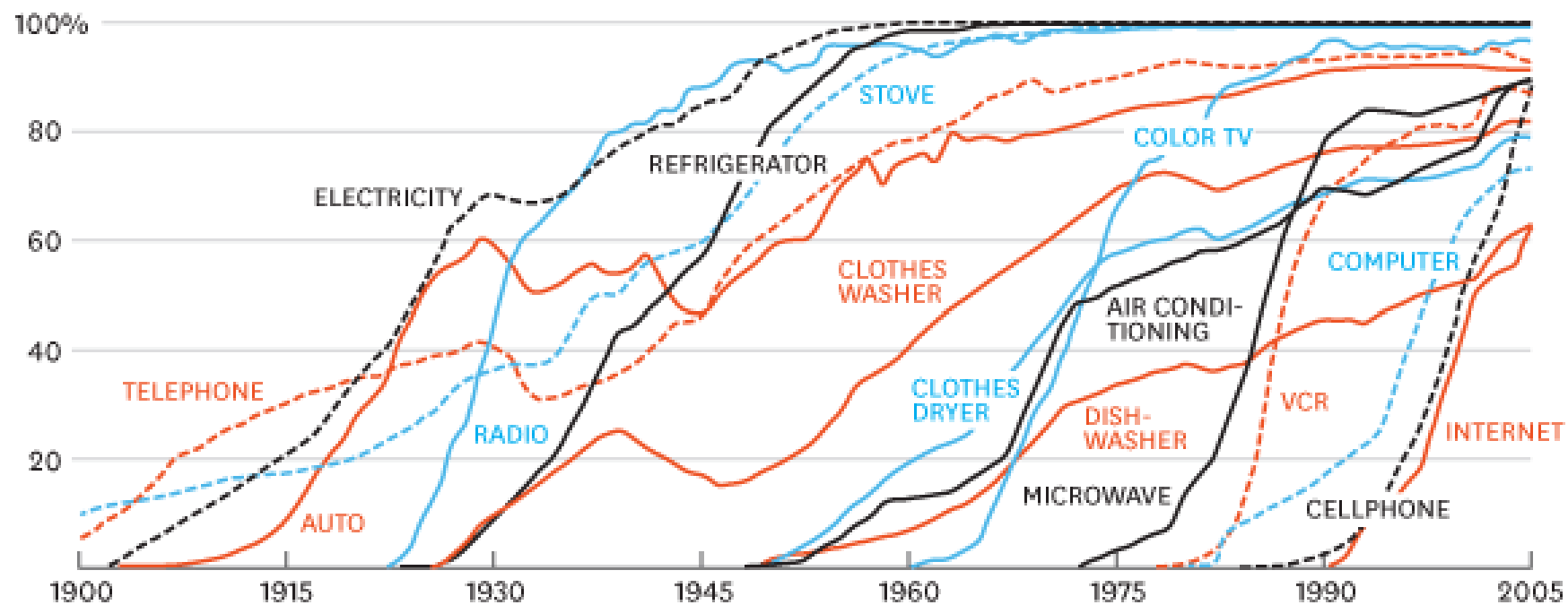


Re-engineering corporate
culture for the digital world

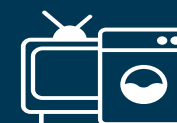
Søren Rode Jain Andreasen
Chief Digital Officer



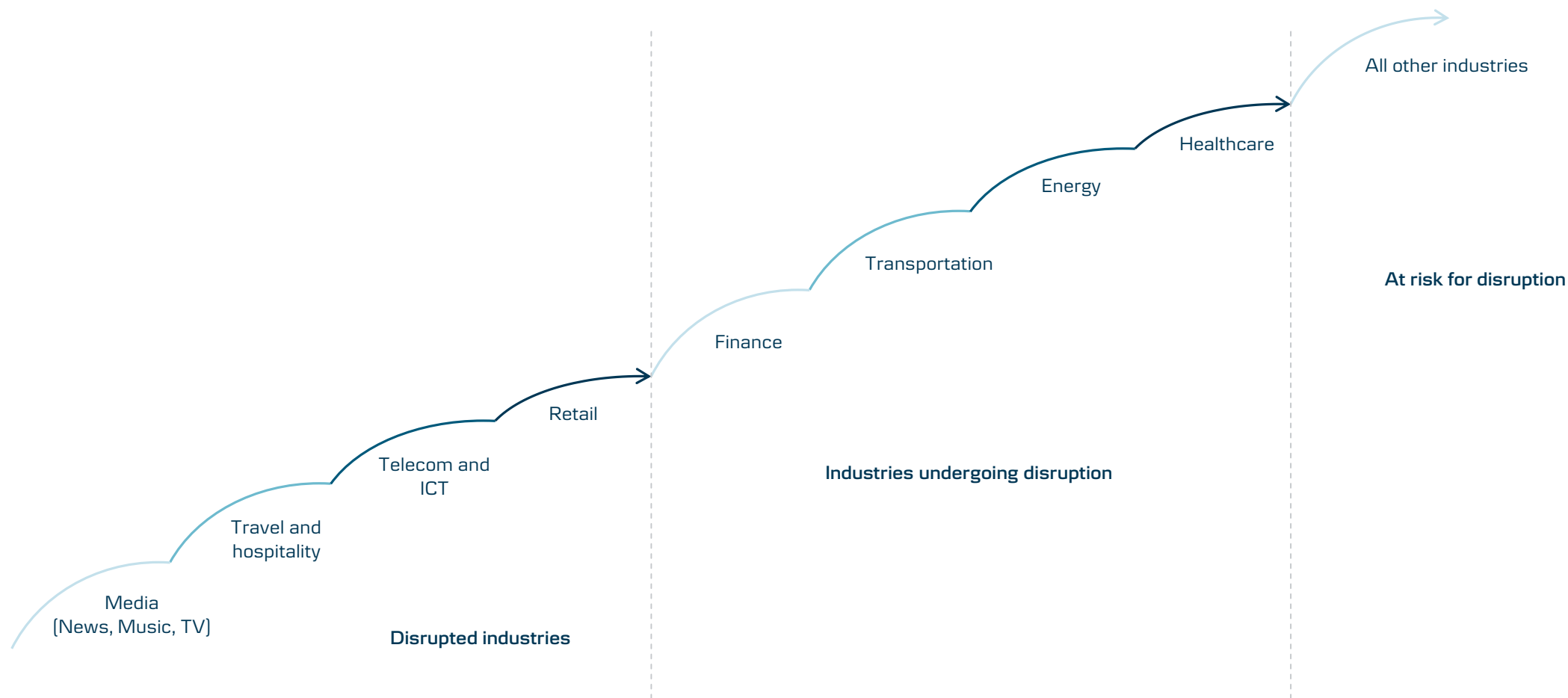
The impact of innovation is not increasing – but the pace is!



