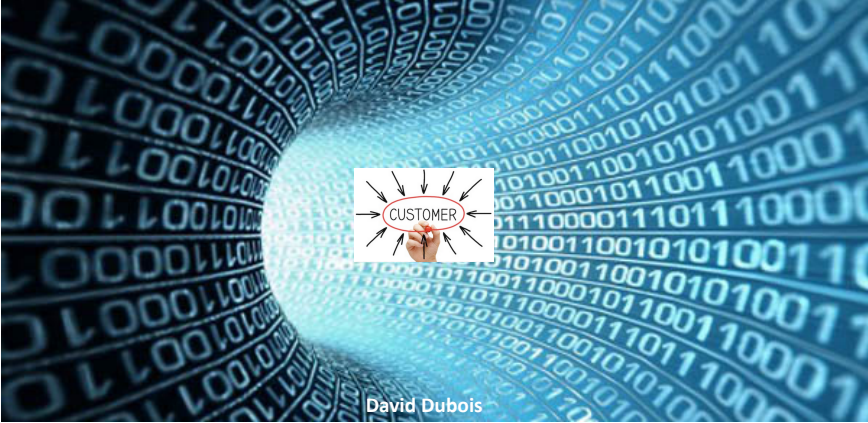




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DIGITAL DISRUPTIONS WITHIN AND OUTSIDE RETAIL: WHAT HAS CHANGED AND WHAT HAS 'NOT' CHANGED

