

THE NEXT FRONTIER OF BANKING

Gen Z, AI, Risks and Opportunities

18 June 2026

Sandra Villars, Kehar Narismulu, Isa van Zyl

INTRODUCTIONS TO THE OLIVER WYMAN TEAM



SANDRA VILLARS

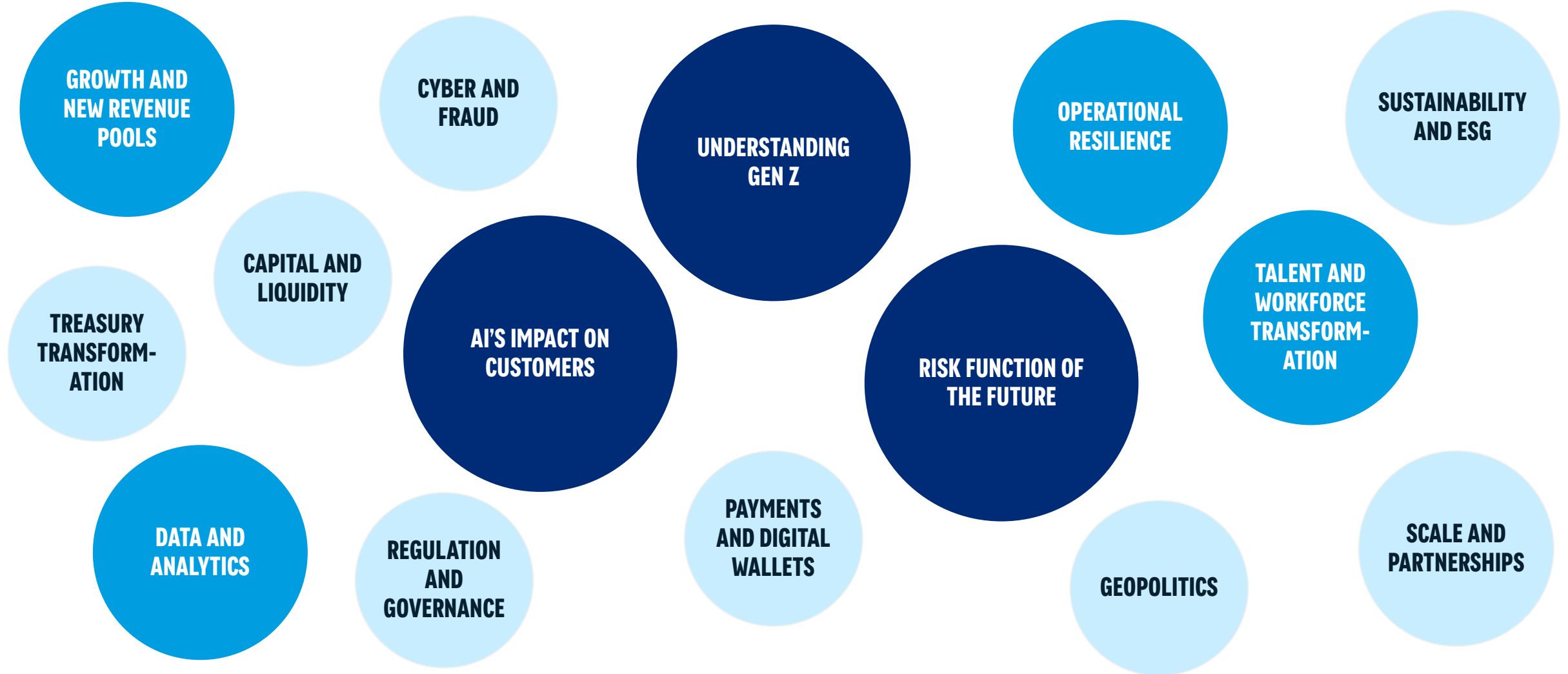


KEHAR NARISMULU

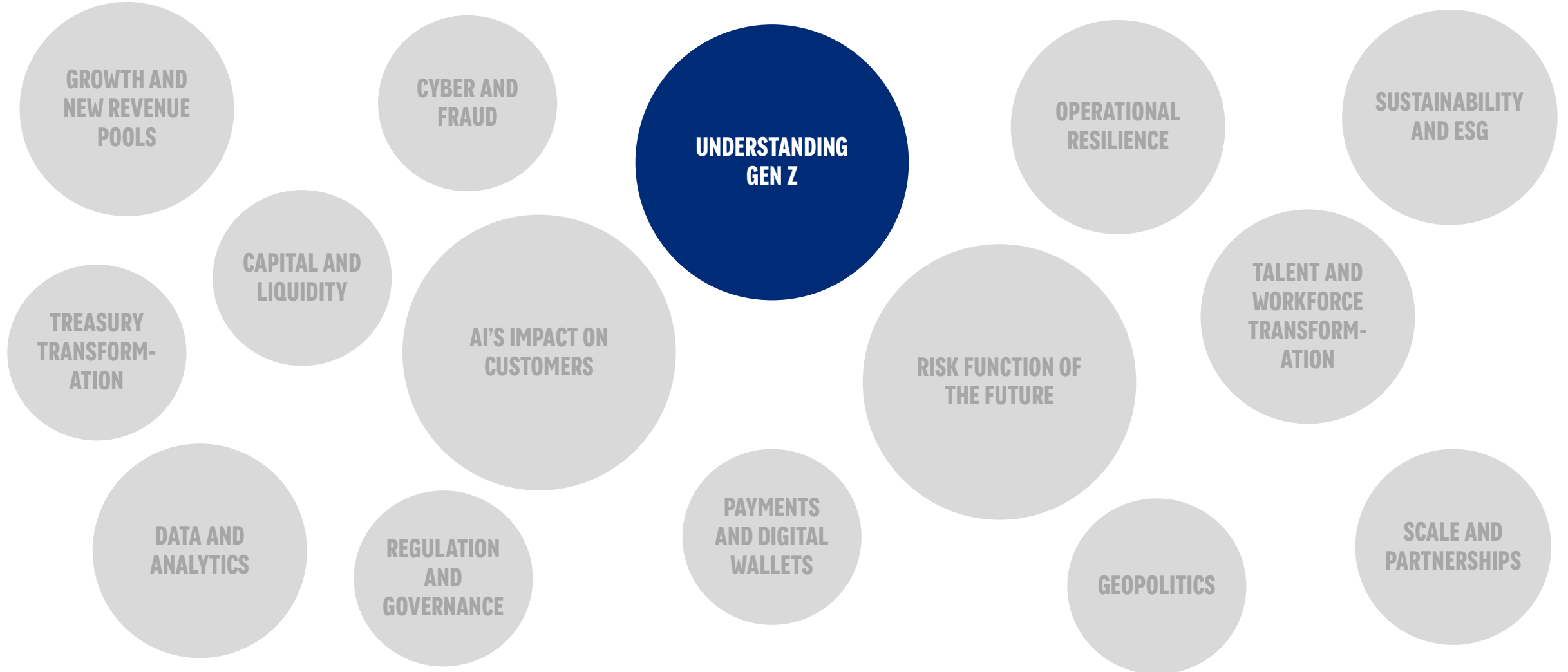


ISA VAN ZYL

