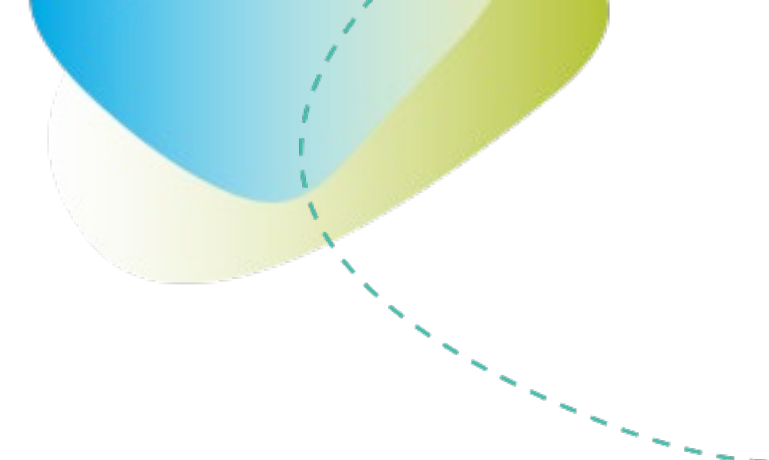
- Created more awareness around the learning opportunities available to you through **DIG (Skillsoft)**, the **external training budget**, and **instructor-led courses**. We even hosted our first-ever **Growth Week** – which returns this June!
- Identified new ways to connect through **virtual events** like cookies and cocktails, paint night, and Jesse Israel. **Sign up for the next cooking experience by May 12 on the life@eMoney Intranet > Company News.**
- Improve transparency and open communication with **Peer-to-Peer Coffee Talk** and **CLT Office Hours**. **Sign up for the next CLT Office Hours on the life@eMoney Intranet > About eMoney > CLT Office Hours.**
- **Each business unit made specific changes** to drive engagement and connection within their respective areas and address areas that needed improvement based on the business unit results.

2023 Survey Results & Action Planning

Date	Milestone
May 11	Manager meeting to explain how to review engagement survey results and action planning
June 1	Review Culture Amp results with CLT
June 1	Share manager reports
July 31	Submit action plans in Culture Amp



Keep in Mind...



For the "**Leaders**" section,
please think of these questions
in relation to the **Core
Leadership Team (CLT)**

For the "**Manager**" section,
please think about the questions
as they relate to your **direct
manager.**

DEI Update



Surabhi Vibhuti
DEILC Co-Chair
Director, Development

2022 Highlights

- DEI Subcommittees Mobilized
 - Employee Engagement
 - Communication
 - Learning
 - Talent Strategy/Recruitment
- DEI Insight with Wendy John
- Why Pronouns Matter
- Employee Heritage Spotlights
- DEI Movie Club

- Monthly DEI Event Awareness
- Black History Month Reflections
- Women's History Month Spotlights
- DEI Manager Trainings
- Targeted Recruitment Efforts
- Unconscious Bias Discussions
- DEI included in Onboarding

2022 DEILC Scorecard

Employee Engagement (Participation)

166 - Employee DEI Orientations
32 - DEI Movie Club Participants
3 – Movies Watched/Discussed

Communication (Intranet Engagement)

Average 100 views per article
Total 2109 views to Posts
21 – Total Articles Posted
14% of Intranet Content DEI Related

DEILC

Talent/Recruiting (Targeted Focus)

44% Diverse External Hires
65% Diversity in People Leader Hires
Hires in 10 different states
D&I Glassdoor Rating – **4.4**

Learning (Participation)

6 - DEI Manager Training Sessions
100% Completion Rate
Prep for Individual Contributor DEI Training

2023 Areas of Focus

1

Employee Engagement

- DEI Movie Club Continued
- DEI Employee Luncheons
- More Employee Forums
- Diversity Event

3

Learning

- Employee DEI Training
- Korn Ferry Training Review
- Expand Leadership Knowledge

2

Communication

- Life@eMoney
- More DEI Communication Channels
- More Employee Spotlights

4

Talent Strategy & Recruitment

- Regular check-ins with employees
- 50% of Diverse External Hires

Existing DEILC Members



Megan Murray
Head of Finance



Joanne Del Signore
Head of People Experience



Jason Reiser
Head of Legal and Risk



Tarnisha Bruce (Chair)
Client Services



Surabhi Vibhuti
(Co-Chair)
Technology



Eric Kerble
Finance



Pam Henry
People Experience



Wayne Heilala
Product



Joanna Armandi
Marketing



Chuan Au
Technology



Adam Buchanan
Legal and Risk

Welcome to the New DEILC Members!



Lana Belyanska
Technology



Samantha Bewley
Technology



Daila Bouffard
Client Services



Susana Shukhman
Legal and Risk



Eric Carroll
eMoney Client Services



Mike Harris
Technology



Alex Rivera
Client Services



Connor Sung
Financial Planning

Business Highlights:

What traction are we seeing
against strategic priorities?

Product Strategy:

Client Feedback, Roadmap, and Aggregation Progress



Ricky Illigasch
VP, Product Development

Our Mission

Helping people talk about money.

Our Vision

Financial peace of mind for all.





We Believe...

Financial Plans are foundational to building and growing relationships.

Advisors are essential.

Empower advisors with the right tools, so they can focus on building relationships.



Consumers want and expect companies to use technology to tailor and shape their customer experiences.

