



Building a personal bank for a digital society

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Danske Bank

- Strategic priorities – Personal Customers

The bank we have decided to be

1

Focussed, on
our markets
and growth
segments

2

Personal,
with
configurable
offering &
engagement
model

3

Digital,
via a mobile
front door &
seamless
flows

4

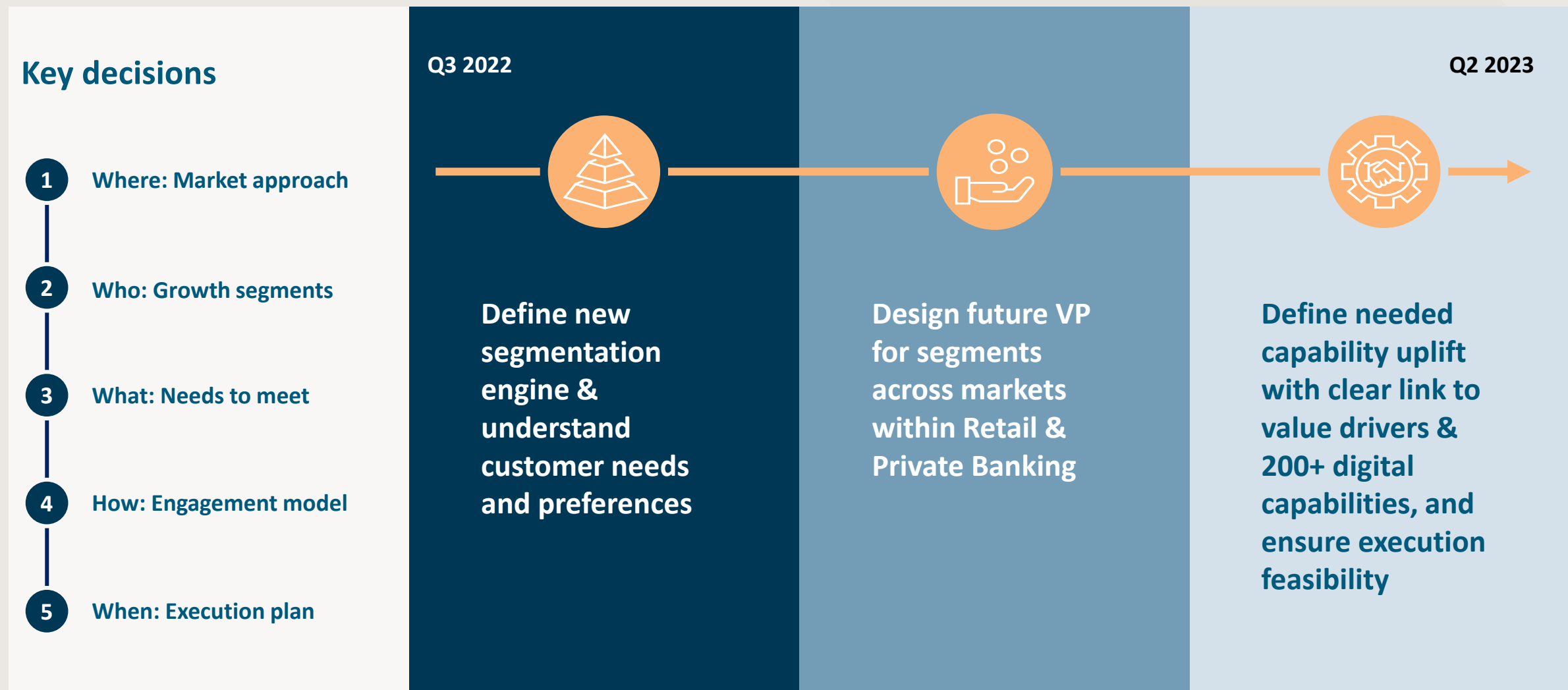
Holistic, with
advisory and
a broad view
of customer
needs

5

Proactive,
around life
events &
supported by
data

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Created through clear choices & a structured methodology



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We are sharpening our focus across markets building on our strengths

Strategy



Cement position as the bank of choice for majority of customer segments in society



Maintain position serving needs across a broad set of segments, focusing on customers with advanced needs, primarily in urban areas



Become the premium Retail and Private Bank for business owners and customers with advanced needs based on broad relationships



Strategic decision to cease our Retail and Private Bank business, continued commitment to Business Customers and LC&I