THE WORLD IS CHANGING, BRINGING NEW CHALLENGES AND OPPORTUNITIES TO BANKING LEADERSHIP DISCUSSIONS



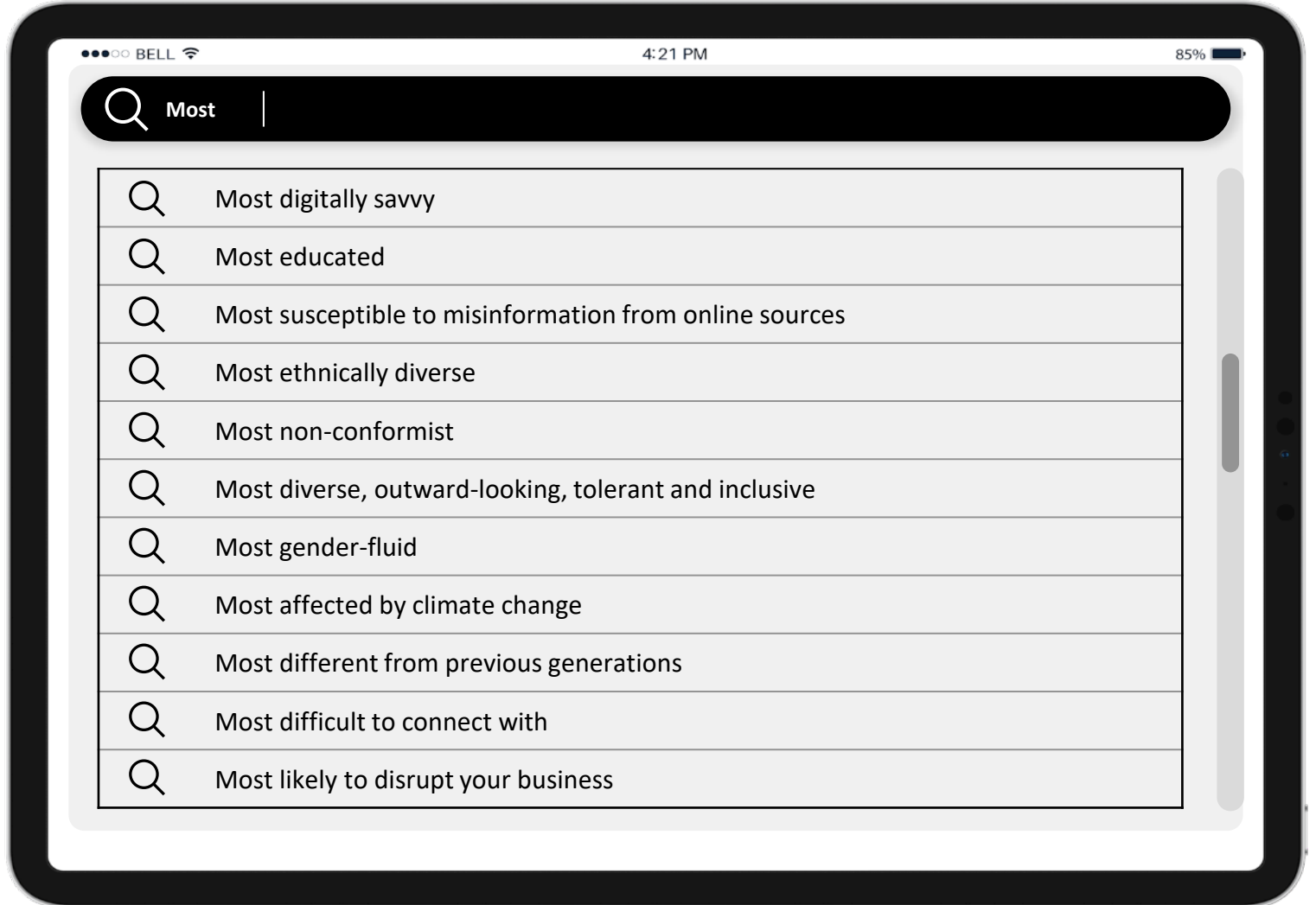
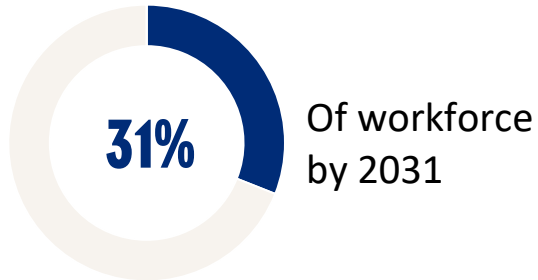
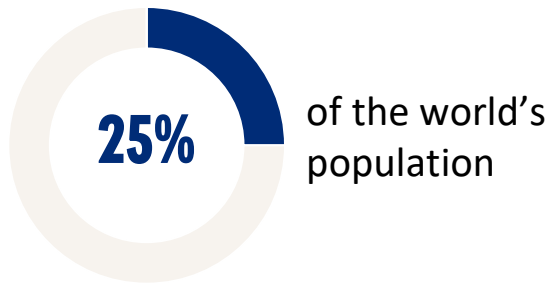
UNDERSTANDING GEN Z



AS THE FIRST TRUE DIGITAL NATIVES WITH UNPRECEDENTED ACCESS TO INFORMATION, GEN Z AS A GENERATION IS FAIRLY UNIQUE...