Enabled by
globalisation, processing power, and now interconnectivity



Waves of disruption are hitting all industries...



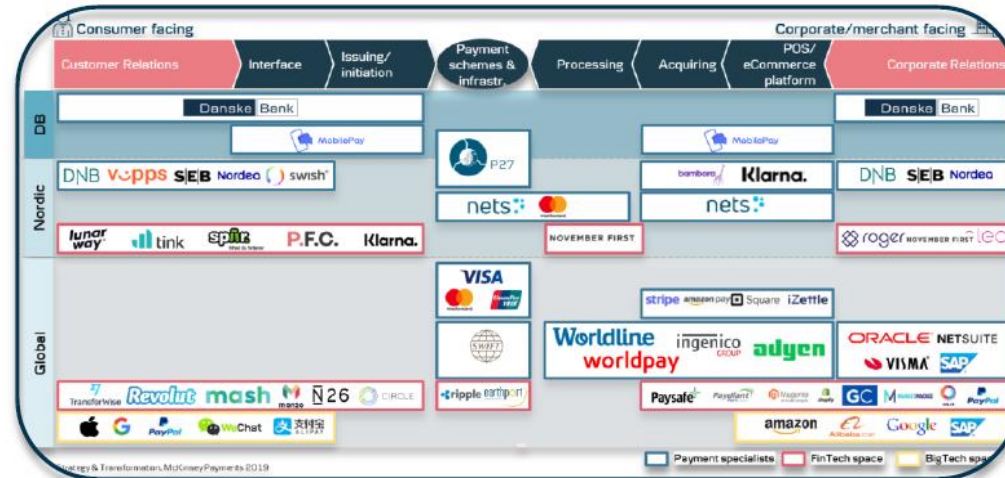
All areas of the traditional banking value chain is attacked by challengers...



BigTechs are using their huge customer base to sell financial services and increase relevance of their ecosystems