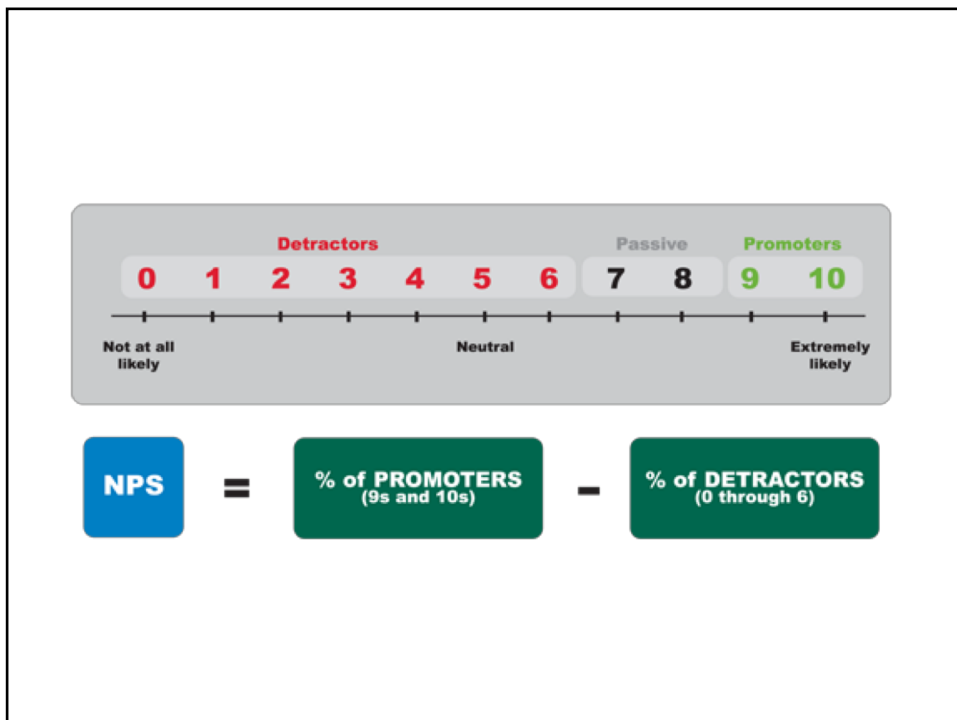
Retail Exec Summit @Google

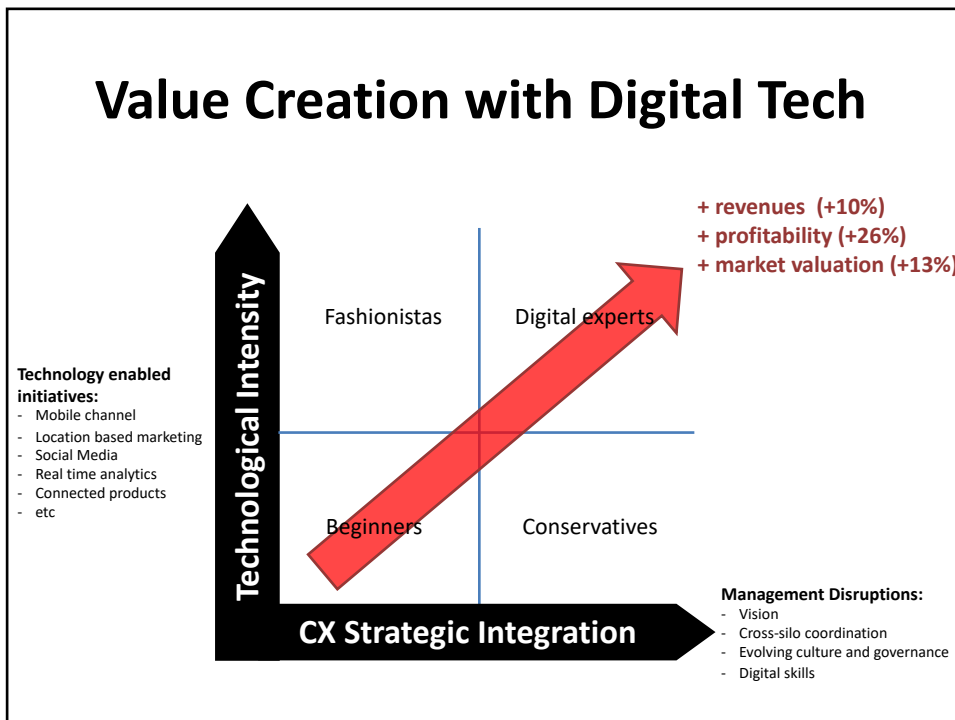
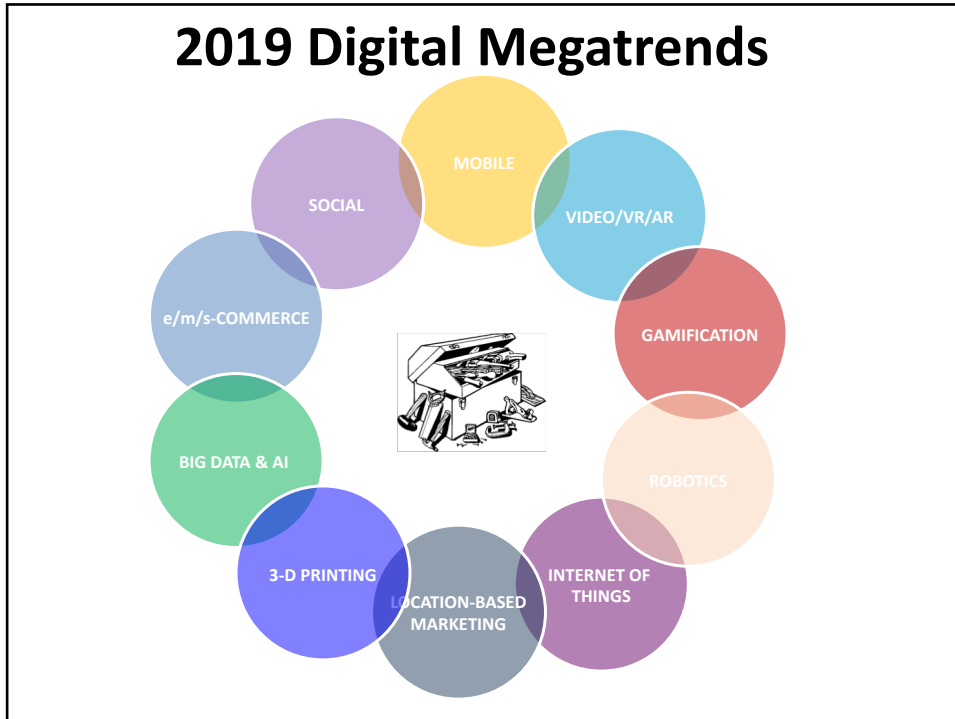


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Telenor Case: Reinventing Financial Services in Serbia



- **Should Telenor offer Financial Services in Retail Banking in Serbia?**
- **Which segment should they target?**
- **What about the brand strategy?**
- **What about the positioning?**
- **What channel / product / service offers make sense?**
- **What about branches?**

