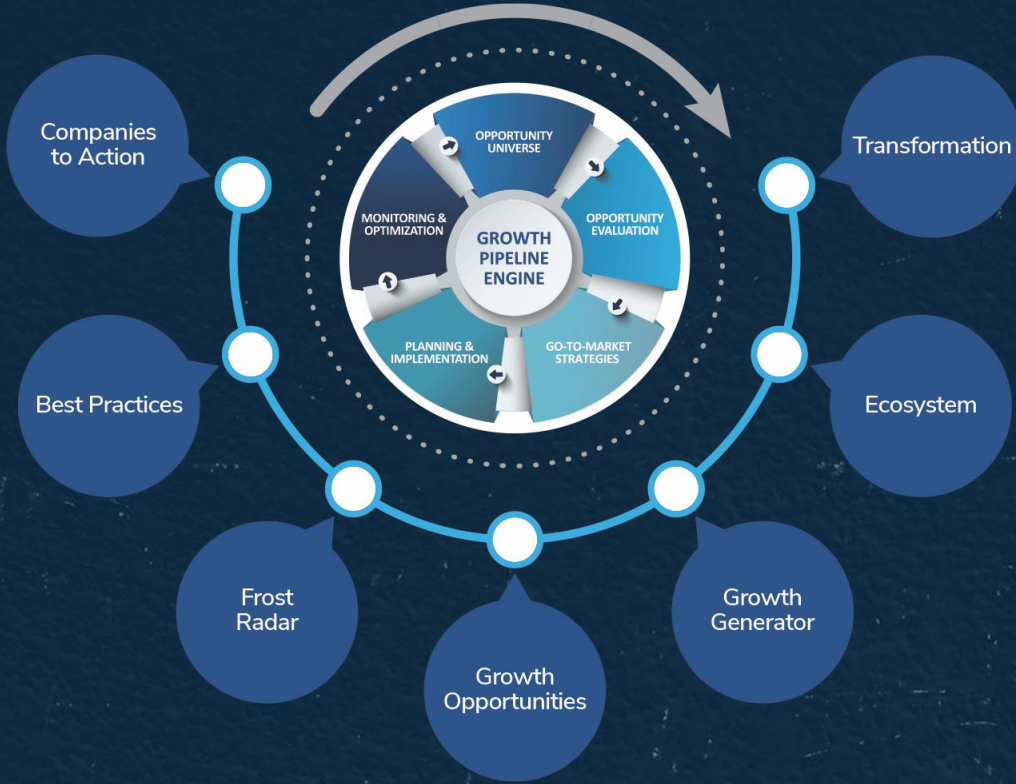


TRANSFORMATIONAL GROWTH JOURNEY

“Powered by the Growth Pipeline Engine”



Scenario Analysis Framework:

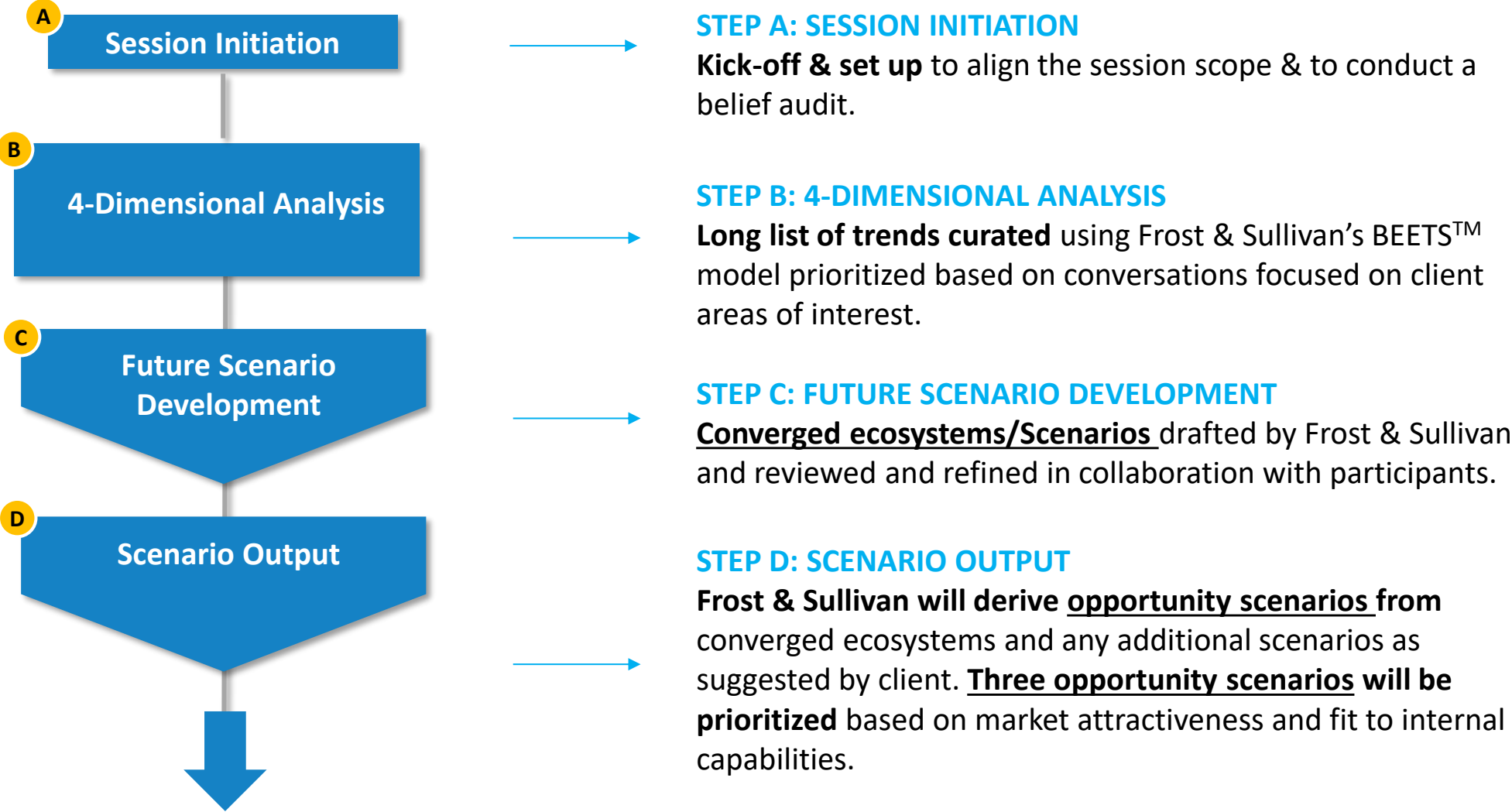
MegaTrends and Technologies Workshop

Outline Doc for

GIL Council Members

October 2025

SCENARIO ANALYSIS: OVERALL FRAMEWORK



DETAILS OF EACH STEP



A + B. 4-Dimensional Analysis

- To assess and analyze key drivers through F&S's BEETS Framework (Business model transformations, Economic and political shifts, Environmental pressures, Technological advances, and Social evolutions)
- Specifically assess technologies (sample set) in the context of 3 dimensions:
 - i. AI use cases: specific machine learning algorithms being used for structured and unstructured data set evaluations
 - ii. Geopolitics: changing alliances amongst countries – extended BRICS with Japan and South Korea joining
 - iii. Supply chain: impact of tariffs on nearshoring, friendshoring, reverse logistics for tech deployment

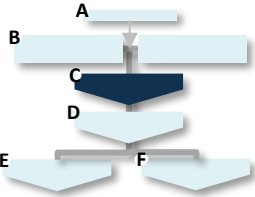
C. Future Scenario Development

- To develop scenarios through converged ecosystems (based on dimensions and quadrants)
- To develop the scenario based on identified dimensions

D. Scenario Output

- To identify growth opportunities and risk for technologies based on the converged ecosystems of the scenario
- To build 3 scenarios on 2 key axis (time v/s degree of impact on tech):
 - Optimistic – factors supporting positive development and deployment of tech
 - Neutral – factors influencing growth of some tech in certain regions and slow down in other regions
 - Pessimistic – delay of tech development and deployment in all regions