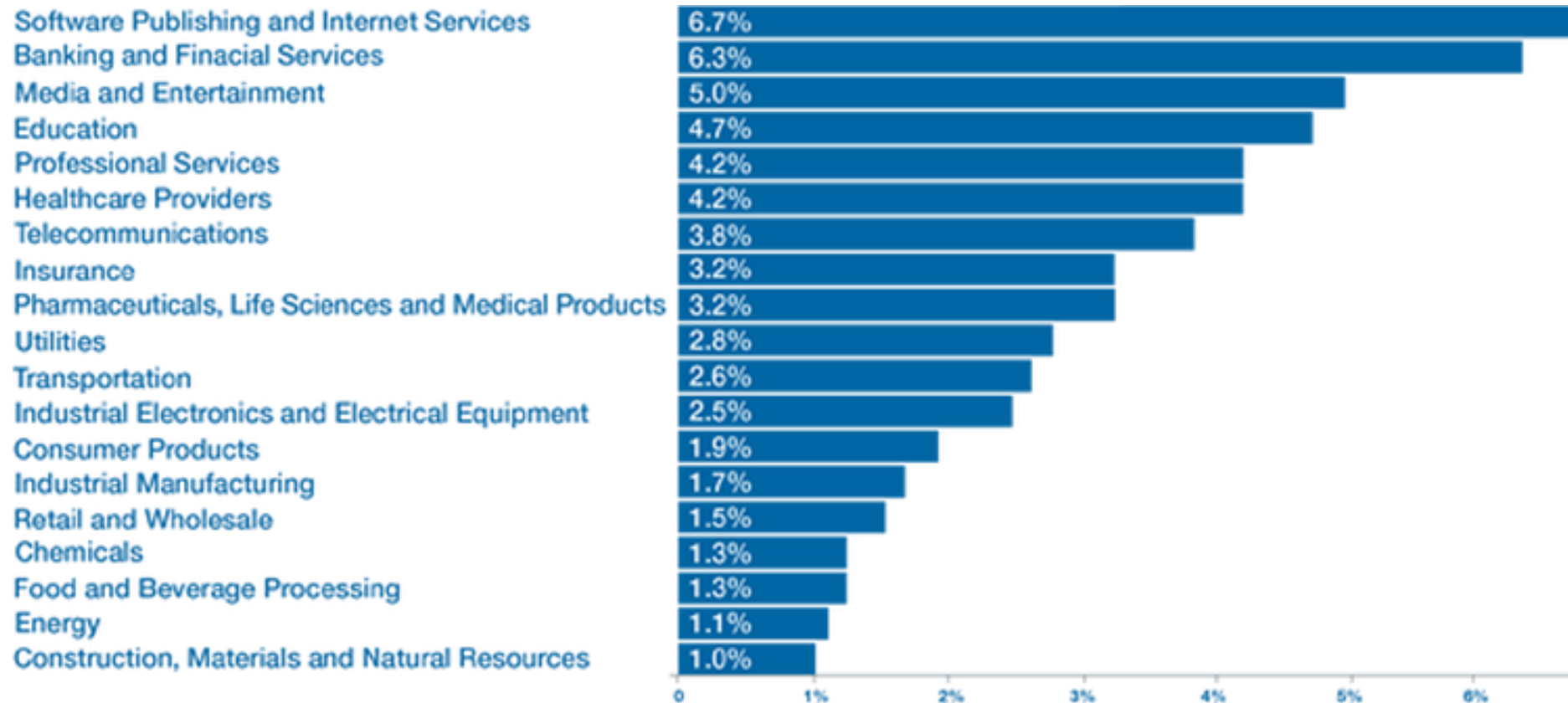


FinTechs are targeting high growth pockets across the banking value chain

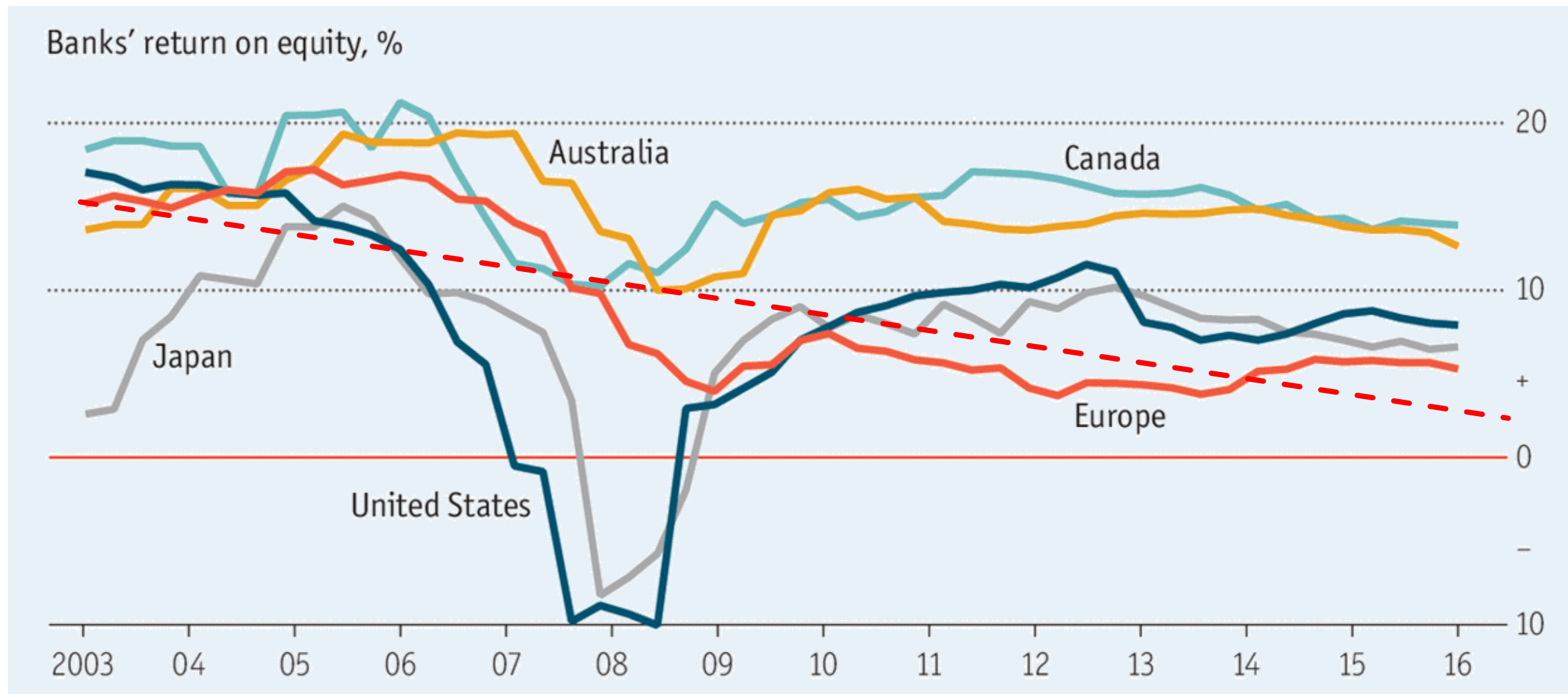


Incumbent banks are investing massively to stay relevant...

IT Spending as a percent of revenue, by Industry



Banks are still struggling...





