



# **Making Business Simpler in a Digital Age**

**How to balance Customer Centricity and Operational Excellence**

Peter Hupfeld, CEO, Nordea Finance  
Paris, 24th November 2016



# Nordea Finance operates in 7 countries with a €18bn portfolio

## Our vision:

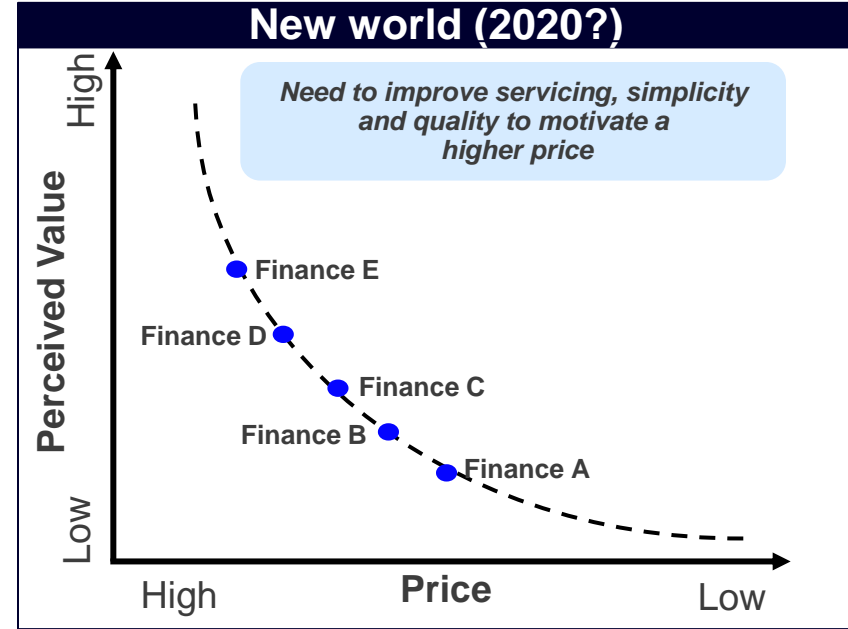
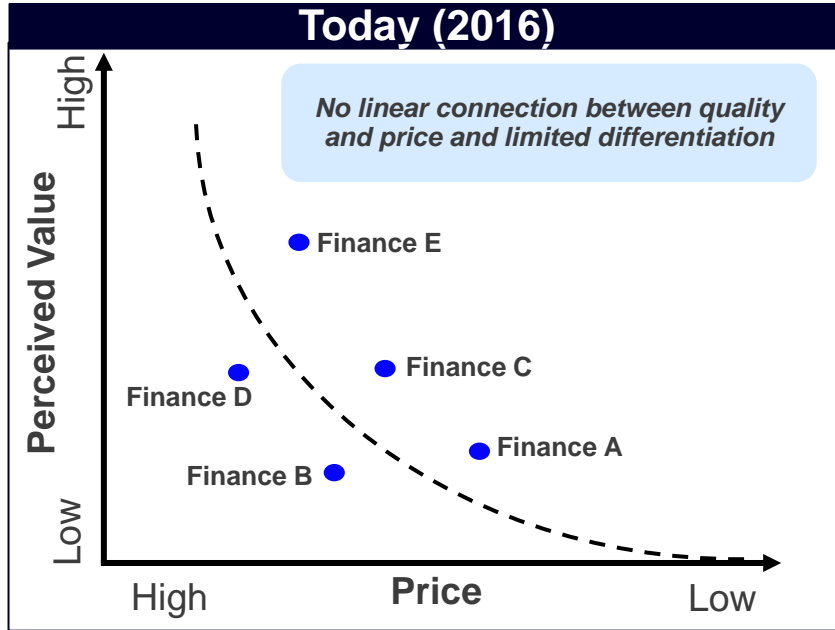
#1 in financing - Customers first choice

- We understand your business
- We are committed
- We are easy to deal with

## Our 2015 key figures:

- €12bn Leasing portfolio (€18bn in total)
- CAGR of 6% from 2005 to 2015
- RoE at 15%
- Co-operation with +3000 partners
- 1250 employees