42%

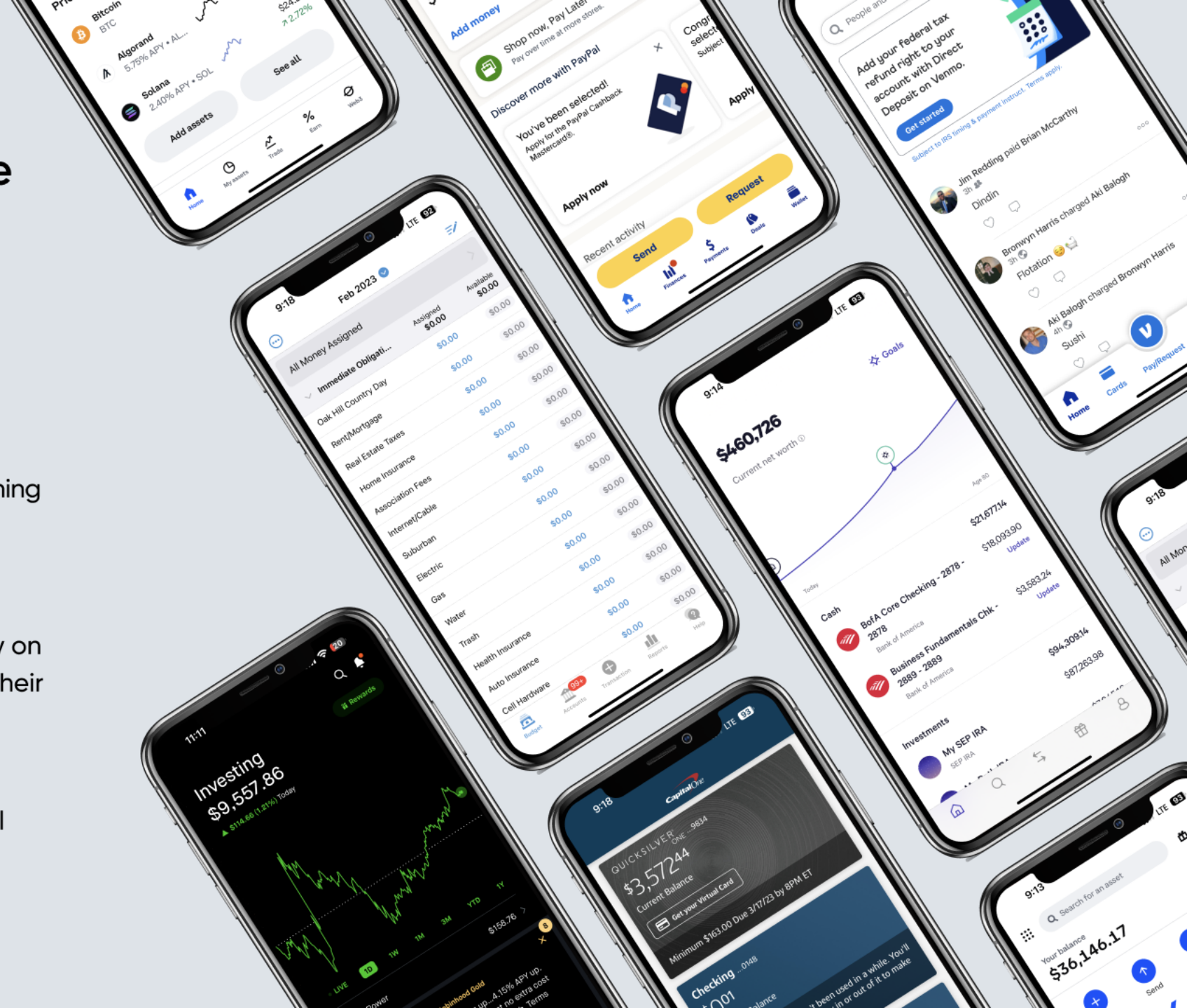
of firms shared the number 1 thing they've invested the most in is digital marketing

53%

of people would prefer to rely on one single firm to service all their financial needs