Success today requires the agility and drive to constantly rethink, reinvigorate, react, and reinvent

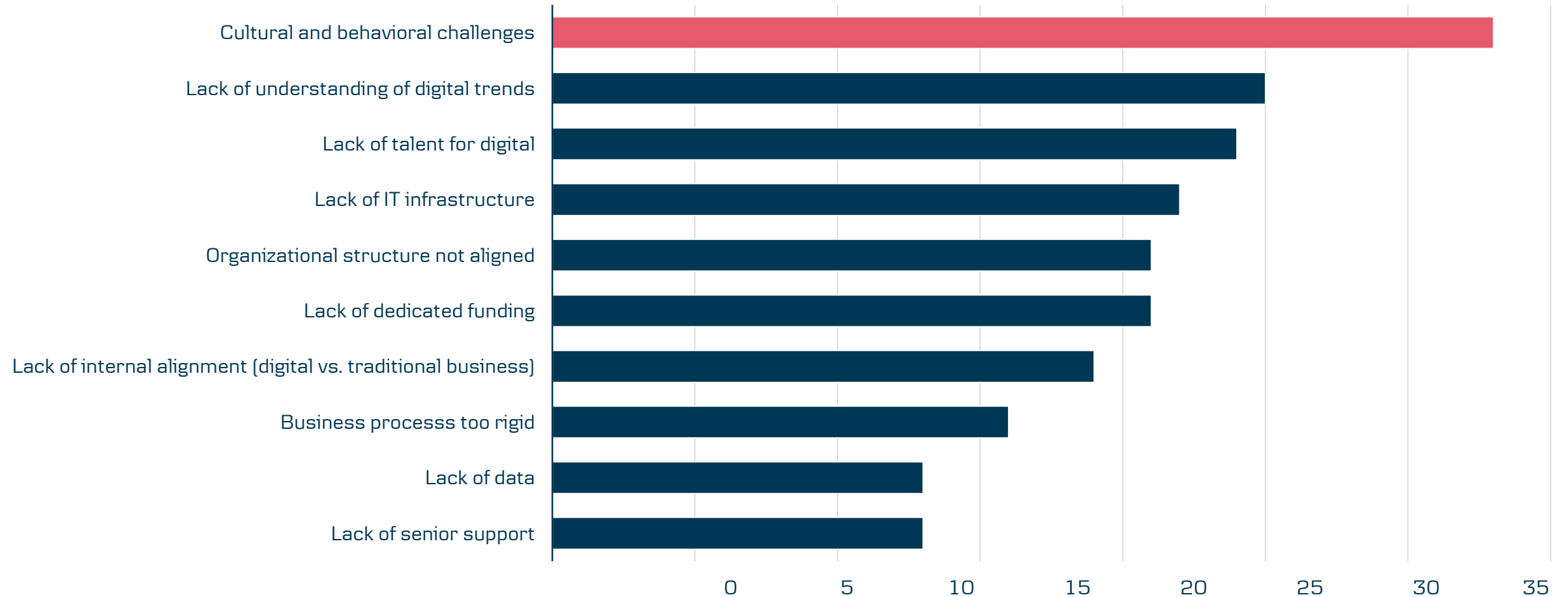
— Bill Gates, Founder of Microsoft

Source: 2016 McKinsey

Factors in your company's ability to move to a digitalized business

Which are the most significant challenges to meeting digital priorities?

% of respondents



Analogue culture



Defensive

Customers are distant

Risk averse

Focus group insights

Department silos

Digital culture



Attack

Customer centric

Fail faster

Frequent user testing

Cross-functional teams

v s

Worlds largest trading floor a few years ago...



UBS trading floor, 2005



UBS trading floor, 2016

Bank of America



The bank was granted 318 patents in 2018

*Bringing its overall patent portfolio to over
3,500 patents*



facebook®

660 patents in 2018



The more successful a participant is in the old industry structure, the more threatened it is by change and the more reluctant it is to adapt to it

— Andrew S. Grove, the President and CEO of Intel Corporation

Creating a culture open to digital change...