1997-2012



ATTRACTING THE YOUTH SEGMENT MAY SEEM EXPENSIVE, BUT THE LONG-TERM IMPLICATIONS OF NOT DOING SO CANNOT BE IGNORED



Two reasons to be sceptical

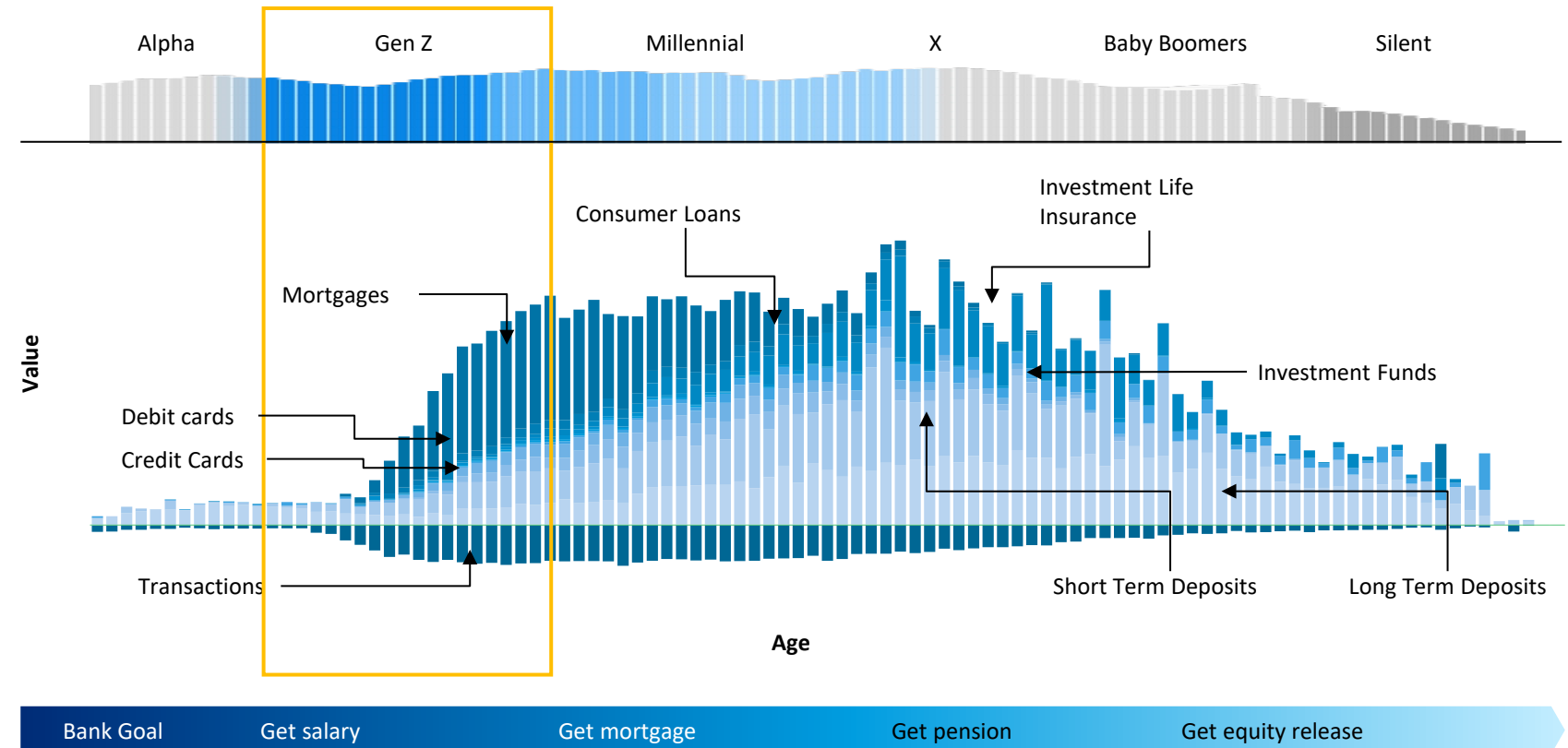
- Unattractive standalone economics
- Investing early may not be as effective as a 'wait and switch' approach



Two reasons to challenge that scepticism

- This is an opportunity to capture "customers for life"
- Your peers are capturing this base, and will fight to ensure that they do not switch later

Client value by age/generation

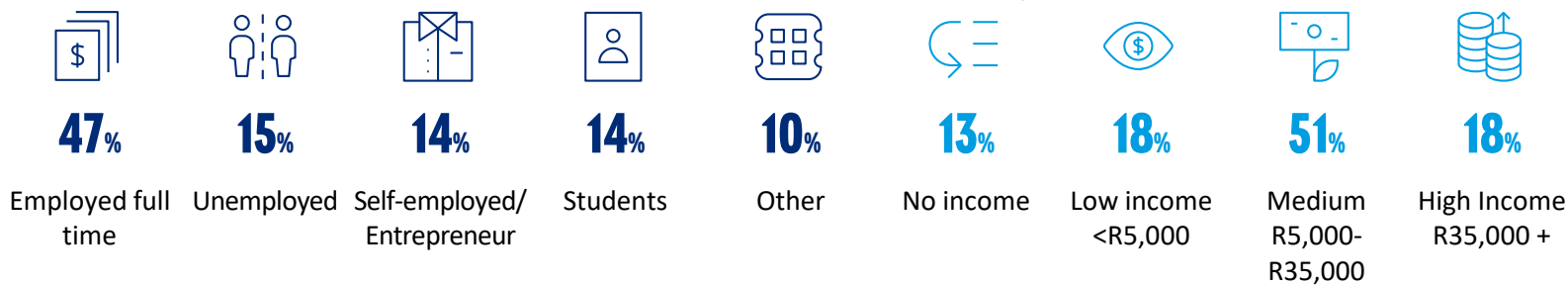
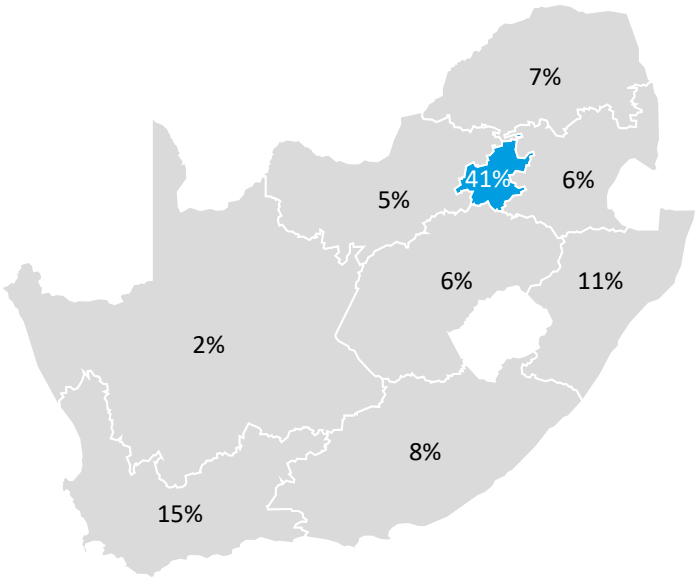