65%

of advisors believe the digital client experience is critical



^{1,3} 2022 InvestmentNews Adviser Technology Study

² Cerulli Reports US Retail Investor Products and Platforms 2021

Unlock the power of *e*Money



Planning - Strategic Roadmap

Focus

Data Gathering

Planning

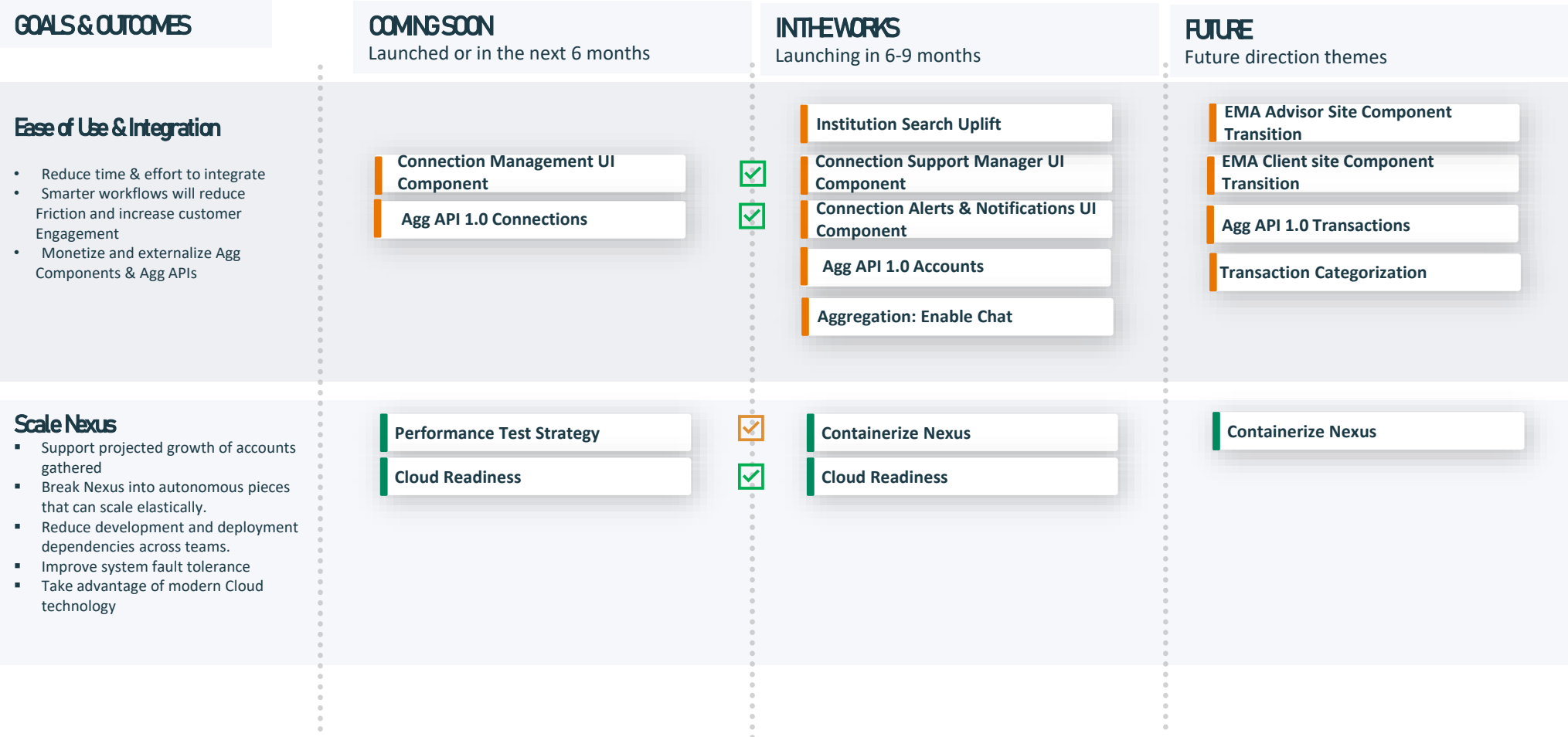
Presentation

GOALS & OUTCOMES	COMING SOON Launched or in the next 6 months	INTHEWORKS Launching in 6–9 months	FUTURE Future direction themes
Data Gathering - Reduce time-to-gather data - Ensure greater data accuracy	Fact Model Architecture Analysis OCR Architecture Vendor Analysis	Architecture Analysis Architecture integration of POC's	Automated Data Gathering Custom Data Gathering Templates Fact Finder Experience Design
Planning - Eliminate workflow breaks + unsupported functionality, reducing time-to-plan - Reduce manual work needed, reducing time-to-plan - Eliminate subject matter expertise as barrier-to-plan	SECURE ACT 2.0 Updates TOD on Taxable Accounts More Modernized/ADA Reports Multi-View Dashboards in DC – 23.3 Insurance MC Solver in DC More Top Reports Added to DC Progress to Goals (Basic Chart) – Work in 23.1, releasing 23.2 (3/28/23)	Multi-View: Compare Across Plans SIMPLE IRA Support Improved DC Layout / Usability Savings MC Solver in DC Savings MC Solver (Select Accts) More Top Reports Added to DC	DC as Intelligent Partner to Users Top 80% Reports Usage in DC Full Facts / AP Toll Access in DC GP Access in DC + Enhancements Portfolio Analytics in DC Products Marketplace in DC Top Planning Debt / UV Addressed Ins. Agent Experience (Research)
Presentation Building - Reduce time-to-create pres. - Enhance customization ability	Customizable Plan Summary	Cust. Plan Sum. (Add'l Enhanc.) Unified Presentation Experience	Enhanced Pres. Customization

- Projects that are on track, complete and/or scheduled to complete before 23.3
- Projects that may have slipped slightly, are dependent on an outside party, or will get done in 23.3
- Projects that have significant work in 23.2 but will stretch beyond 23.3

Supported by new architecture patterns

Aggregation Externalization Strategic Roadmap



- ✓

 Projects that are on track, or complete, and/or scheduled to complete before 23.3
- ☑

 Projects that may have slipped slightly, are dependent on an outside party, or will get done in 23.3
- ✗

 Projects that have significant work in 23.2 but will stretch beyond 23.3

Aggregation Data Gathering Strategic Roadmap

Focus

Data Gathering

Scale Nexus

Ease of Use & Integration

GOALS & OUTCOMES

Data Gathering

- Comprehensive data gathering through by increasing the:
 - availability and consistency of connections
 - breadth and depth of data collected.
- Stable and consistent access to aggregated data by increasing
 - Direct feed via API and BFF
- Streamlines processes to add institutions by:
 - Improving processes to onboard new institutions
 - Strategic partnerships
- Visibility and understanding of aggregated data with:
 - Better metrics

Scale Nexus

- Support projected growth of accounts gathered
- Break Nexus into autonomous pieces that can scale elastically.
- Reduce development and deployment dependencies across teams.
- Improve system fault tolerance
- Take advantage of modern Cloud technology

COMING SOON

Launched or in the next 6 months

Fidelity – Parser to API
 NFS File Optimization
 Loan Depot – Parser
 TD Bank – Parser to Akoya
 TIAA – Parser to API
 Bank of Montreal – Parser
 Citizen Access – Parser
 Nationwide Annuity – BFF
 Reliance Advisor - BFF
 Max Interest – BFF
 Altruist – BFF
 Betterment – BFF

IN THE WORKS

Launching in 6–9 months

TD/Schwab Migration –BFF
 Amex – Parser
 Navy Federal – API
 Discover – API
 US Bank – Via Akoya
 PNC – Via Akoya
 AFCU – Via MX
 Prevent Duplicate Transaction IDs- Parser
 GS Folio - BFF
 GS Select - BFF
 BNYM Mass Mutual - BFF
 BNYM - BFF

FUTURE

Future direction themes

Modernize Transaction Categorization
 Enhanced Aggregation Metrics
 Income & Taxes
 Robinhood – API
 Chime - API
 Amex – Parser to API
 Voya - API
 Jack Henry – Via Akoya
 Computershare - BFF
 StoneCastle - BFF
 Pentagon Federal CU - API
 Apple Cards - API



Projects that are on track, or complete and/or scheduled to complete before 23.3



Projects that may have slipped slightly, are dependent on an outside party, or will get done in 23.3



Projects that have significant work in 23.2 but will stretch beyond 23.3

Integrations and Strategic Partnerships

Focus

API/PRT

Integrations/PRT

PSG/FPRT

GOALS & OUTCOMES

APIs

- Sell new API Products, Basic & Premium to Enterprise Sales
- Work towards enabling Third Parties to connect to our APIs via OAuth
- Provide new functionality and updates in v2 of our APIs
- Increase value of APIs products with projection and computed calls
- Improve Developer Experience
- Modernization Support
- Continue to build out Fact APIs
- Understand our users via improved reporting and monitoring
- Prepare for Components and Services

Integrations

- Reduce time to go from plan to action

COMING SOON

Launched or in the next 6 Months

- Create Basic & Premium Products
- Real Estate, Annuity, HSA
- Active Plan, PATCH, Personal Property
- Trusts, Life Ins. Sched, Business Disability
- Networth, MC Summary and Cashflow
- Asset Holdings ,Linear Cashflow
- OAuth Advisor Flow
- API V2 Migration
- Ongoing Developer Site Updates

- Investnet Proposal Generation Prefill

INTHEWORKS

Launching in 6-9 months

- ✓ Apigee OnPrem Review for Cloud Services support
- ✓ Taxes, Holding Details
- ✓ PATCH to support DC fact editing
- ✓ Vault API Enhancements (CWN)
- ✓ Entitlements
- ✓ Drupal 10 Upgrade - Prep
- ✓ Business Intelligence
- ✓
- ✓
- ✓ TD/Schwab Merger
- Tamarac Docs in the Vault