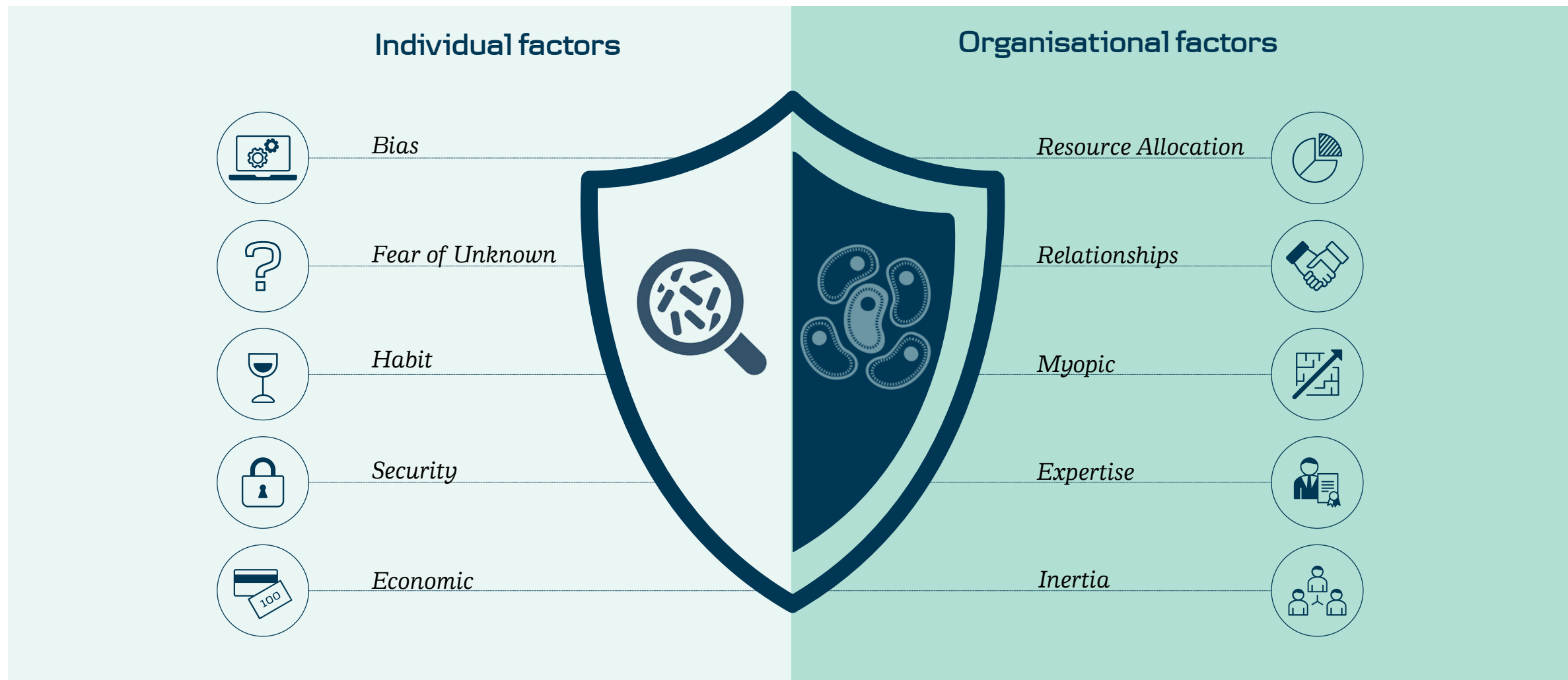
The
amazon
example



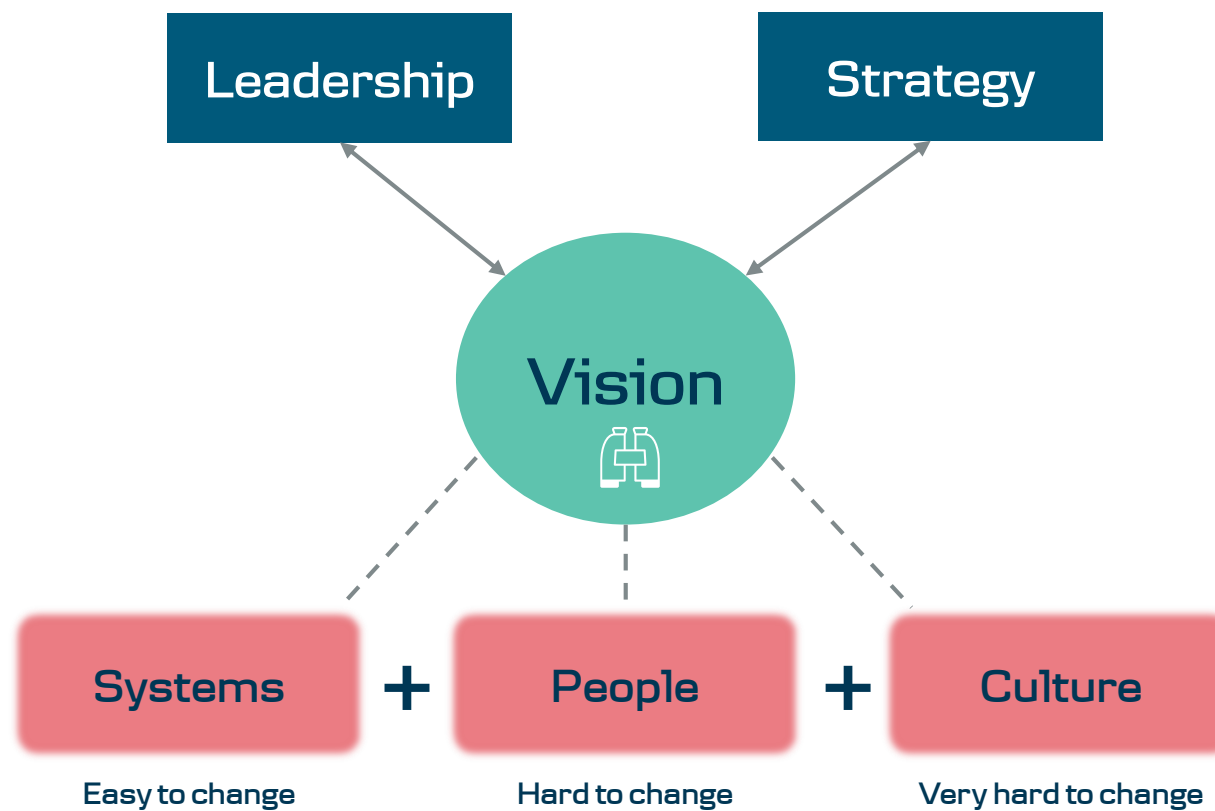
*Organisationally
its easier to say no*



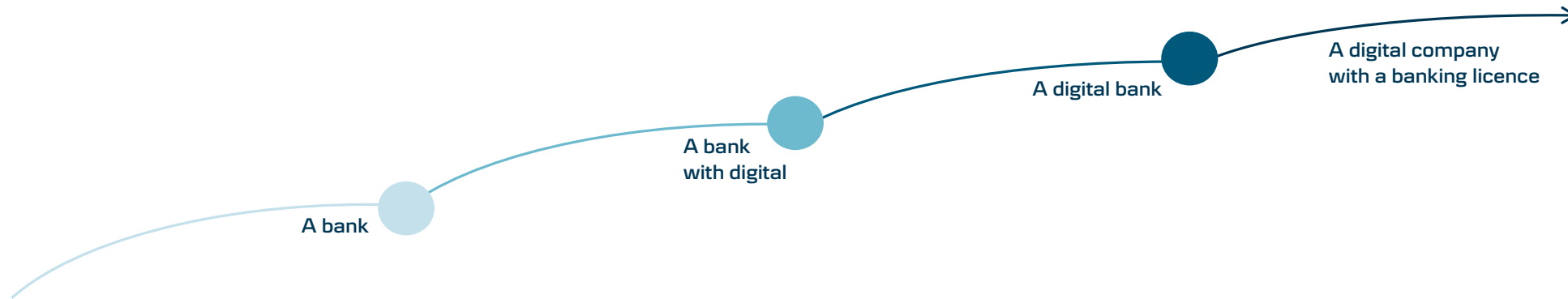
The organisational immune system



How to change an immune system?