What happened? Telenor in Serbia




1. Targeted segments 1 & 3
2. Positioning:




Segment 1	Segment 2	Segment 3	Segment 4	Segment 5	Segment 6
Size 12%	Size 20%	Size 13%	Size 19%	Size 32%	Size 4%
Male 57%; average age 35; employed 78%; 49094 RSD monthly HH income	Male 54%; average age 53; employed 67%; 25195 RSD monthly HH income	Male 49%; no significant age range dominant; employed 75%; 28753 RSD monthly HH income	Male 54%; average age 22; employed 36%; 23022 RSD monthly HH income	Male 47%; average age 45; employed 70%; 51022 RSD monthly HH income	Male 50%; average age 30; employed 78%; 32500 RSD monthly HH income
Own Smartphone 51% Mobile internet usage 61%	Own Smartphone 15% Mobile internet usage 14%	Own Smartphone 41% Mobile internet usage 50%	Own Smartphone 24% Mobile internet usage 30%	Own Smartphone 38% Mobile internet usage 41%	Own Smartphone 71% Mobile internet usage 80%
Have enough net income to save money; Believe they are good at managing their money; Regularly keep up with financial news	Don't use loans and don't like to borrow money; Important to have some savings put by; Consider themselves careful and don't like risk	Use loans and like to borrow money; In a tight financial situation; Don't consider themselves careful; Like risky investments	Don't use loans and don't like to borrow money in a tight financial situation; Don't like risky investments	Want to save money; are not making fast decisions and are very risk averse	Would use loans and borrow money if needed; Don't consider themselves careful; Like risky investments
Having a good time, seeking adventure and risk, having control over people and resources, and are economical and careful with money	Respecting ancestors, fitting into nature, being modest, and are economical and careful with money	Pursuing a life filled with challenge, novelty, and change, having a good time, aiming at being different from others, seeking adventure and risk	Likes to have safety for loved ones and to live without financial worries, choosing their own goals, and being modest	Take care about their families, like their job and work a lot but also would like to get most out of their free-time, are very social	Seeking adventure and risk; always looking for the latest and greatest; status seekers, being different from others

What happened? Product-mix decisions



Checking Account


- Standard C/A
- A vista interest on positive balance
- Multicurrency
- Ship to order



Payments


- Person2Person: Mobile, Email
- Bill handling
- Standing Orders
- Currency Exchange
- Domestic payments
- Pre-paid payments
- Foreign currency payments
- Beneficiaries & templates

PC and Mobile (Native Aps)




Debit Master Card

- Pay Pass
- 3D secure
- Rich self-care: limits, activation, PIN selection, etc




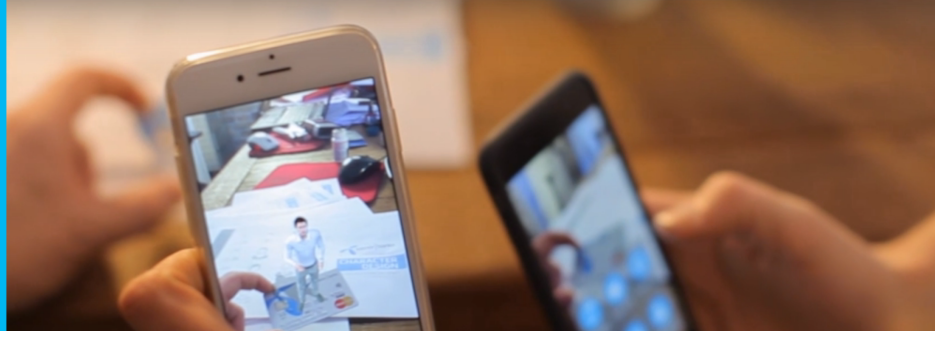
ATM (40)

- Touch screen
- Multi currency
- Cash/in out




INVERSE
KINEMATICS






First Results (YE 2014)



Most popular and best ranked MB Application



PRVA MOBILNA BANKA U SRBIJI

Telenor banka
Telenor banka a.d. Beograd

UNINSTALL OPEN

10 THOUSAND Downloads 4.5 1,425+ Finance Similar

Do your banking on the go, quickly and easily, without waiting in the lines.

Vojkan Arsic: "I opened an account in Telenor Banka in 7 minutes while running on a track"

Dejan Sreckovic: "I really like cash-in option, it works for RSD and EUR, and yes, exchange rate."

Milos Petrovic: "Smells like a revolution" @TelenorBanka @TelenorSrbija"

Vitimir Ognjanovic: "There are glitches, but Telenor Banka is still light years ahead of others in Serbia. #FTW"

Banking Net Promoter Score leader!

Promoters
72%

-

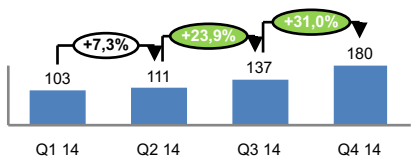
Detractors
5%

=

NPS*
67%

Serbian market industry average of 17.63
Erste bank leading with 37.


After Telenor banka launch, mobile banking **usage in Serbia is booming




Quarter	Usage	Change
Q1 14	103	-
Q2 14	111	+7.3%
Q3 14	137	+23.9%
Q4 14	180	+31.0%


* By Dec 20th

Other disruptions in banking






Telenor Banka among the fastest growing online banks in CEE



ROGERS in Canada

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ORANGE BANKING

AROUND THE WORLD NEWS

Banks and telcos do battle in mobile money revolution in Africa

M-PESA

Kanika Saigal | Wednesday, June 24, 2015

Mobile money in Africa has been dominated by Safaricom's M-Pesa in Kenya, but the banking sector will be much better equipped to lead the sector in the long term, says one investor. However, in the short-term, regulations will prove key in determining who wins market share.

Thank you! Please keep in touch



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