FUTURE

Future direction themes

- Stock Options
- Savings & Transfers
- Monte Carlo Longevity Risk
- Balance Sheet APIs
- Networth History
- Drupal 10 Upgrade - Implement
- Update exiting Facts APIs w/ new functionality
- GraphQL
- 3rd Party API Offering
- FidX Integration



Projects that are on track, complete and/or scheduled to complete before 23.3



Projects that will be completed in 23.3



Projects that have moved beyond 23.3

Platform Roadmap

GOALS & OUTCOMES	COMING SOON Launched or the next 6 months	INTHEWORKS Launching in 6–9 months	FUTURE Future direction themes
Modernization - Data Lake - Vault to Cloud FileSystem - Config for Planning Modernization	- Analytics ETL to Data Lake - Apigee Gateway On-Prem for Cloud (Repeat from APIs!)	- Vault DB to S3 FileSystem - Config Modernization - <i>Facade</i>	Config Modernization – SDK, etc.
PlatformCore - Enable large population deployments - Scale & Extend Sharing Rules - Ease of Use / VOC - Tech Currency	- Sharing Rules Performance Uplift - Vault Bulk Actions – Move Files - Analytics .Net Upgrade	- Share Client Group to Accessor(s) - Migrating Client Connections on Ownership Transfer (VOC)	
emX Authentication (Okta) - Eliminate Homegrown Auth system - Leverage Okta's Modern Auth UX	- Split emX Username & Pwd Pages - Login via embedded Okta Widget - Okta User Profile – Contact Info	- Password Policy Mgmt in Okta - Self-Service Recovery via Okta - Inbound SSO via Okta	Multi-Factor Auth via Okta



Projects that are on track, complete and/or scheduled to complete before 23.3



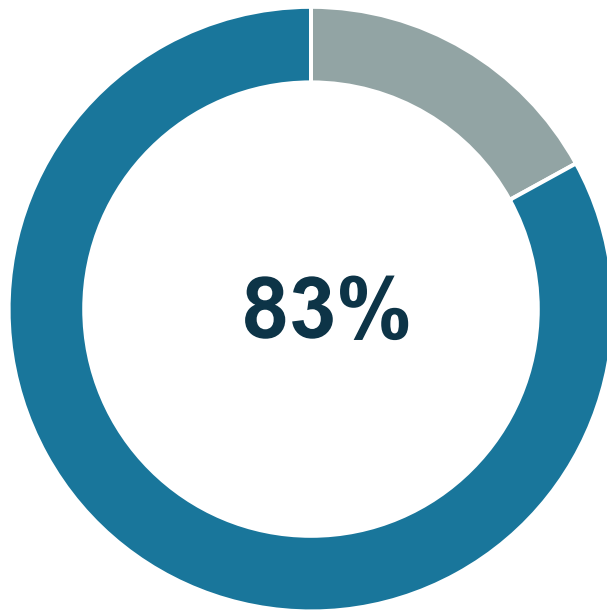
Projects that will be completed in 23.3



Projects that have moved beyond 23.3

Continued Success with Data Aggregation

Reduction of open tickets over 2.5 Years



Issue Reporting & Resolution

- 83% reduction of open tickets in the last 2.5 years (from 1087 to 122)
- 36% reduction in annual related support calls (129k to 83k since 2019)
- 50% reduction of time to resolve issues: from 30-40 days for open tickets to 14 days, over the last year

