

Housing ecosystem

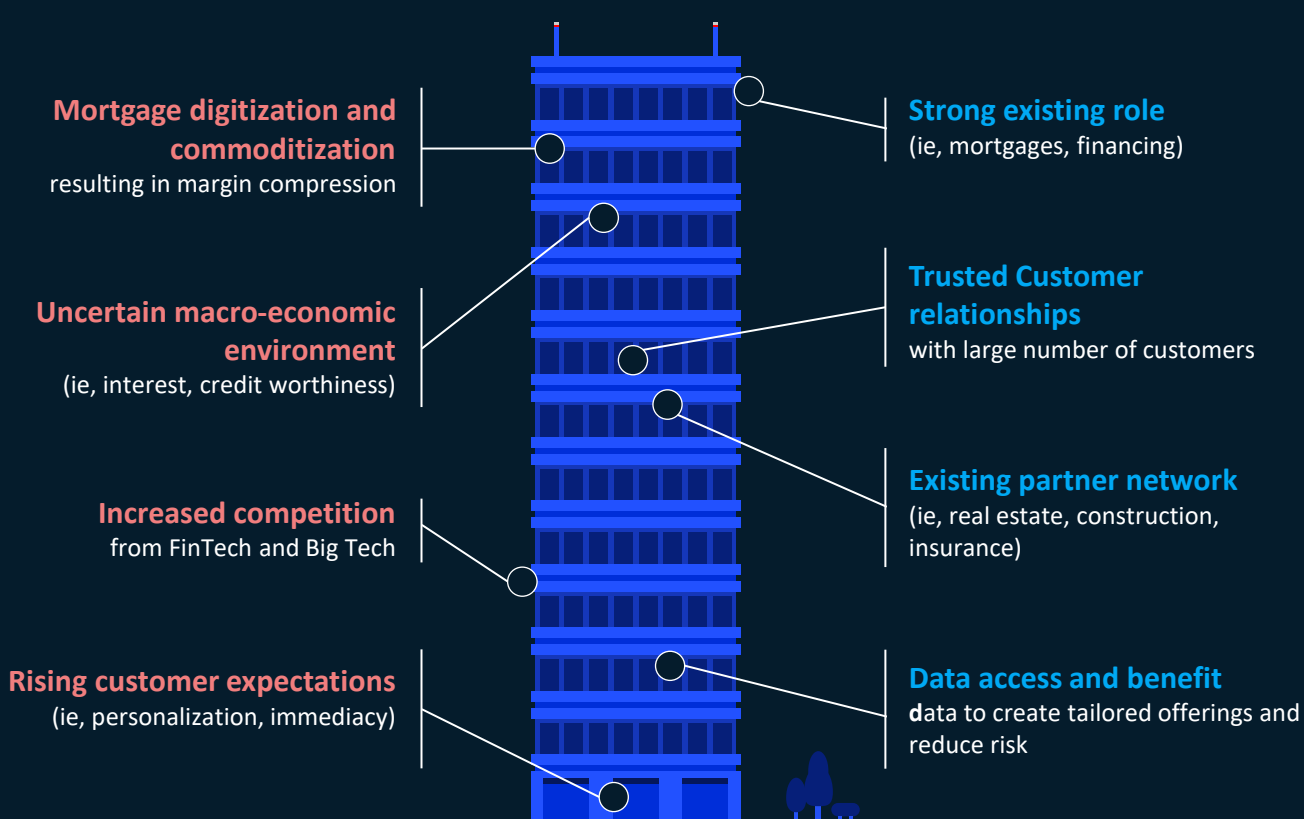
Building the bank of the future

The housing ecosystem is a ~\$5.2 trillion value pool



Banks are facing various challenges ...

... and must leverage natural strengths to deliver on customer experience



Potential housing ecosystem value creation for banks

~20-35%

share of leads from ecosystems

~15-25%

share of mortgage originated through ecosystems

~2X

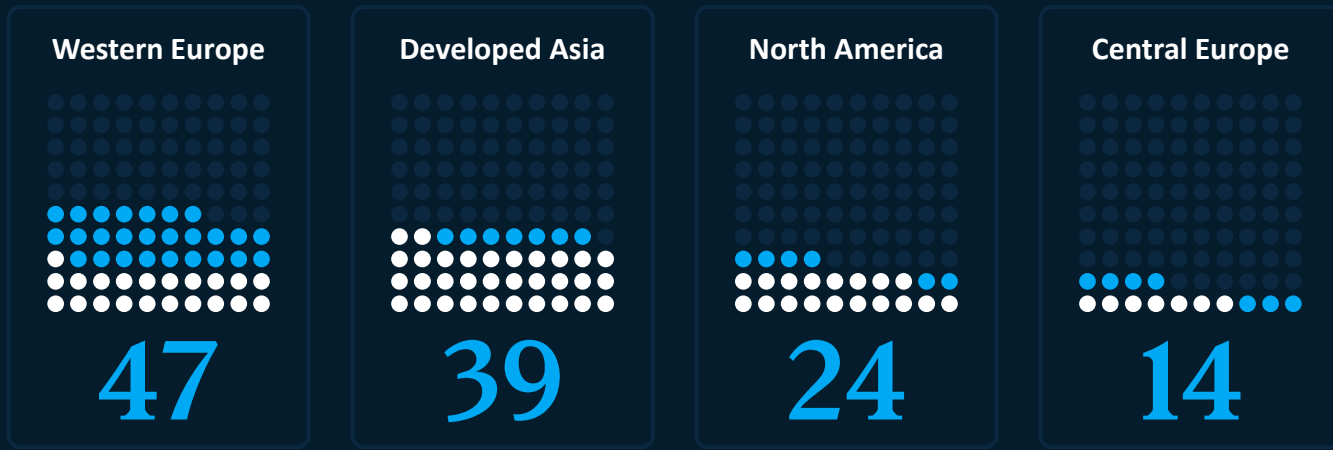
customer satisfaction score improvement

Banks globally are placing their bets in housing

Share of banks offering property search capability within digital mortgage ecosystem

June 2022, % of total

● Currently offering ● Planning to launch within next 12 months



Source: Finalta by McKinsey, banking benchmark study, June 2022 (benchmarked to leading banks and fintechs)

6 learnings from a decade of housing ecosystem building

Think big, act small

Tailor value propositions to pain points of specific customer segment

There is no one-for-all solution

Go for a portfolio of innovations

Take it step-by-step

Even marginal improvements can build a positive spiral

Find the optimal execution zone

Adopt a cross-functional team

Partner with a clear vision

Balance build/buy/partner approach

Sharing is caring

Exchange information and leads with partners