WE HAVE COMPLETED A RECENT SURVEY ON THE YOUTH'S BANKING NEEDS, COVERING PREFERENCES AND BEHAVIOURS ACROSS SOUTH AFRICA



+1,000
respondents

Age	
33%	18-24
34%	25-29
33%	30-34



~50 topics covered



Dimensions

- 1 Demographics and Life Stage
- 2 Banking Relationship
- 3 Product and Financial Needs
- 4 Credit Behaviour and Borrowing Needs
- 5 Channels and Banking Interaction
- 6 Digital Bank Appetite and Expectations

Source: Oliver Wyman | South Africa Youth Banking Survey 2026

GEN Z DISCOVERS SOCIALLY, PREFERS HUMAN ENGAGEMENT AND IS SHYING AWAY FROM TRADITIONAL UNSECURED LENDING

Q: HOW DO YOU LIKE TO FIND OUT ABOUT NEW BANKS OR PRODUCTS?

Channel	Total responses
Social Media	51%
Friends and family	39%
Visiting branch	38%

KEY TAKEAWAYS

- Social media (e.g., Instagram, Tik Tok) is the most popular channel
- Opinions of the inner circle are key
- Branches still feature despite a push to digital channels

Q: IF YOU HAVE A BANKING-RELATED QUESTION OR PROBLEM, HOW DO YOU WANT TO SOLVE IT?

Touchpoint	Total responses
Phone call with human	48%
Visit a physical branch	47%
WhatsApp support	32%

KEY TAKEAWAYS

- Top 3 channels involve direct human engagement
- AI chatbots ranked last (likely due to the nascence of the solutions in market)

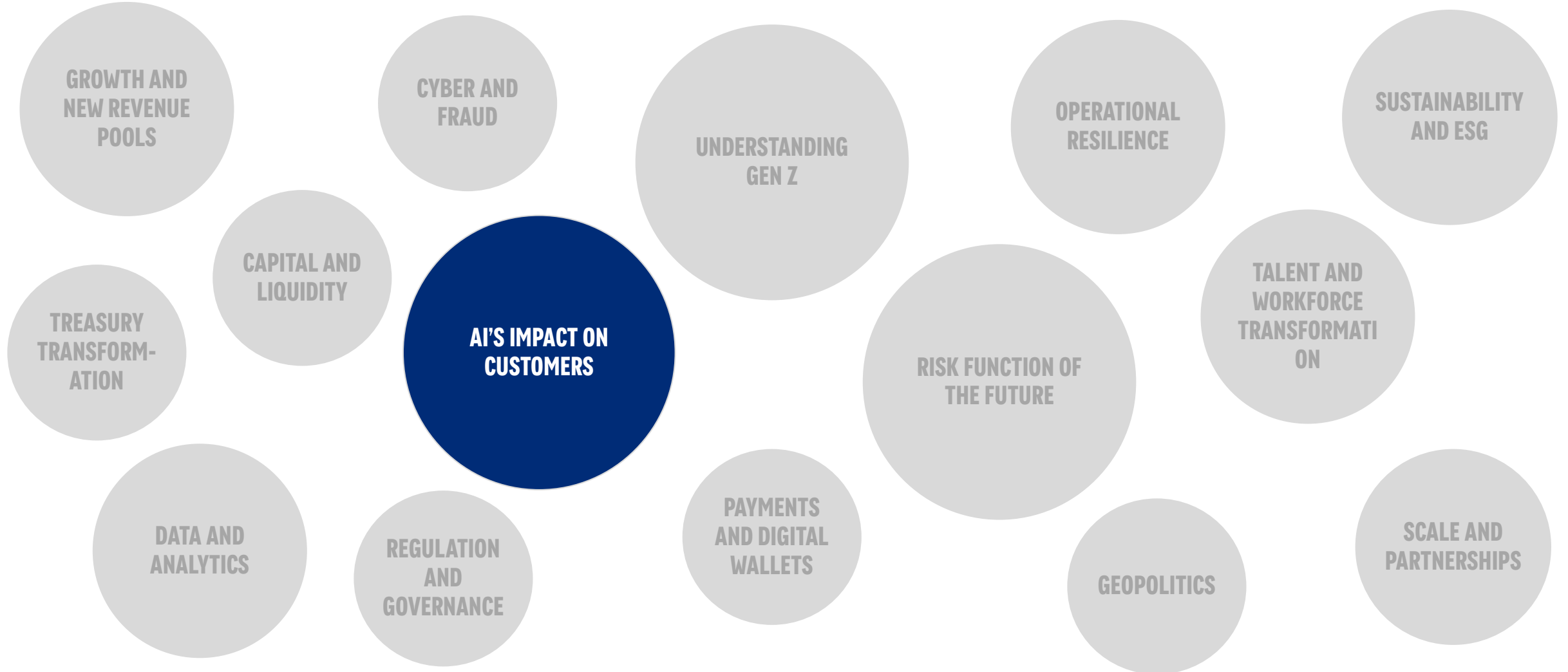
Q: WHAT CREDIT PRODUCTS MIGHT YOU NEED IN THE NEXT YEAR?

