

Focus on customers and efficiency creates growth

Nordax's priorities are focused on long-term competitiveness and sustainable growth. The areas below are those we feel will contribute the most in the near term to creating value for our stakeholders.

INCREASED NEW LENDING AND SUSTAINABLE GROWTH

- Strengthen position in large loans and consolidation of smaller credits
- More and developed sales channels
- Improve processes for new customers

The aim is to further increase new lending and organic growth in every market. We will focus on being more efficient and relevant in existing channels, but also on continuing to broaden our offering through more channels and collaborations. In Germany, we have only used addressed direct mail, but in 2017 we will evaluate whether to expand our marketing to more channels. More convenient processes to on-board as a new customer and an improved experience for existing customers will contribute to increased new lending. A precondition for increased new lending and sustainable growth is that margins remain attractive and credit quality is good.

INCREASED OPERATIONAL EFFICIENCY

- Automated and paperless processes
- Focus on efficiency in the organisation

Greater focus was placed on efficiency in 2016, which included a reorganisation of our customer service units into a geographical structure instead of a functional structure. This allows us to more effectively interact with customers. In 2017 our customers will get more digital self-services options. Communication with customers will also be handled digitally to a greater extent, simplifying our work and improving efficiencies, which customers appreciate. All our employees are focused more on efficiency and smarter solutions, which is key to become even more competitive.

IMPROVE CUSTOMER EXPERIENCE AND STRENGTHEN CUSTOMER LOYALTY

- Simplified and improved loan application process
- Increased self-service options
- Improved customer relationship management (CRM)

We are committed to a high level of service for our customers, and in 2016 customers satisfaction increased. Our aim in 2017 is to further improve and simplify for our customers, especially in terms of digital services. In the last two years we have introduced electronic signatures for loan customers in Sweden, Norway and Finland and in 2017 will we give deposit customers the option of managing their savings digitally. For loan customers we will improve the application process and reduce manual steps. It should be easy and convenient to become a customer and to manage loans through digital self-service options. We will improve our customer relationship management (CRM) tools to ensure that we offer the right products at the right times to our existing customers.

SUSTAINABILITY PART OF OUR BUSINESS

- Continue strategic sustainability efforts
- Make progress in four identified core areas: responsible lending, employee well-being, business ethics and efficient use of resources

In the area of responsible lending the focus is to maintain low credit risk in the lending portfolio. With respect to employee well-being, we will improve and increase the interaction between leaders and employees through frequent pulse surveys. In the priority area of business ethics, we will formalise how we view ethics in a code of conduct. In terms of efficient use of resources we will work on how we can reduce the environmental impact of our offices and increase the rate of digitisation in order to reduce paper consumption. *For more information, see page 27.*