

*Focused Nordic leader with
strong profitability*

Investor update
Copenhagen, June 7, 2023

Danske Bank

A woman with long blonde hair is shown in profile, looking down at a tablet device she is holding. The scene is dimly lit, with a blueish tint, suggesting dusk or dawn. The background is dark and out of focus, showing what appears to be a natural landscape with trees and hills.

Digital and technology

Driving business outcomes

Frans Woelders, Chief Operating Officer

Danske Bank

Our unique digital and technology platform is a competitive advantage



One platform
across markets & segments

Strong digital customer engagement



Award-winning Mobile Banking

#1

Online banking for Cash Management¹ (District)

Serving customers at scale

55% Accounts opened digitally

>1bn Card transactions handled yearly

62% Digital customer meetings

37m Monthly logins to Mobile Banking

Stable, trusted and largely API enabled

>99.9% Availability²

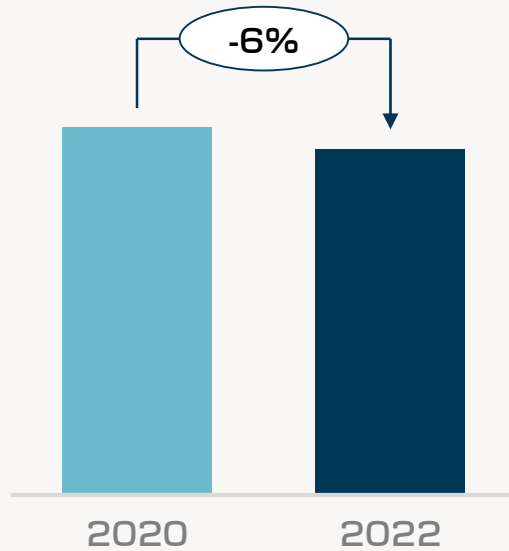
81% Core APIs established

1. Prospera/Kantar, 2022; 2. Average level for 2022

Driving down tech run costs while investing in digital and increasing productivity

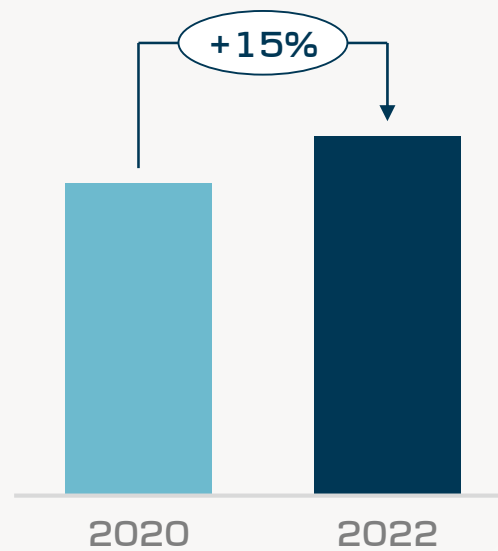
Reducing technology run cost

Annual technology run cost, excl. one-offs



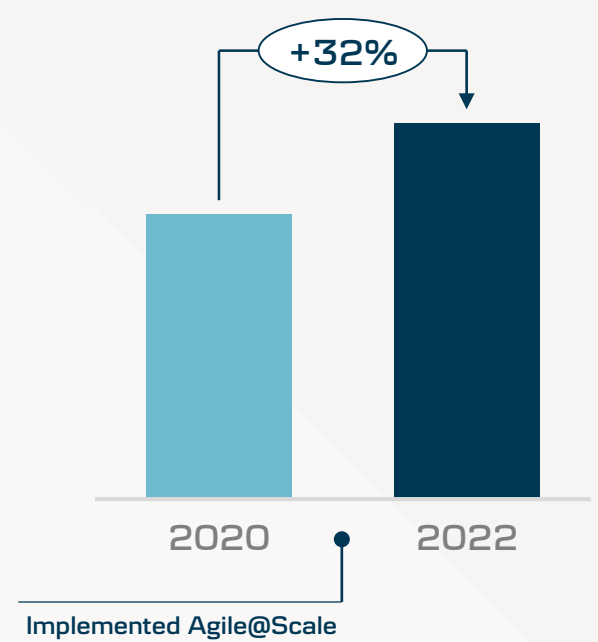
Increasing investments

Annual funding for development



Increasing productivity

Avg. number of change releases for applications



Examples of how we are delivering results

Reducing technology run cost



Finance applications moved to cloud



53%

Capacity available for strategic change

19%

Reduction in costs

Increasing investments

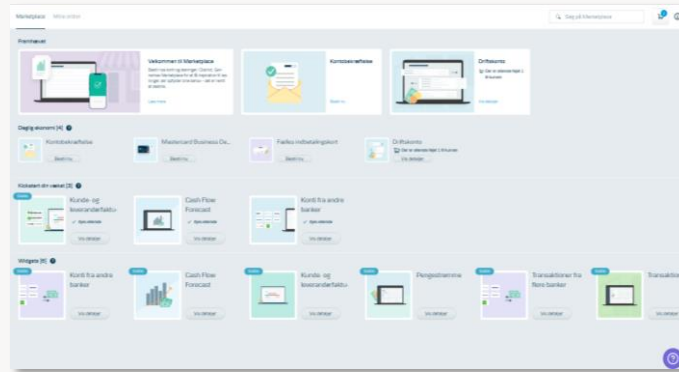


Enhanced self-service and digital offerings in District



170k

Business customers on District Marketplace¹



Increasing productivity



Implemented Agile@Scale to respond better & faster



17%

Efficiencies gained

3.8k

Colleagues in agile development

Note: Figures as of Q2 2023: Changes are 2020 vs Q2 2023

1. District Marketplace is the self-service solution for business customers; 2. On private cloud

Driving competitive digital value propositions for our customers

Digital

2026

Digital engagement

- Leading digital solutions in Mobile Banking and District
- One integrated, cloud-based channel for Mobile Banking, District and eBanking
- Digitally-enhanced customer engagement and self-service capabilities