Product	Total responses
Buy-Now-Pay-Later	24%
Vehicle finance	24%
Home loan	23%

KEY TAKEAWAYS

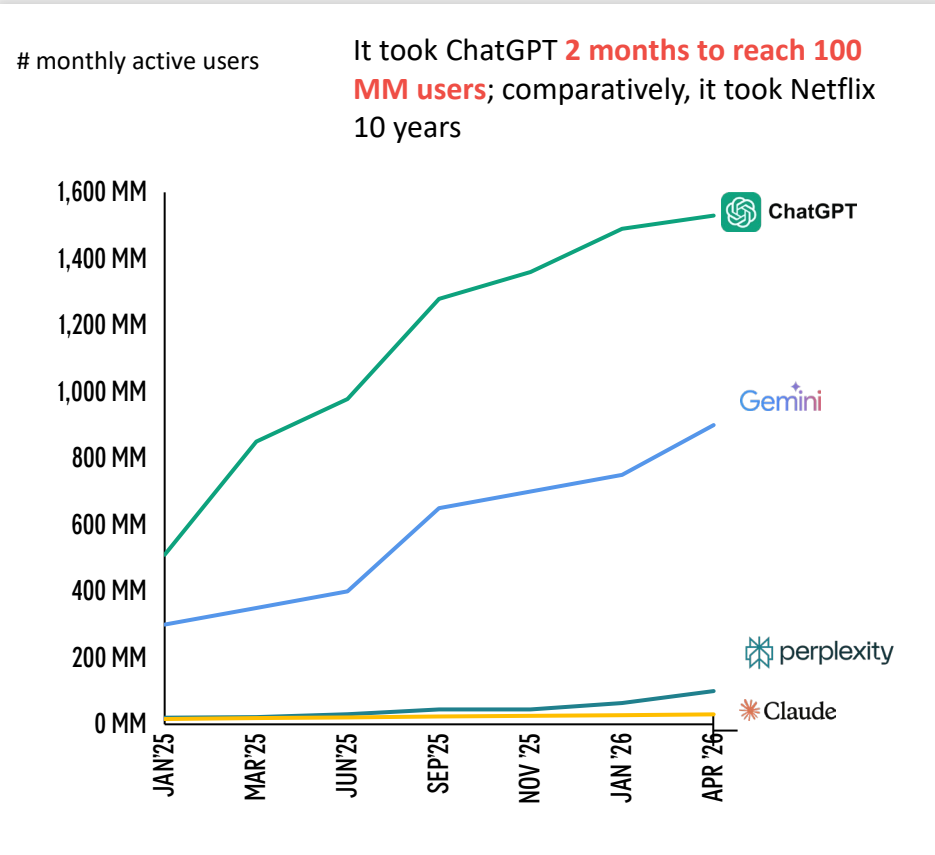
- Strong appetite for BNPL – preferred form of unsecured lending
- Higher expected need for asset finance vs. traditional unsecured lending (e.g., credit cards, personal loans, etc.)

AI'S IMPACT ON CUSTOMERS



NEW CHANNELS DRIVEN BY AI ARE GAINING TRACTION – AND LOTS OF IT

Already, AI assistants are reaching hundreds of millions of customers



And they are changing how we search and learn

TECHNOLOGY | COVER

Google Search Is Fading. The Whole Internet Is at Risk.

The lifeblood of the internet is drying up. What the decline of search means for users, companies, and stocks.

HARVARD BUSINESS REVIEW

Generative AI

AI Agents Are Changing How People Shop. Here's What That Means for Brands.

THE WALL STREET JOURNAL.

TECHNOLOGY | PERSONAL TECHNOLOGY | JOANNA STERN [Follow](#)

I Quit Google Search for AI—and I'm Not Going Back

Ads and search-optimized junk made a mess of the go-to engine. Now ChatGPT, Perplexity, Claude—and even Google's own AI—do it better.

CMO.TODAY

AI Has Upended the Search Game. Marketers Are Scrambling to Catch Up.

Websites will soon serve primarily as data sources for AI platforms, not destinations for humans, Mailchimp predicts

By Patrick Coffee [Follow](#)
May 8, 2025 6:00 am ET

At stake: **\$85 BN** (2025 SEO industry market size)

65%
of Google searches now end without a click because the answer appears in the AI overview