Scale & Efficiency

- 70% increase in accounts aggregated since 2019 – over 30.5M accounts

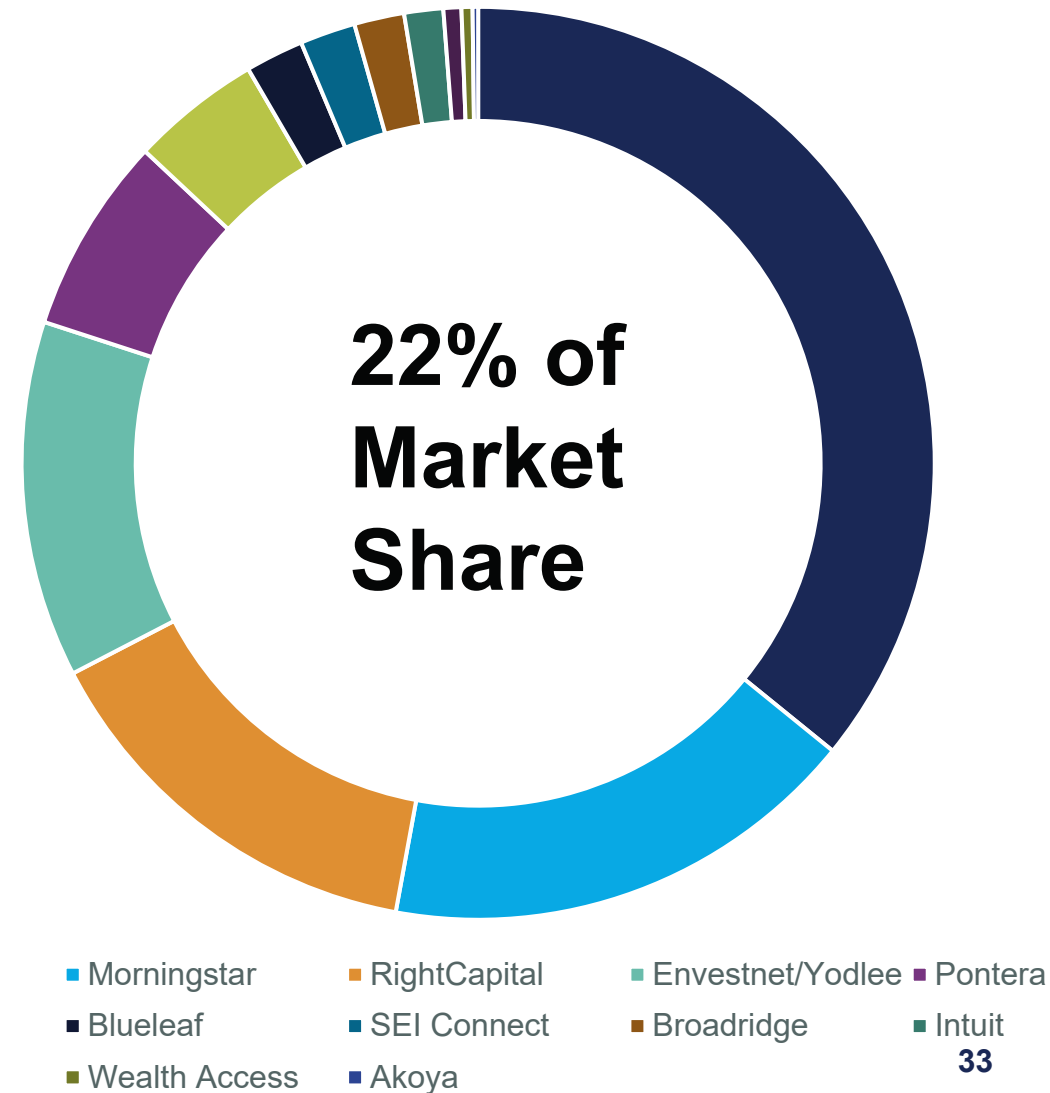
Stability & Security

- 82% of all aggregated accounts are via API and Bulk file
- 900+ new sources added in 2022

T3 Survey Results

We are **THE** industry leader in account aggregation tools!

Account Aggregation Tools	Average Rating
eMoney	8.11
Morningstar/ByAllAccounts	6.10
RightCapital	7.90
Envestnet/Yodlee	7.27
Pontera (FeeX)	7.69
Plaid/Quovo	6.16
Blueleaf	6.05
SEI Connect	7.70
Broadridge/Investigo	7.59
Intuit	7.61
AdvisoryWorld	6.86
MX	6.31
Akoya	5.75



Competitive Landscape



Tom Howell
Director, Product Marketing

eMoney is the financial planning industry brand leader

We own market equity for being the **leader in financial planning technology.**

eMoney

91%

ENVESTNET
MoneyGuide

83%

RightCapital

87%

ORION
ADVISOR TECH

82%

Source: Planning Competitive Intelligence Quant – April 2023



eMoney is the financial planning industry brand leader

We have the highest brand metrics for **awareness**, **purchase consideration**, and **choice**.

eMoney

ENVESTNET
MoneyGuide

RightCapital

ORION
ADVISOR TECH

55%

63%

43%

45%

55%

28%

32%

54%

20%

53%

61%

29%

Source: Planning Competitive Intelligence Quant – April 2023



How are we positioned against our competition?

We lead on what prospects care about most
customer support, **leadership in financial planning technology**, and **value for the money**.

Source: Planning Competitive Intelligence Quant – April 2023



What our clients have to say

eMoney helps me **win new customers.**

“We demoed eMoney to this huge client, and he said, ‘People have shown my stuff like this before, but they can’t ever get my accounts linked.’”

“I convinced him to try it, and all three of his connections linked. **He was so amazed. Now we manage over \$30 million for him**, and he logs on to the eMoney portal every single day. eMoney really helped us seal the deal.”

- Donna Murray, CFP®, ChFC®



How are we positioned against our competition?

While Right Capital competes with us in brand equity and satisfaction—our latest research shows they actually have the **least satisfied and loyal customer base**.

25% are Mercenaries, price-sensitive, swayed by cost, and the most likely to switch.¹

While eMoney's Loyalists rose 38% year-over-year in 2022.²



That's why

43% of advisors would choose eMoney if they had to pick a platform today.

No competitor exceeds 30%.

Source: Planning Competitive Intelligence Quant – April 2023



What people have to say about our new features

Michael Binswanger • 2nd
Helping people understand Need Wants Thank You's You're ...
1w • 0

This software is getting better and better. If your financial advisor is not using true accredited financial planning software find someone who is.

Our brains cannot complete these calculations in the time scenarios to that now

A good advisors uses the tool to show the client the mat great advisor matches the math with the personality.

eMoney Advisor
23,115 followers
3w • 0

We launched new features that allow financial advisors the impact Roth conversions and other tax strategies h plans.

Read more: <https://bit.ly/3l0tdOA>

#financialplanning #productupdates #taxplanning

eMoney

PRESS RELEASE:

eMoney Advisor Releases New Tax Planning Features

You and 10 others

2 comments

Any Irvine

LOVE IT!!! Thanks so much for adding this to back pocket!

Reply

WealthStack Roundup: Orion

10 Must Reads for CRE Investors Today
(Feb. 28, 2023)
FEB 28, 2023

Technology

WealthStack Roundup: Orion

ers With FFP; Morningstar

IFIN Enhance AI-Powered

orm; eMoney Responds to

Daniel Yerger, MBA, CFP®, ChFC®, AIF®, CDFA®
@DanielYerger3

@eMoneyAdvisor's New Tax Module in the Decision Center is pretty sweet.

PLAN
Advanced Plan - Nov 2022

Taxes

Roth Conversion 2028
Roth Conversion 2029
Roth Conversion 2030
Roth Conversion 2031
Roth Conversion 2032
Roth Conversion 2033
Roth Conversion 2034
Roth Conversion 2035
Roth Conversion 2036

Selected Report
Taxes

Viewing
Total Taxes

Time Frame
All Years

2023 2027 2032 2037 2042

\$250K
\$200K

eMoney Advisor and FP A

February 1, 2023 By Ryan W. Neal

The **many provisions of the SECURE 2.0 Act** it through tax season.

The latest comes from eMoney Advisor impact that Roth conversions and oth with their annual income tax base and conversion tool quickly converts asse

Roth conversions are at the top of ad SECURE 2.0 Act, the comprehensive Josh Belfiore, eMoney's manager of a

5:27 PM • Mar 15, 2023 • 43.1K Views

2 Retweets 66 Likes

Jan 31, 2023

Michael Kitces
@MichaelKitces

Highlights screen of new One Page Financial Plan summary debuted at #T32023, coming this summer from @eMoneyAdvisor.

#Advisers what do you think?

eMoney Advisor @eMoneyAdvisor • Mar 15

You know your clients best. That's why this summer, we're enhancing our Plan Summary report to be customizable with the data and metrics you know are meaningful to your clients.

Here's a sneak peek.
#financialplanning #T32023 #fintech

Plan Summary Base Facts
Prepared for Paul and Lynn Price

Probability of Success: 90% Total Portfolio Assets: \$3,100,000 Top Assets Last 12M: 100/99 Cautiousness Age: 50/94

Net Worth History

Asset Allocation
Return: 6.00% Risk: 6.88%
Total Portfolio Assets: \$3,100,000

Assets by Tax Type

Observations & Next Steps

Monte Carlo Summary

Lifetime Portfolio Value

Prepared on March 1, 2023 for Paul and Lynn Price by Sample Advisor

cash flow-based planning dashboard, Decision Center.