STEP C1- FUTURE SCENARIO DEVELOPMENT (WORKSHOP)



C

CONVERGED ECOSYSTEM

C1

Scenario Development

- To converge trends and develop the axes and quadrants for scenario planning
- To develop the scenario in detail based on these axes

C2

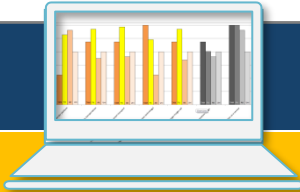
Scenario Input Finalization

- To discuss and get inputs to finalize the scenarios through workshop

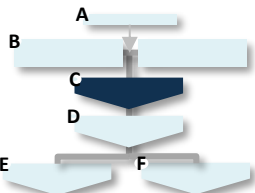
Inputs for Scenarios

Agenda

Time	Activity No.	Activity Name
Homework: Pre workshop list of tech provided for workshop participants		
9:00am-9:15am	1	Arrivals, greeting, setting the agenda
9:15am-9:45am	2	Futuring insights convergences for opportunity scenarios
9:45am-10:15am	3	Scenario pillar for future opportunity identification
10:15am-10:30am	4	Future opportunity fit v. attractiveness vectoring
10:30am-10:45am	5	Future opportunity strategy table (rooted in Balanced Scorecard principles)
10:45am-11:00am	6	Final opportunity presentations



STEP C1- FUTURE SCENARIO DEVELOPMENT (WORKSHOP)



C

CONVERGED ECOSYSTEM

C1

Scenario Development

- To converge trends and develop the axes and quadrants for scenario planning
- To develop the scenario in detail based on these axes

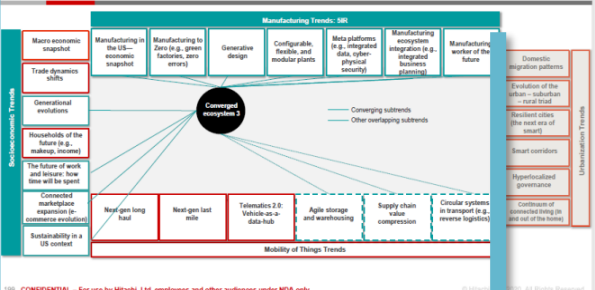
C2

Scenario Input Finalization

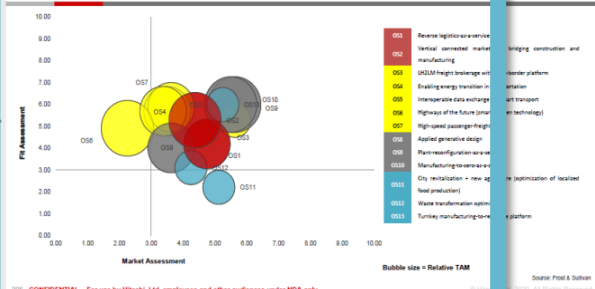
- To discuss and get inputs to finalize the scenarios through workshop

Example Workshop outputs*

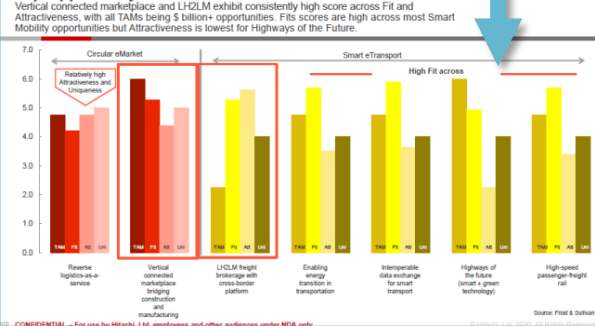
Converged Ecosystem 3—Self-Optimizing Manufacturing



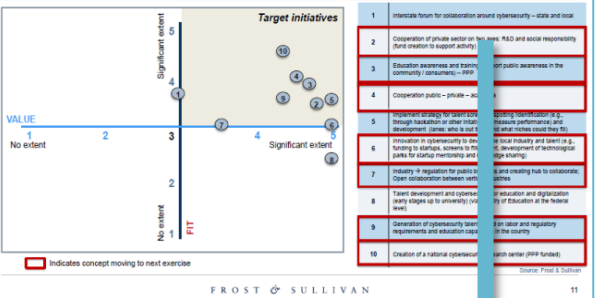
Smart eTransport, Circular eMarket, and Self-optimizing Manufacturing Exhibiting Highest Convergence Potential Opportunity Scenarios