Digital transformation at Danske Bank



Danske Bank has evolved from a traditional bank to a bank with IT at its core. In the future we will compete with technology companies with banking licenses



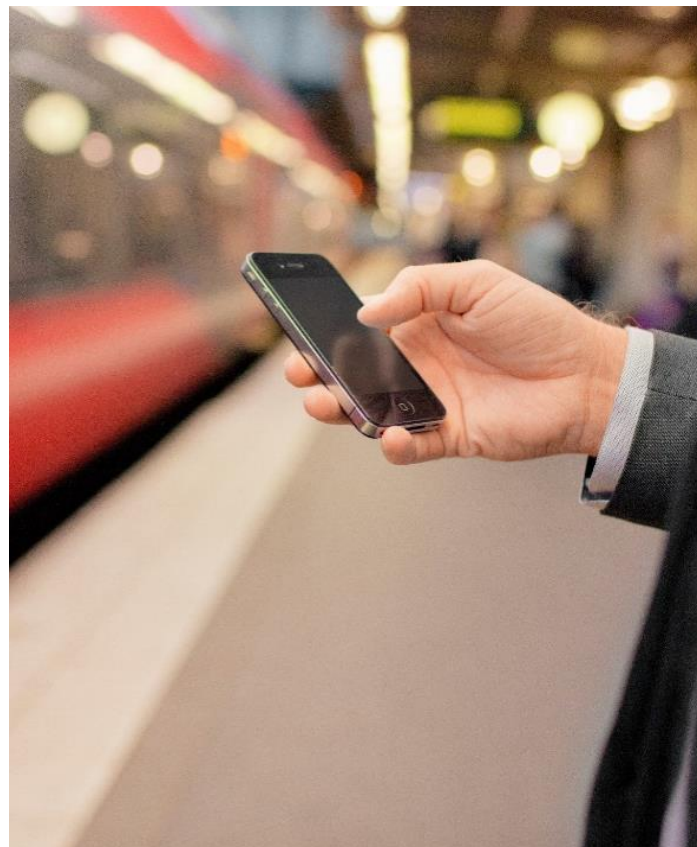
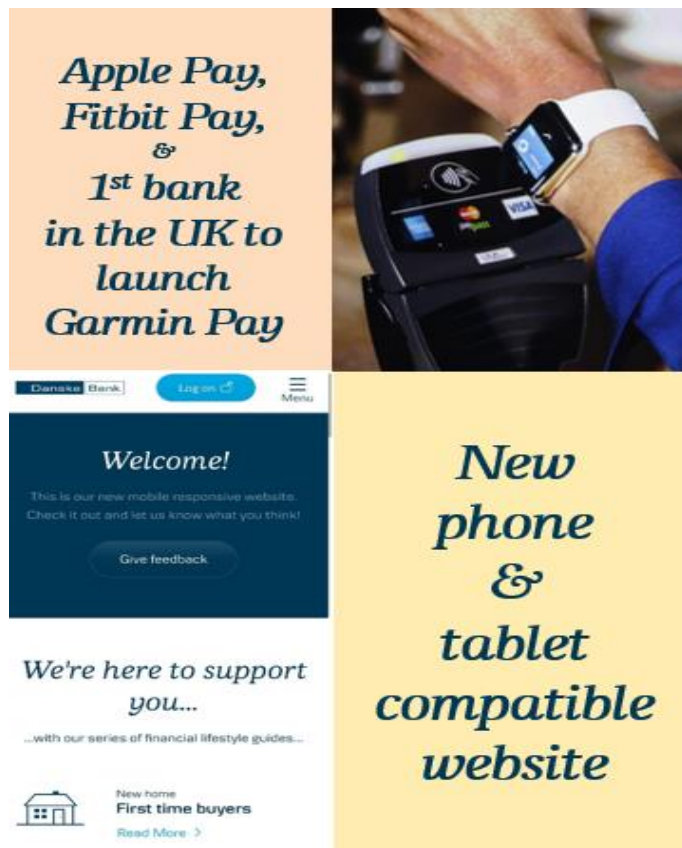
Growth



Competitive
& Sustainable

The digital change is paying off...

Ranked best digital solutions among our peers...