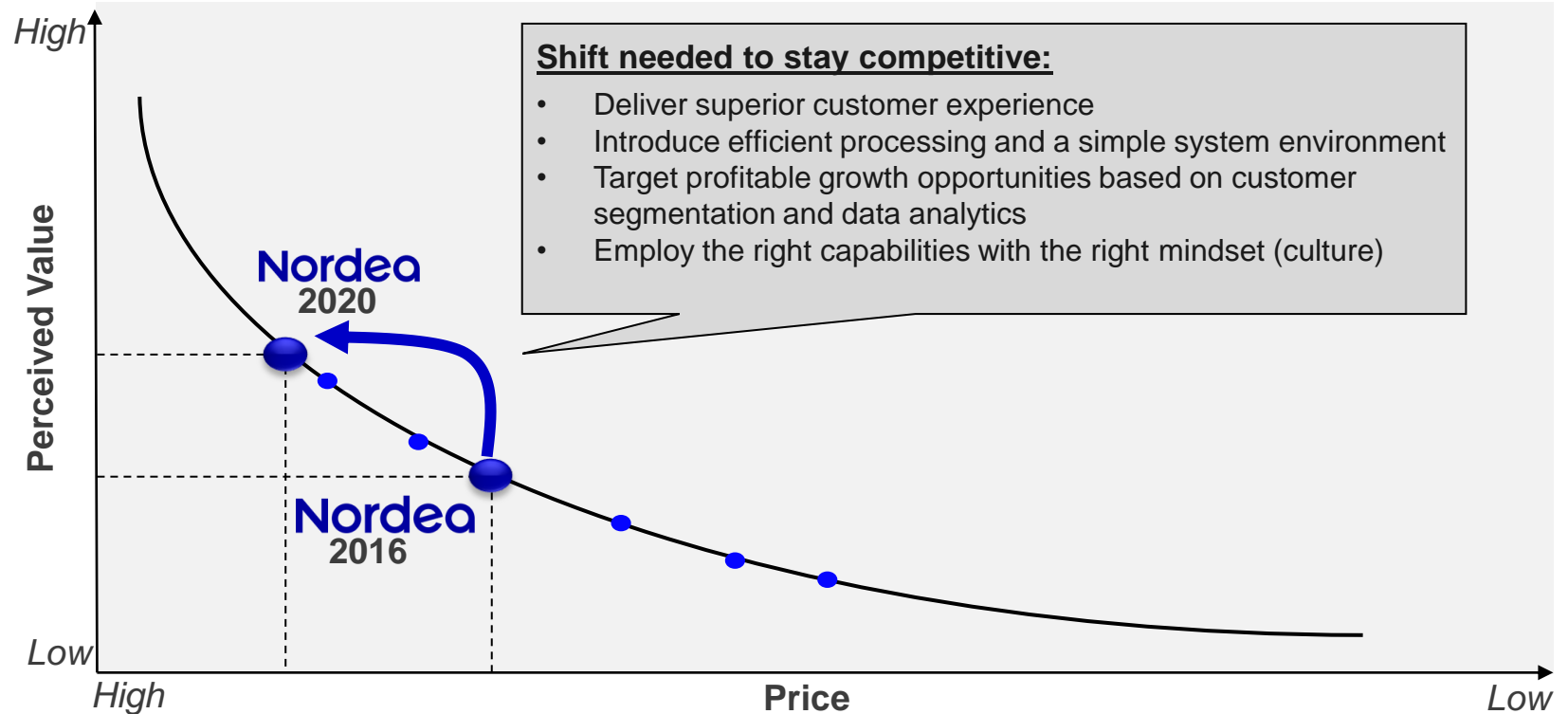
# The market is becoming digital and more transparent...



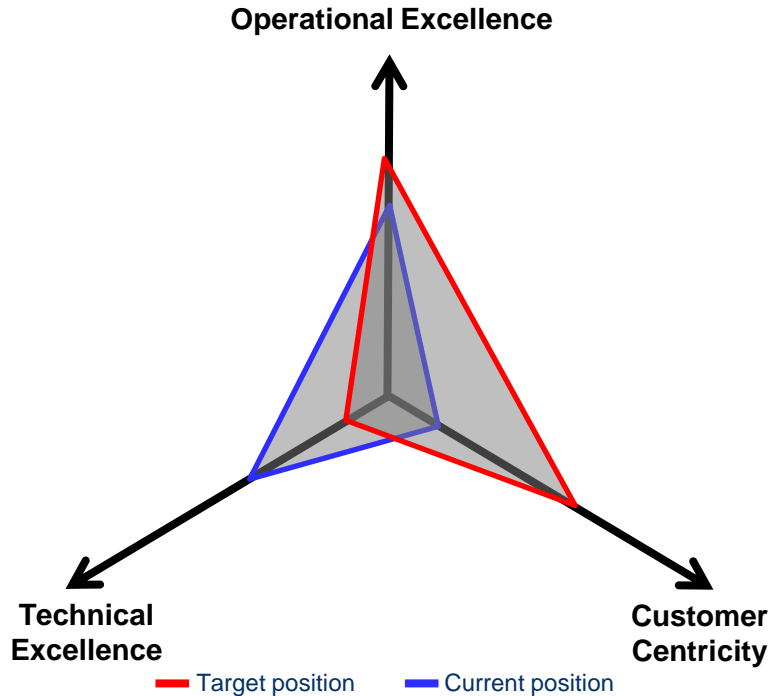
## Transparency driven by:

- Digitalisation – changed sales & servicing processing and access to data
- Regulations – all finance companies compete with the same cost of capital and regulatory requirements
- Market Dynamics - new players disrupting our business models and changes in customer expectations

...requiring us to provide above market quality products and servicing - at a lower operational cost...