Top Opportunity Scenarios



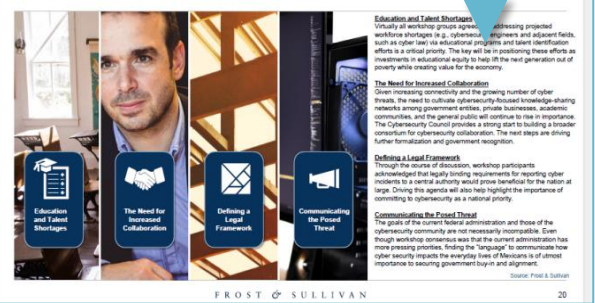
The Future of Mexico—A Global Hub for Cybersecurity Innovation, Concept Prioritization Summary (continued)



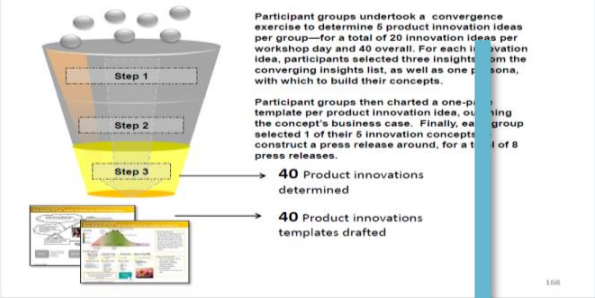
The Future of Mexico—A Global Hub for Cybersecurity Innovation, Strategy Table Summary

Chosen Prioritized Concept				
Collaboration for innovation and research between the private sector and academia				
	Food Point (Obscure) Description	Success Metrics/Target Point	Probability of success	Estimated Cost (\$) or Effort
Phase 1	Ex: Getting on the government agenda	Ex: Secure government champion or funding	Ex: 20%	Ex: \$500,000 range
Phase 2	Have sponsors agree to participate in a joint collaborative program with other companies and academics	Statutes are formalized and subscribed to by the members	75%	Low
Phase 3	Have necessary resources for the operation of the medium and long-term collaborative program be continuously allocated	Resources are continuously allocated	50%	Low

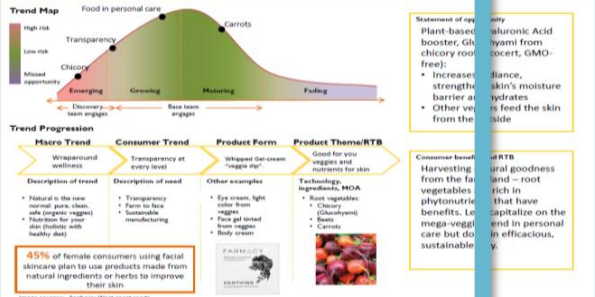
Frost Perspective—Major Emerging Themes



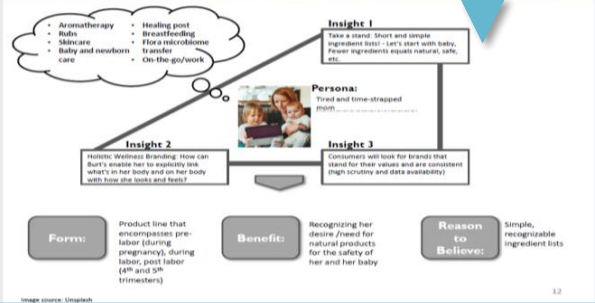
Trends Analysis Workshop Summary—Product Innovations and Template Creation



SKIN: Product Innovation Opportunity: Land & Sea Line, Roots of Anti-Aging: Whipped gel cream with root ingredients (chicory, carrots, beets, carrots)



SKIN: Product Innovation Opportunity: Evolving Mama & Baby Line: Journey line of care products for pregnancy, labor, and 4th trimesters





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Powering clients to a future shaped by growth*