ALM THINK ADVISOR

eMoney Advisor Adds New Features

Fidelity's eMoney Advisor launched **new features** allowing advisors to show their clients the impact Roth conversions and other tax strategies have on their financial

eMoney Advisor launches 2023 tax planning features

eMoney Advisor (eMoney) is releasing new features that allow financial advisors to show their clients the impact Roth conversions and other tax strategies have on their financial plans.

These new features – a Tax Bracket Report and Automated Bracket-Based Roth Conversion – are tools that can be leveraged in the Decision Center. eMoney's interactive cash flow-based planning experience.

The Tax Bracket Report provides advisors with the ability to demonstrate the impact of strategies like Roth conversions. The report overlays a client's tax bracket floor with their annual income tax base and the taxable portion of any Roth conversion. It also includes further insight into what remains in the federal marginal bracket for each year, identifying new opportunities and topics for conversation.

To improve ease of use when modeling Roth conversions, a new conversion option is available to set up a target tax bracket. The Automated Bracket-Based Roth Conversion accessible via the Fill Up Bracket option quickly converts assets until reaching the breakpoint between marginal tax brackets.

Featured Industry Articles

Show me the income: discover plan sponsor and participant preferences for creating retirement income.

Building resiliency in a changing world: 3 factors retirement solutions should account for

401k Podcast

Pete Swisher Deciphers SECURE 2.0's Complex Startup Tax Credit

planadviser

News & Columns Exclusives Awards Research Thought Leadership Events Webcasts

eMoney Advisor Releases Tax Planning for Advisors to Show Roth Conversions

eMoney Advisor LLC, a technology solutions and services firm, **announced the launch** of features that allow financial advisors to show their clients the impact Roth conversions and other tax strategies have on their financial plans.

Planning

PRACTICE MANAGEMENT REGULATION AND COMPLIANCE TECH INDUSTRY OPINION

Events Research Podcasts Webinars and Whitepapers Magazine Jobs

AIG Life and Retirement is now Corebridge Financial. Explore our annuities

eMoney readies advisors for filing season with addition of new tax planning features: Wealthtech Weekly

By Justin L. Mack February 2, 2023 9:23 AM

Find your interests

the impact of s-based firm. The report and the taxable portion of in the federal marginal version.

converts assets until he firm.

ning conversations with h Belfiore, advisory

ADVISOR
Insurance Investment Income

home e-pap2 about people income planning product portfolio emerging trends marketing

DRISLANE MASTROIANNI
DRISLANE MASTROIANNI
Drop Ticket Application System Available on PC and Mobile Devices!
Write Life Insurance Without Meeting the Prospect in Person
Learn More: www.danandmikeorange.com

TAX PLANNING

eMoney Advisor Releases New Tax Planning Features

Features allow advisors to demonstrate Roth conversions and other tax strategies. Other recent updates support Secure Act 2.0 changes

Radiot, Pa. – Feb. 1, 2023 – eMoney Advisor (eMoney), a leading provider of technology solutions and services that help people talk about money, announced the launch of new features that allow financial advisors to show their clients the impact Roth conversions and other tax strategies have on their financial plans. These new features – a Tax Bracket Report and Automated Bracket-Based Roth Conversion – are tools that can be leveraged in the Decision Center. eMoney's most widely used interactive cash flow-based planning experience.

The Tax Bracket Report provides advisors with the ability to demonstrate the impact of strategies like Roth conversions. The report overlays a client's tax bracket floor with their annual income tax base and the taxable portion of any Roth conversion. It also includes further insight into what remains in the federal marginal bracket for each year, identifying new opportunities and topics for conversation.

As Quoted...

"The key is semi-solutions, where the customer has the flexibility to move seamlessly from a digital environment to a human interaction if required. Life insurance still needs an agent to sell the benefits. However, once the customer has decided to purchase coverage, the Fintech look to make things quick and seamless in a digital world, where possible, so the customer is empowered to complete the application process. However, if required, an agent is always there to assist."

from our interview with Legal & General America's president and CEO www.lg.com, on the emergence of Fintech and the digital sale of life insurance

What our clients are saying...

Technology Strategy



Melissa Sumner
SVP, Enterprise Architecture

Architecture Review of EMA application

Current Deep Dive Review

- Knowledge of the overall system and deep knowledge on target areas
- Prepared useful documentation
- Study dependencies between software components enabling incremental architecture design
- Incentive review and analysis

Product Research

- 310 needs statements and concept brainstorm and testing
- Design testing
- Multiple client visits and conversations
- Research and analysis to define future state experience

Architecture Reviews

- Ingest understanding of EMX current and future capabilities and architecture
- Incentive technology retro
- Gathered input from internal stakeholders
- Review of industry trends to select best technologies for operations and development



- Efforts **confirmed focus** on Sim, Facts and Reports, but added additional area, configure/feature flags/authentication
- Product vision combined with deeper understanding of existing platform – yields perspective that this **initial approach will yield significant benefits**
- Approximately **80% reuse of Incentive** technical decisions and processes
- Technology team aligned approach around the goals to “**Grow**” “**Lead**” and “**Expand**” with a focus on increasing **speed to value and the dual mandate**

Architecture Vision Principals

Technology standards and design principals will target outcomes **that accelerates value delivery to our clients**

Grow

- **Scale EMX** in areas that align with Product vision (i.e. monte carlo calls/hr)
- **Scalability of Development team:** well defined boundaries reduce the volume of knowledge required to be effective

Lead

Evolvability of technology: Service technical options **are not constrained by the monolith** and may use the right technologies for their cases.

Expand

Parallelization of development: Development and testing across different work areas can occur in parallel.

Composability of new or changed services

- New development and test efforts are easily integrated into the product without disrupting existing code and features.
- Improved capability for assembling more modular experiences from the APIs and components

Technology Strategy for EMA

Goal is to build out new modern architecture patterns while continuing to enable critical features for customers. Future features will be enabled through these patterns.