## We have formulated a customer centric 2020 strategy...



Working with Nordea Finance my everyday business is **fast and simple** - and when a problem occurs they **always come up with a solution**

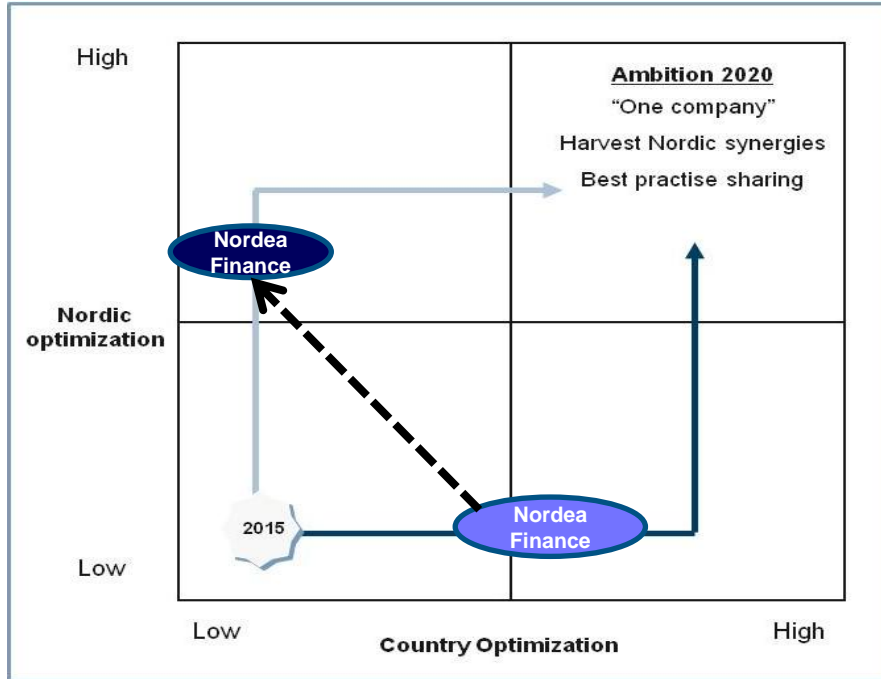
I feel Nordea Finance is on the **digital forefront** with new solutions – that gives my business a **competitive edge**

To me availability is key - I have **access to Nordea Finance** on-line and their **digital capabilities** allows me to do **everything myself 24/7**

With Nordea Finance I get a partner, where I can trust **everything is done in the right way**

I like to deal with Nordea Finance – they **understand my business** and **pro-actively contact me** with good proposals

## ...in a global setting



### Strategic focus areas:

- Deliver sustainable profitable growth
- Simplify and harmonise our operations
- Invest in our people and build a winning culture
- Deliver superior customer experience

### How we will measure success :

- Improved customer satisfaction
- Credit volume growth
- Profitability improvement
- Improved employee satisfaction

# We have taken the actions needed to deliver on our 2020 strategy

## Deliver sustainable profitable growth:

Optimise digital sales

Understand where to  
target profitable  
growth

## Simplify and harmonise our operations

Use automation,  
robotics and self  
service

Operate as  
“One Nordea” in a  
global setting

## Invest in our people and build a winning culture

Hire for mind-set not  
for skills

Put the customer first in  
everything we do

## Deliver superior customer experience

Understand our  
customers needs

Target our customers  
with relevant  
propositions

## Making Business Simpler in a Digital Age - Some takeaways

Our market will continue to grow .... but where is the profitability?


Transparency will increase - how do we differentiate our value propositions to balance perceived value and price

Customer dynamics are changing – they want simple and agile leasing offerings

Winning in a new business environment requires different capabilities - (align the 4 P's)

Hiring the right capabilities – understanding of customer expectations and “new world” is key



A person with a backpack is walking away from the camera on a sandy path that leads towards the ocean. The scene is captured during sunrise or sunset, with a warm, golden light illuminating the landscape. The path is sandy and has some sparse vegetation. The ocean is visible in the distance, and the sky is a mix of orange and blue.

**Opportunities are like sunrises.  
If you wait too long, you will miss them**

William Arthur Ward

A portrait of Peter Hupfeld, a man with dark hair, a beard, and glasses, wearing a dark suit jacket over a light blue shirt. He is looking directly at the camera with a slight smile. The background is a blurred indoor setting.

# Nordea

**Thank You  
for your attention**

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