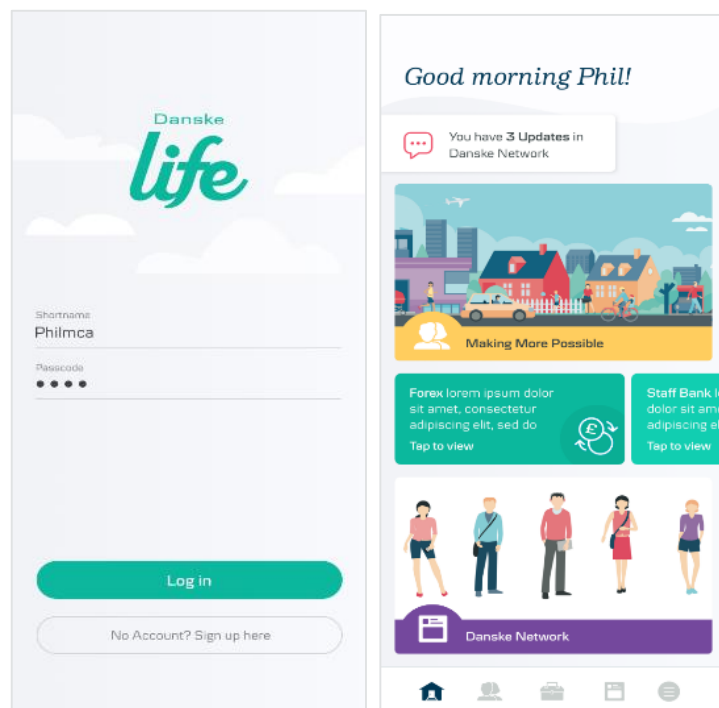


Colleague digitization is fundamental to a digital strategy....

Equip with tools and training



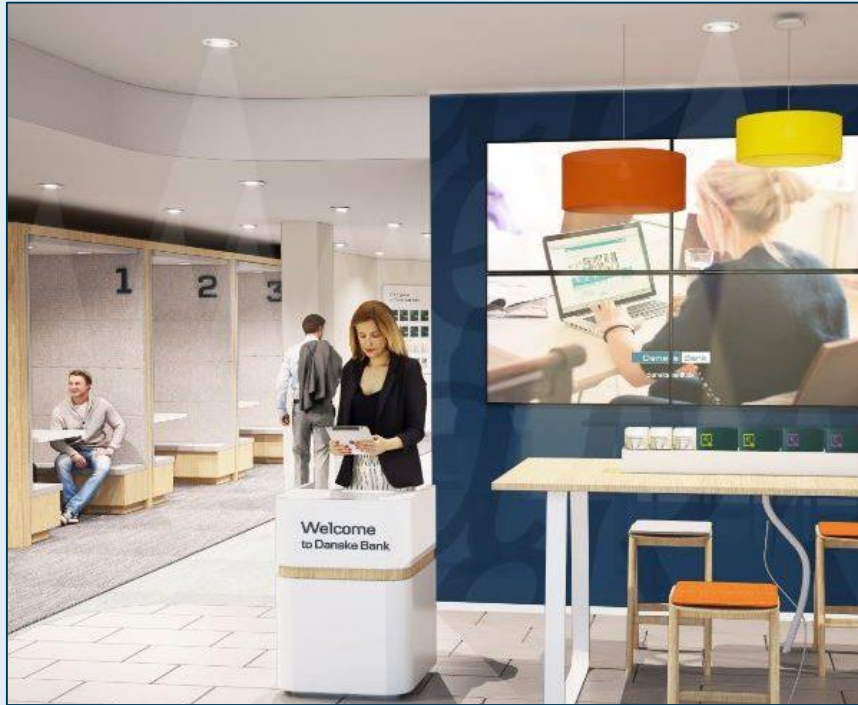
Communicate and engage digitally



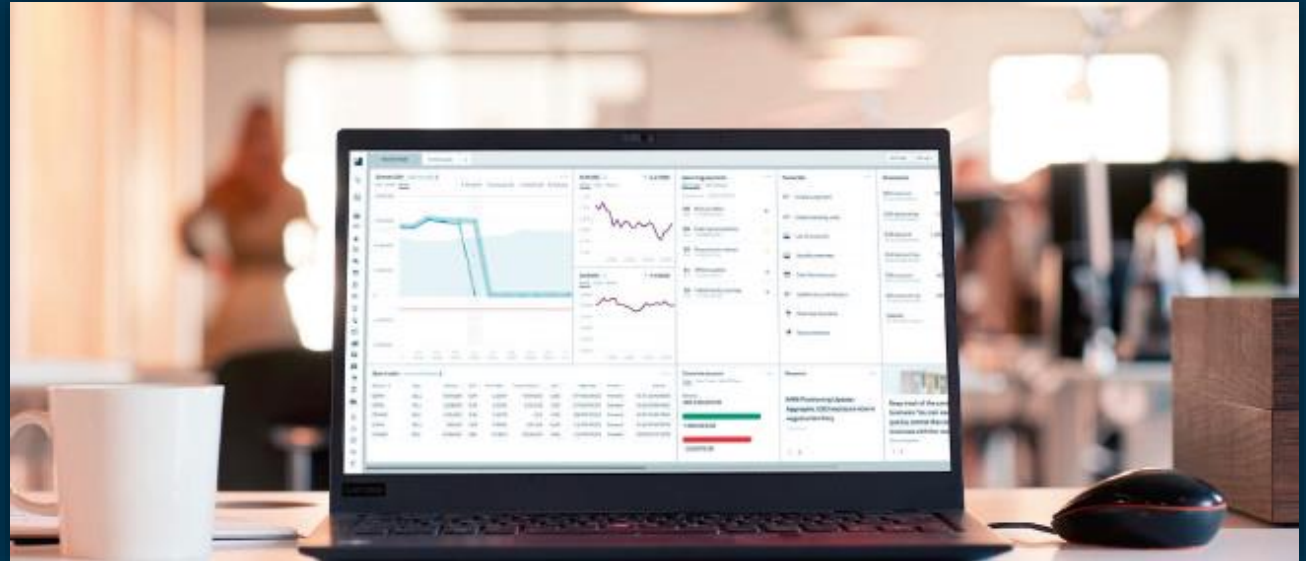
Make the workspace digital



What our advisers and relationship managers can do to ensure success in this digital world...