Focus

Narrow ————— Broad
Sharpened focus

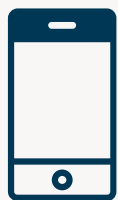
Narrow ————— Broad
Narrower Private Banking focus

Narrow ————— Broad
Narrower Retail focus

Narrow ————— Broad
Exit

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New ways of engaging



Digital convenience is a must for almost everyone



Type & intensity of advice needed differs significantly over time



Majority of larger financial decisions go beyond an individual



Needs increasingly go beyond conventional products

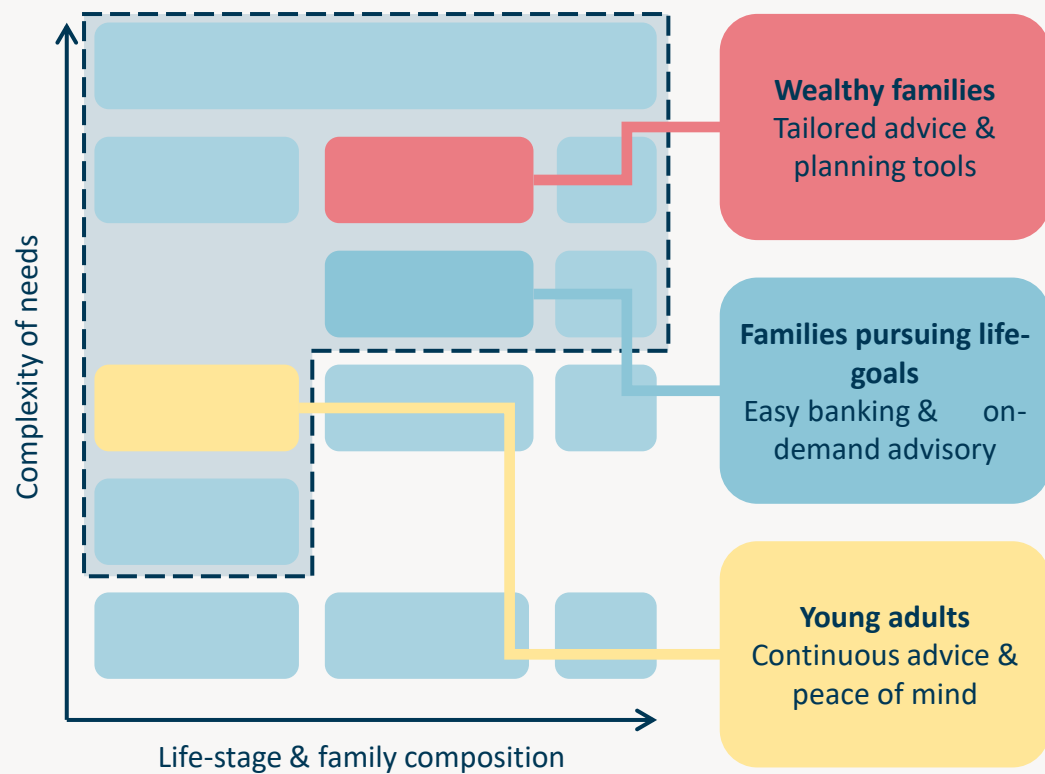


Personalised is the opposite of “one size fits all”

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New need-based segmentation guiding growth and targeted value propositions