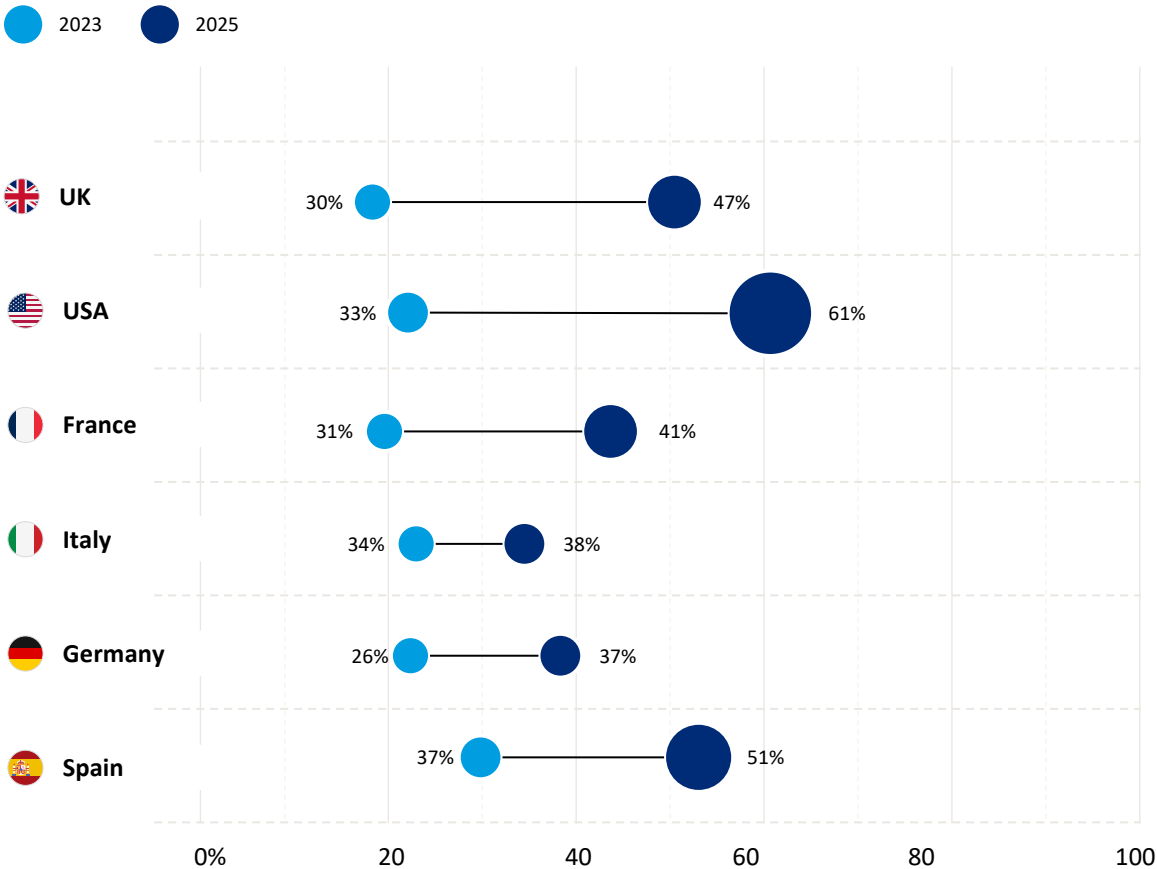
54%
of users have asked ChatGPT about various financial products and services

80%
of users who acted on ChatGPT's financial services advice said it had improved their outcome

Source: Precedence Research, SensorTower & Alphabet disclosures; Search Engine Land (Eight Oh Two Marketing study); Intuit Credit Karma (Survey on August 7, 2025, to August 14, 2025, among 1,019 adults ages 18 and older); Backlinko © Oliver Wyman

ALREADY, LLMS ARE AFFECTING FINANCIAL SERVICES AS CONSUMERS ARE TURNING TO AI FOR FINANCIAL ADVICE MORE AND MORE

Use of AI for financial planning and advice is growing¹
% of respondents who report using AI for financial planning and advice



Question: For which of the following purposes have you already interacted with AI?
Sources: 1. Oliver Wyman surveys, 12 countries, August 2023 (N= 10,831), September 2025 (N=8,710); 2. Intuit; 3. Lloyds Consumer Digital Index

While many customers are seeking financial advice from AI...

44% of global respondents in **2025** reported **using AI to help with investing**, up from **34% in 2023**¹

80% of users who acted on ChatGPT’s financial services advice said it had improved their outcome²

56% of UK adults and 54% of Americans say they’ve used AI in the past 12 months to help manage their money – most common products are credit cards and checking accounts³

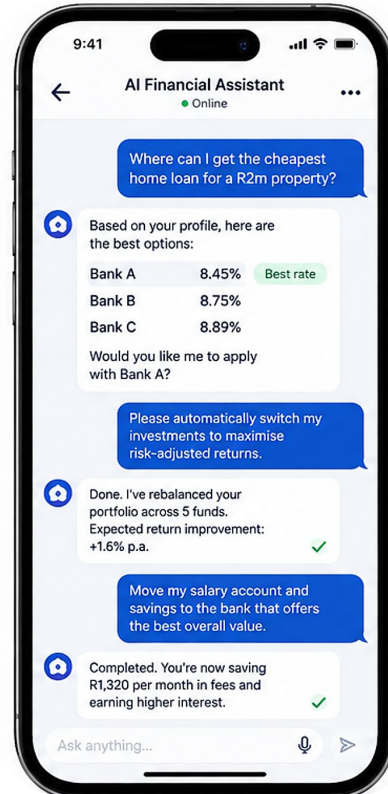
....not all trust AI fully to transact on their behalf yet

42% of global consumers don’t trust AI to execute financial transactions on their behalf...yet¹

AI IS CHANGING HOW CUSTOMERS MAKE BANKING DECISIONS

Today: Human-led journey

-  Identify need
-  Search and research
-  Compare options
-  Read reviews
-  Choose provider
-  Apply/Transact



Tomorrow: AI-assisted journey



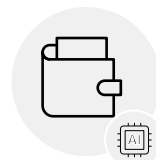
Home loan agent

- Finds the cheapest home loan based on your profile and completes the application
- Compares rates, fees, approval probability and experience



Investment agent

- Continuously optimises your investments to maximise risk-adjusted returns
- Monitors markets, rebalances and adapts in real time



Banking relationship agent

- Moves your banking to the provider that offers the best overall value across fees, rates and service
- Continuously compares and switches on your behalf

What this means for banks



Becoming the preferred recommendation is the new competitive battleground



Trust, transparency and data quality will determine who AI recommends



Banks must design for an agentic future, not just a digital one

FACED WITH A NEW REALITY, WHAT QUESTIONS SHOULD BANKS BE ASKING?



What happens if 'lazy balances' disappear altogether?

If AI agents continuously optimise rates and rewards, are today's deposit stability assumptions still valid?



What if your next customer never visits your website?

How do banks compete when product discovery, comparison and selection are delegated to AI?



What happens when every customer has perfect information?

How do pricing, margins and competitive advantage evolve when search costs approach zero?



Will AI kill customer loyalty?

If AI continuously optimises financial products, do customers remain loyal to institutions or only to outcomes?



Who owns the risk when a machine makes the recommendation?