New digital channels



Danske Bank



In the previous calendar month, you must have:

- ✓ paid in at least £1,200; and
- ✓ logged on to eBanking, Mobile or Tablet Banking at least once.

There is a £2 monthly account fee, whether or not you qualify for the cash reward.





Thank you...

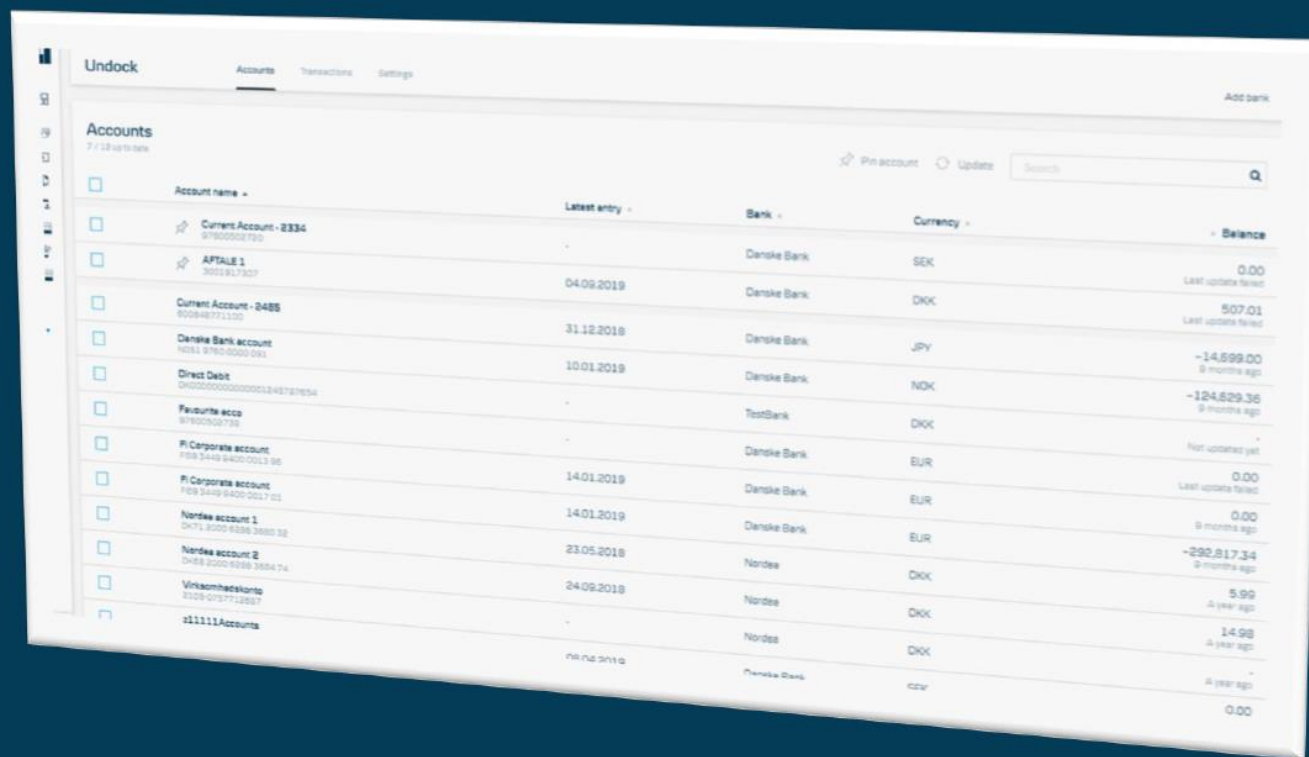
Søren Rode Jain Andreasen
Chief Digital Officer

s.rode@danskebank.com

Undock by Danske Bank...

Undock simplifies daily banking for multi-bank businesses

- ✓ See all your bank accounts across banks
- ✓ Real time transactions & account statements
- ✓ Transfer liquidity between your accounts
- ✓ Export data easily



The screenshot displays the 'Accounts' section of the Undock application. It features a table with columns for Account name, Latest entry, Bank, Currency, and Balance. The table lists several accounts from Danske Bank and Nordes, including current accounts, corporate accounts, and direct debits. The interface also includes a search bar, a 'Pin account' button, and an 'Update' button.

Account name	Latest entry	Bank	Currency	Balance
Current Account - 2334	-	Danske Bank	SEK	0.00
APTAL 1	04.09.2019	Danske Bank	DKK	507.01
Current Account - 2485	31.12.2018	Danske Bank	JPY	-14,599.00
Danske Bank account	10.01.2019	Danske Bank	DKK	-124,529.36
Direct Debit	-	TestBank	DKK	Not updated yet
Favorit account	-	Danske Bank	EUR	0.00
FI Corporate account	14.01.2019	Danske Bank	EUR	0.00
FI Corporate account	14.01.2019	Danske Bank	EUR	0.00
Nordes account 1	23.05.2018	Nordes	DKK	-292,817.34
Nordes account 2	24.09.2018	Nordes	DKK	5.99
Virkemidelskonto	-	Nordes	DKK	14.98
111111Accounts	-	Nordes	DKK	-

Danske Bank & Zenegy – An example of a partnership

Stronger and closer relationships with our customers through a broader value proposition – building a platform for new revenue streams



A strategic move into the SME ecosystem with a Payroll & HR Play



“Payroll/HR Play as part of an SME eco-system strategy”



ZENEGY

Danske Bank