1

Monolith decomposition will largely follow the code first pattern allowing faster time to value and reducing risk

- Three options: Split Database first, Split code first, split code and database
- Decision made: **Split Code first**

2

Simulation, Monte Carlo and Fact management will evolve to separate macro services through code refactoring

- Commingled code is challenging to parallelize development
- The technology itself **[C#] is good**
- **Refactor code** to separate functional concerns and Business logic from UI logic
- Extract new independent services from the monolith, **deploy in AWS**

3

Fact user experience and reports and presentations will be replaced with modern architecture patterns and technologies.

- Old tech, architecture and user experience
- New technology with **modern UX paradigms, modern web arch** with **single page app** and **API interface to business logic and data services**

Code refactoring and building new user experiences will separate the core financial planning capabilities from the monolith

Nexus Status Update

2023 focus on foundational buildout and pilot of gatherers in AWS. 2024 targets migration of gatherer workload to AWS. Residual workload will be moved to AWS in 2025.

Aggregation (Nexus) technology strategy will focus efforts on the separation of **data gathering** from the **data storage and sharing**

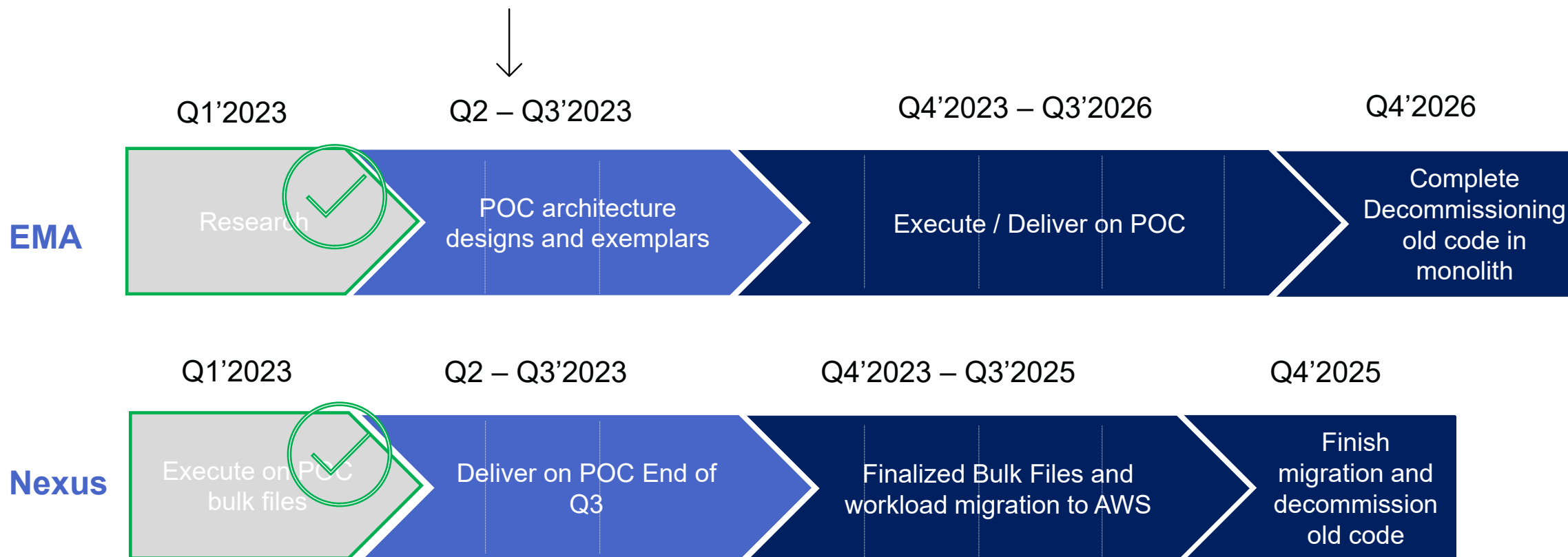
- While significant improvements were made in availability and scalability, the current architecture needs ongoing work to scale to projected growth over the next 5 years
- **Modernization/Technology strategy remains unchanged:** The application will be decomposed into discrete work loads and deployed to AWS. This will allow independent scaling and application of cloud native technologies while leveraging existing IP in the parser space.
- Strategy remains anchored in vision principals of **Grow, Lead and Expand and aligned with dual mandate**

Key Wins to date:

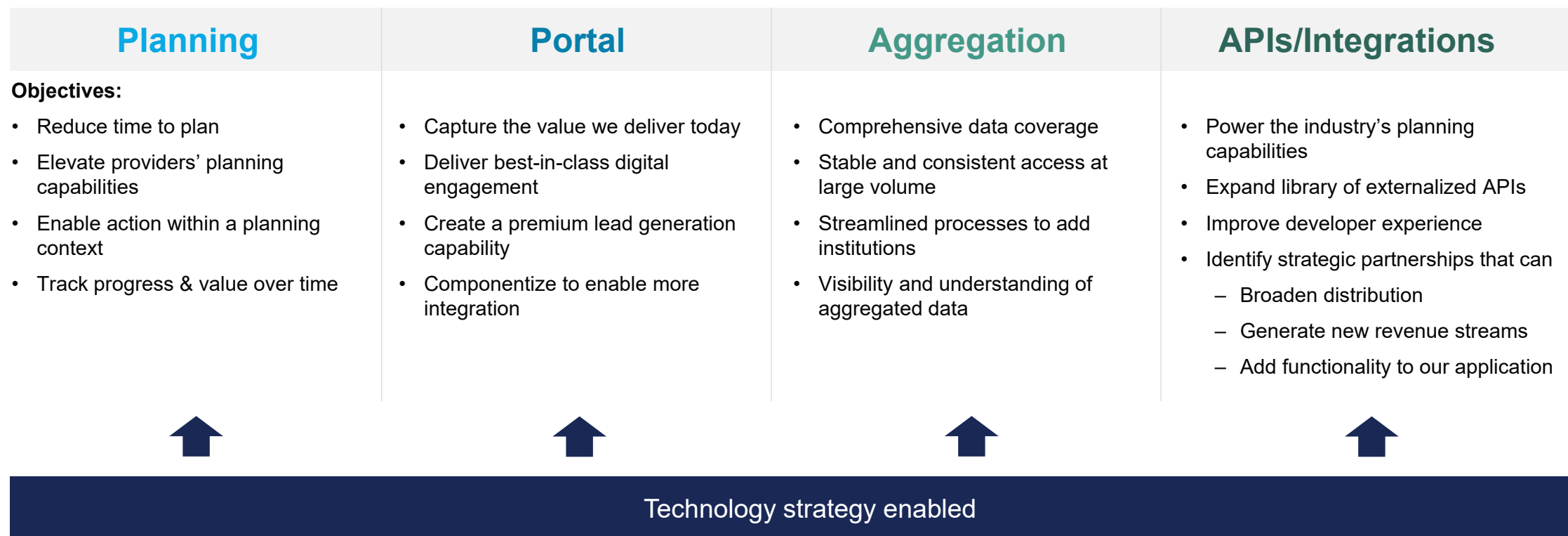
- Assembly loader and queue rebalance moved to Nexus worker containerized POC deliverable starting Q3. Determined not to be critical pathway for Phase 2
- AWS consulting project for **bulk file load POC nearly complete** for loading eMoney standard files
- **Message refresh on target** for first scraper in production delivering end of May

Technology strategy timeline

Initial scope for EMA and Nexus targeting completion by end of 2026. Investments in these areas will taper as efforts complete over the next 3.5 years, allowing for year over year improved profitability.