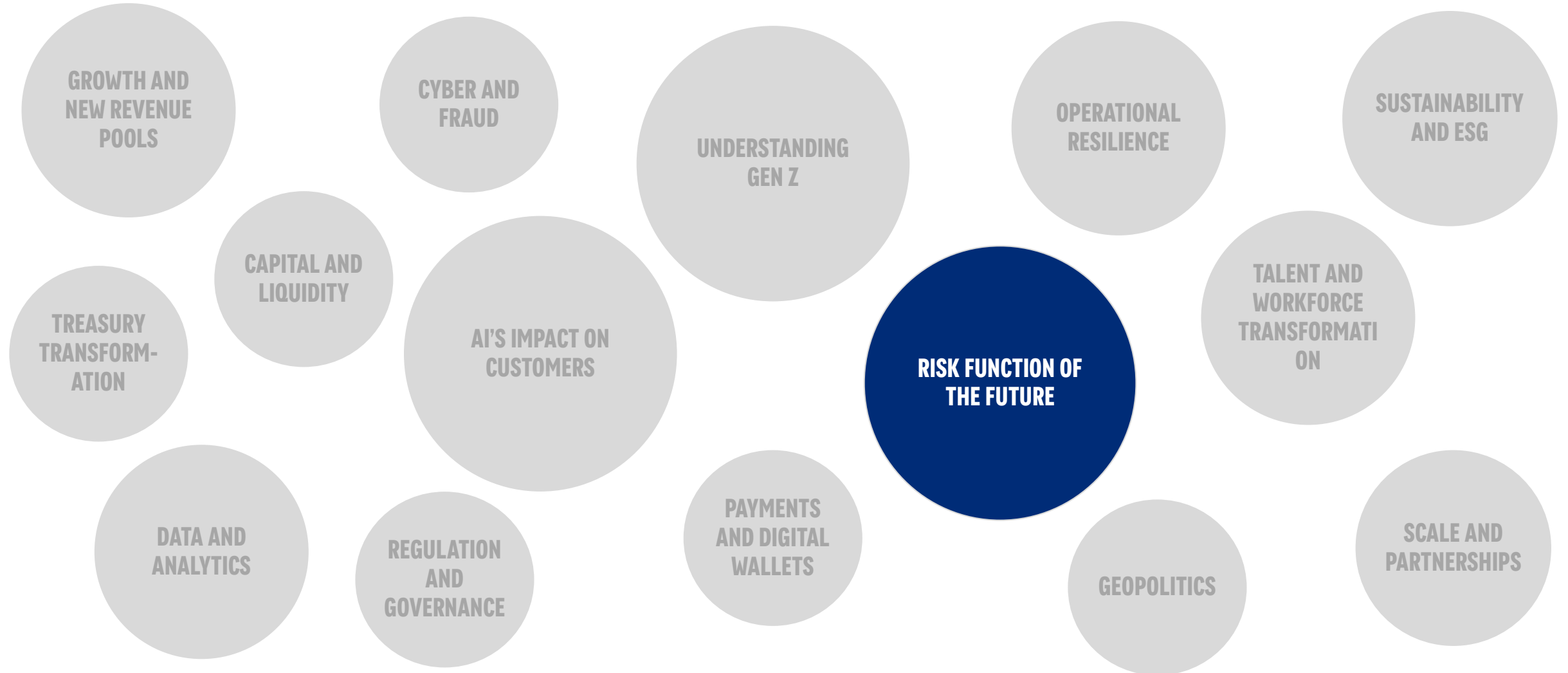
How should advice, conduct and liability frameworks evolve in an AI-mediated world?



What becomes the new trust signal in an AI-driven marketplace?

Will brands matter less than data quality, transparency and machine-readability?