Leading digital solutions

Integrated finance

- Provided open banking integrations and offerings through partnerships
- Expand digital customer offering with partners in daily needs, home ownership, health & safety, life-planning and give-back
- Provide premium API integrations for customers in One Corporate Bank



Extended partner offering & client integrations

Investing in data and AI capabilities to drive better advise for our customers

Data and AI capabilities

2026

Data-driven advisory

- Provide targeted data-driven insights to advisors and customers
- Enhance analytics-driven customer engagement with 360-degree view
- Drive segmentation and targeted customer offerings

Cloud-based data platform

- Establish selected data and advanced analytics capabilities
- Strengthen our data platform, connecting data across the enterprise
- Leverage cloud provider native AI capabilities



Proactive, targeted digital advice




Faster time to insights

Accelerating deployment of latest technologies


Technology

<p>Public cloud</p>	<ul style="list-style-type: none"> ➤ Largely API-enabled our platform ➤ Move applications to public cloud and SaaS while reducing legacy ➤ Infuse platform with latest technologies and AI
<p>Top tier security</p>	<ul style="list-style-type: none"> ➤ Continue to invest in cyber security ➤ Implement zero trust principles
<p>Improved efficiency</p>	<ul style="list-style-type: none"> ➤ Leverage competitive near- and offshoring setup ➤ Rationalise product portfolio and automate processes ➤ Improve developer productivity through tooling and standardisation ➤ Implement AI-based process orchestration


2026 targets



30%
Of applications moved to public cloud



+20%
Productivity increase¹



-15%
Technology run cost¹

1. As compared to 2022

Accelerating our investments to deliver on our business ambitions

Key focus areas

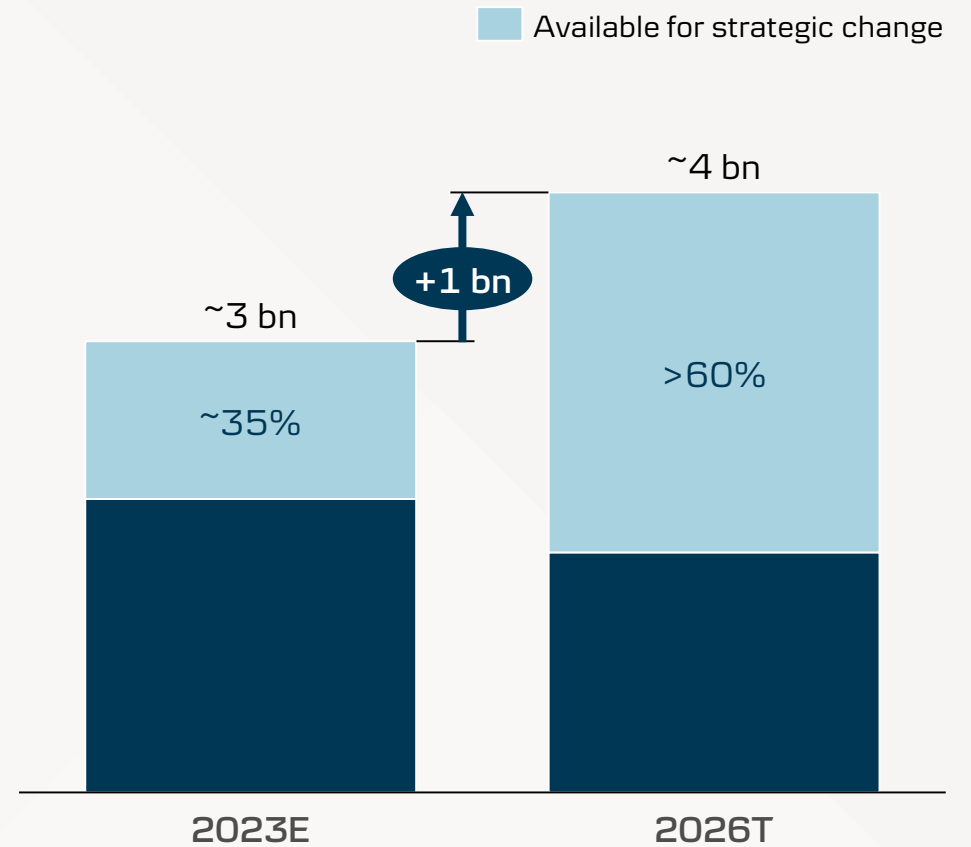
Digital

- Customer engagement platform
- Integrated customer channels
- Customer journey digitalisation
- One Corporate Bank

Technology

- Public cloud
- Reduce legacy
- Data & analytics
- Security

Increasing investment levels (DKK per year)





Digital and technology

Driving business outcomes

- **Our unique single platform is a competitive advantage**

- **We are accelerating our digital and technology investments**

- **Our strategy drives business growth and profitability**

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