New need-based customer segmentation



Key life-events

- Children moving out
- Career peak
- Divorce
- Inheritance
- Become a parent

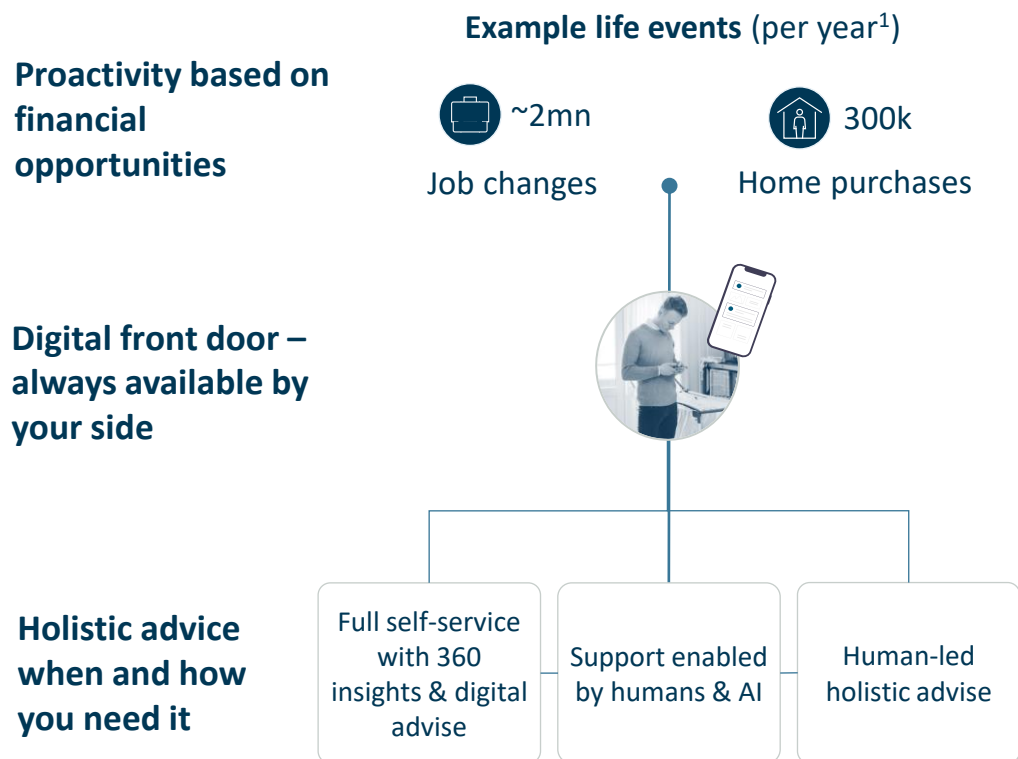
Needs to address

- Daily banking with guidance
- Easy refinancing
- Planning for retirement
- Caring for my parents
- Giving kids a good start
- Renovating my house

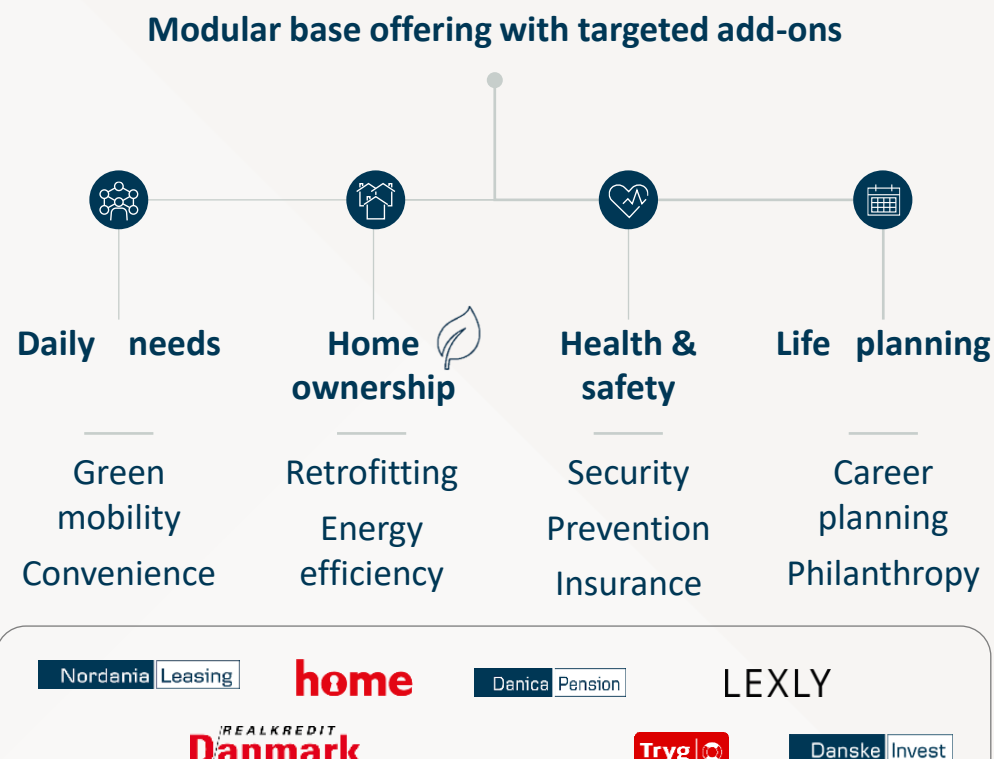
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Proactive & adaptable engagement model joined with a broad yet personalised offering