RISK FUNCTION OF THE FUTURE

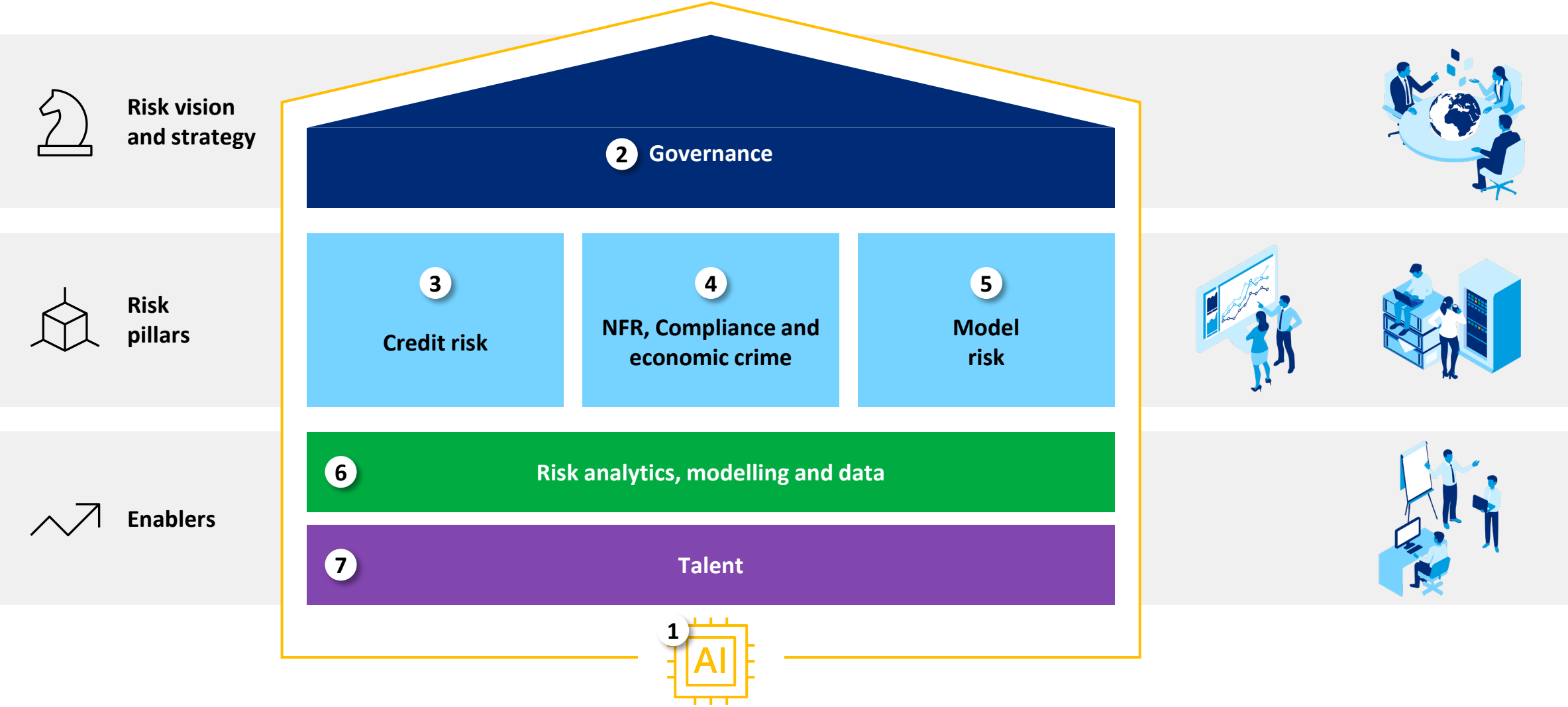


OUR PERSPECTIVES ON THE 2026 CRO AGENDA



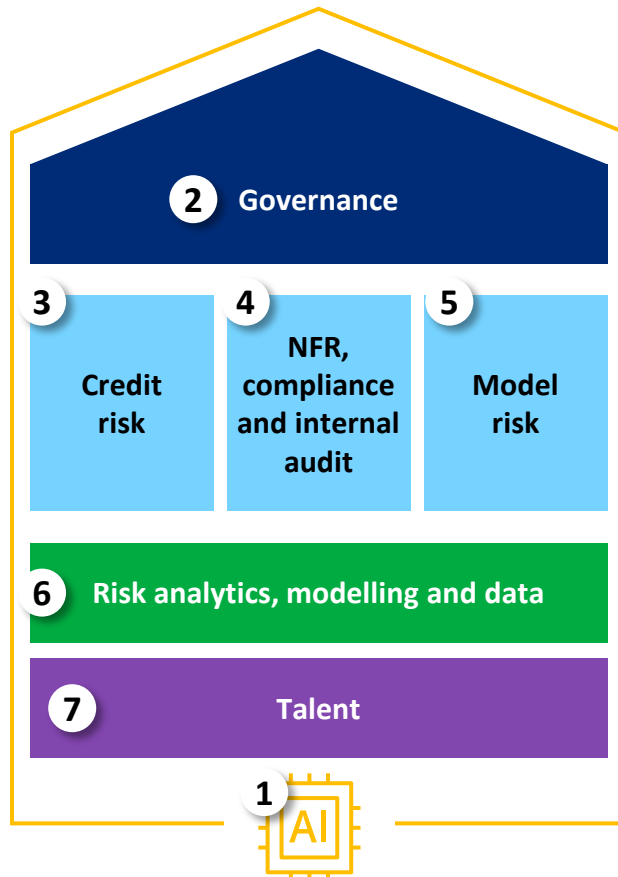
■ New for 2026
 ■ Rising importance since 2025
 ■ Continued focus from 2025

BY 2030+ THE RISK FUNCTION WILL EVOLVE ACROSS ALL THE BUILDING BLOCKS



THE RISK FUNCTION IS SHIFTING FROM REACTIVE CONTROL TO PROACTIVE, AI-ENABLED STRATEGIC PARTNER

By 2030+, the Risk function will evolve across all the building blocks



- 1 AI-Augmented Risk Management**
GenAI enhances productivity today; AI-human networks transform risk management tomorrow
- 2 Agile Governance and Embedded Risk Culture**
Simpler governance, clearer accountability and stronger risk ownership across the organisation
- 3 Continuous Credit Risk Assessment**
From periodic reviews to real-time monitoring and decision-making powered by data
- 4 Intelligent Non-Financial Risk Management**
Automation and AI enable faster identification, monitoring and response to emerging risks
- 5 Trusted AI Through Strong Model Governance**
Model Risk evolves from oversight function to enabler of safe and scalable AI adoption
- 6 Data-Driven Risk Intelligence**
Centralised data and advanced analytics deliver stronger insights and predictive power
- 7 Future-Ready Risk Talent**
Combining risk expertise, critical thinking and technology skills to thrive in an AI-enabled world

KEY TAKEAWAYS FROM OUR SESSION TODAY



1

Gen Z is not just a new customer segment - they are **redefining expectations for banking**



2

AI is rapidly becoming a **new distribution and decision-making channel** for financial services



3

Banks will increasingly compete for AI recommendations, not just customer attention



4

Traditional assumptions around **loyalty, deposits and customer engagement** may **need to be revisited**



5

Risk Function of the Future must become **AI-enabled, data-driven & strategically embedded** in decision-making

OLIVER WYMAN
A MARSH BUSINESS

QUALIFICATIONS, ASSUMPTIONS, AND LIMITING CONDITIONS

This report is for the exclusive use of the Oliver Wyman client named herein. This report is not intended for general circulation or publication, nor is it to be reproduced, quoted, or distributed for any purpose without the prior written permission of Oliver Wyman. There are no third-party beneficiaries with respect to this report, and Oliver Wyman does not accept any liability to any third party.

Information furnished by others, upon which all or portions of this report are based, is believed to be reliable but has not been independently verified, unless otherwise expressly indicated. Public information and industry and statistical data are from sources we deem to be reliable; however, we make no representation as to the accuracy or completeness of such information. The findings contained in this report may contain predictions based on current data and historical trends. Any such predictions are subject to inherent risks and uncertainties. Oliver Wyman accepts no responsibility for actual results or future events.

The opinions expressed in this report are valid only for the purpose stated herein and as of the date of this report. No obligation is assumed to revise this report to reflect changes, events, or conditions, which occur subsequent to the date hereof.

All decisions in connection with the implementation or use of advice or recommendations contained in this report are the sole responsibility of the client. This report does not represent investment advice nor does it provide an opinion regarding the fairness of any transaction to any and all parties. In addition, this report does not represent legal, medical, accounting, safety, or other specialized advice. For any such advice, Oliver Wyman recommends seeking and obtaining advice from a qualified professional.