Technology strategy supports dual mandate to capture opportunities in the short-term while modernizing our tech stack to ensure long-term growth...



Radnor Office Update



Doug Lane
Controller

Radnor Office Update

Existing Radnor Space

- Lease ends October 31, 2023
- Space is available for use - September 30
- Status of furniture & fixtures, equipment, and wiring
- Technology infrastructure decommissioning – October 1

New Radnor Space

- New space (3,900 sq. ft.) in the same building on the 2nd floor
- Lease starts Nov. 1



Upcoming Events



Joanne Del Signore
Head of People Experience

Upcoming Events

PEER-TO-PEER COFFEE TALK	The EEC just wrapped on the April 27 session – which focused on culture. Be on the lookout for future sessions!
May DEI LUNCHEONS	First round of luncheons being scheduled for May.
May 23 VIRTUAL COOKING CLASS	May 23 @ 4:30 p.m. ET. RSVP by May 12 to participate. More info on the life@eMoney Intranet > Company News .
May & June CLT OFFICE HOURS	Next two sessions: May 16 & June 20 . Sign up on the life@eMoney Intranet > About eMoney > CLT Office Hours .
June MEET THE FINANCE TEAM	Scheduled for the week of June 12. Stay tuned for meeting invite via Outlook and for additional business unit sessions in coming months!

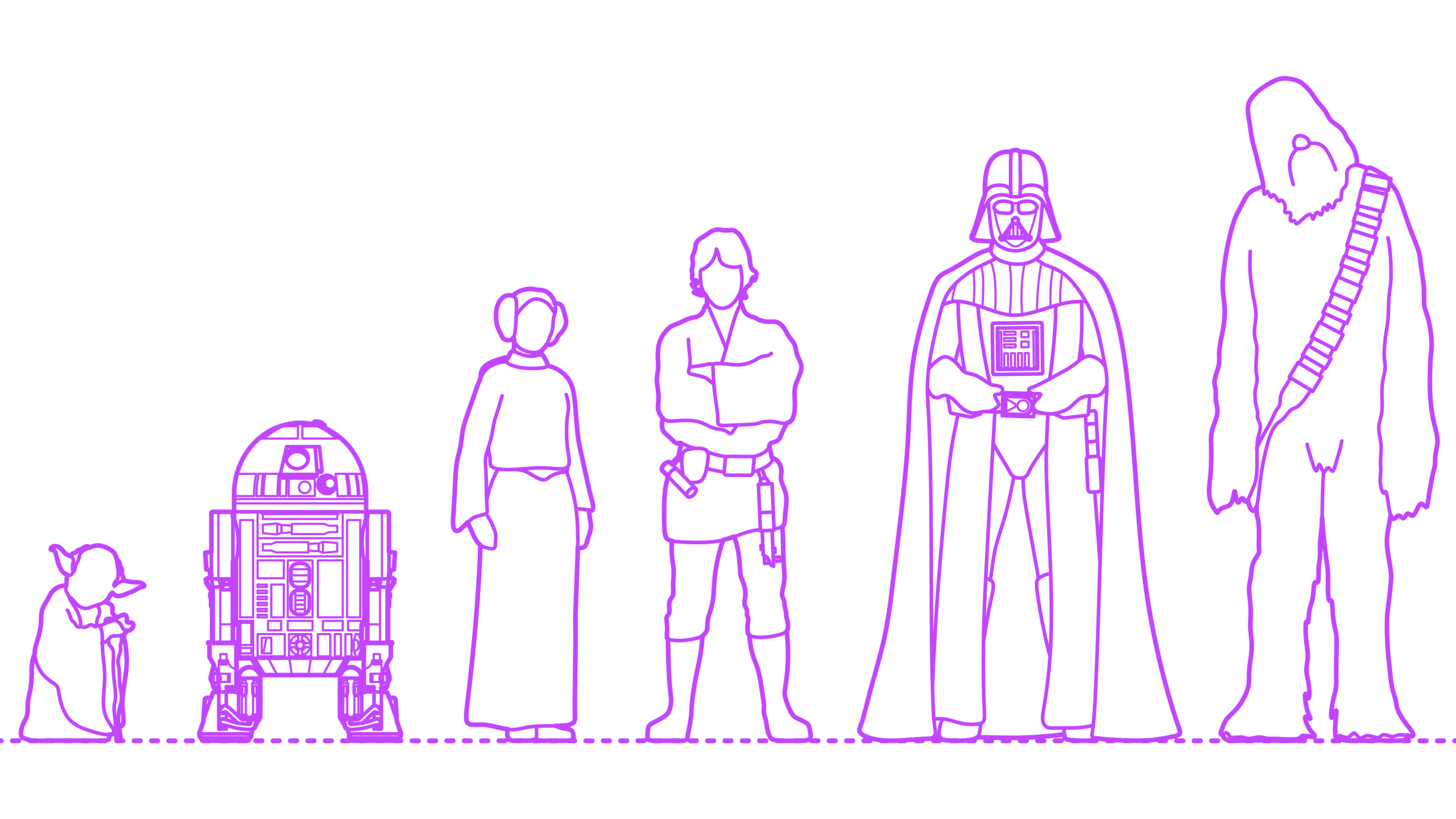
Question & Answer

eMoney

MAY THE FOURTH BE WITH YOU

**Who is your favorite
character from Star Wars?**





Question & Answer

Wait! Don't leave yet...

We're trying something new.

Please stick around after the event ends to take a quick survey in your browser.