Proactive engagement model



Broad & configurable offering

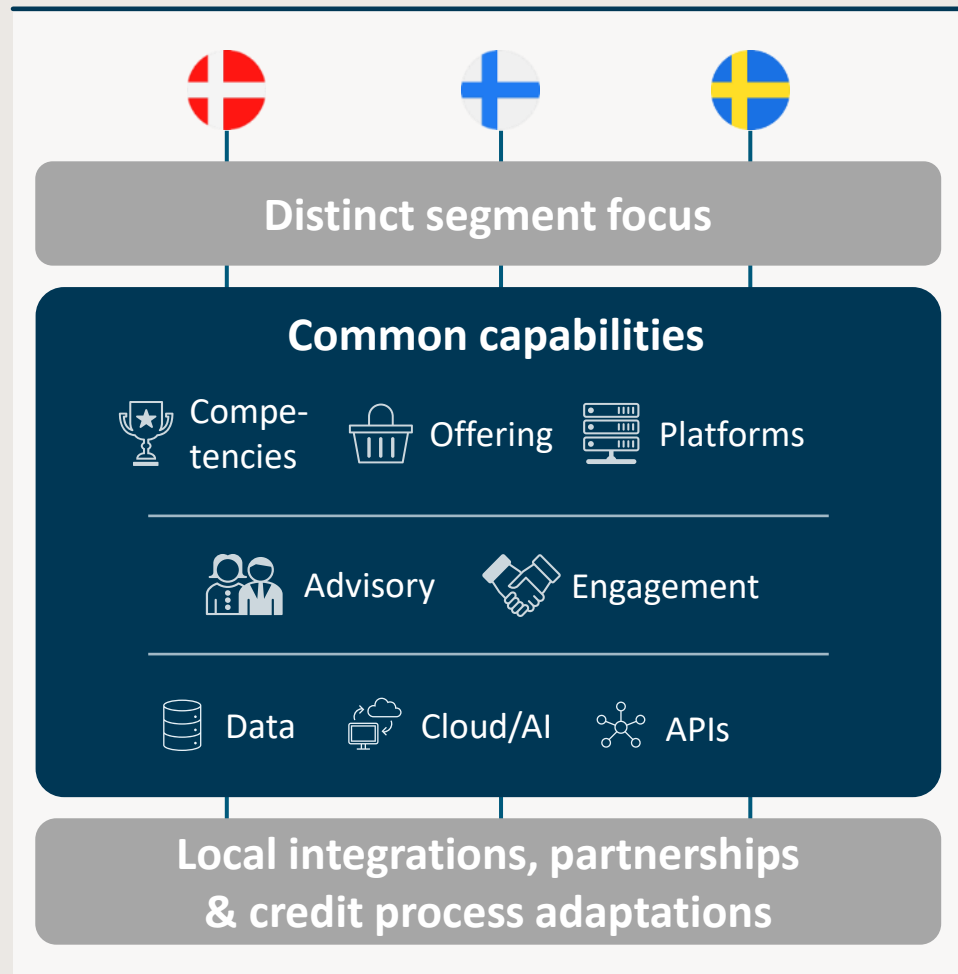


1. Denmark, Sweden and Finland

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Clear cross-country synergies from building on the same platform

Building on the same shared platform



Investing in digital and non-digital capabilities

Digital and tech investments

- Digitization of offering
- Data, analytics & AI
- Engagement model & value proposition

Commercial excellence investments

- Digital marketing & commercial capabilities
- Advisory expertise
- Partnership capabilities

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We will focus on three selected growth and profitability levers



SHARE OF PROFIT UPLIFT
FROM INITIATIVES

1 Make relationships more efficient



- Proactive adaptable engagement model with digital self-service and continuous digital advice
- Increase number of meetings and meetings per advisors

2 Broaden existing relationships



- Increase share of primary customers
- Further capture share of needs with broader and more targeted offering

3 Develop new relationships



- New value proposition targeting life-events and specific micro-segments
- Leverage own feeder channels and partners



C/I below 50%



ROAC of ~29%



Accelerating Danske Bank's journey in Personal Customers

**Building a new way of banking, across
the Nordics**

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