



UBS Nordic Financial Services Conference
8 September, 2016

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President and CEO

What did we talk about last year?

SEB's strategy

Update on strategic initiatives

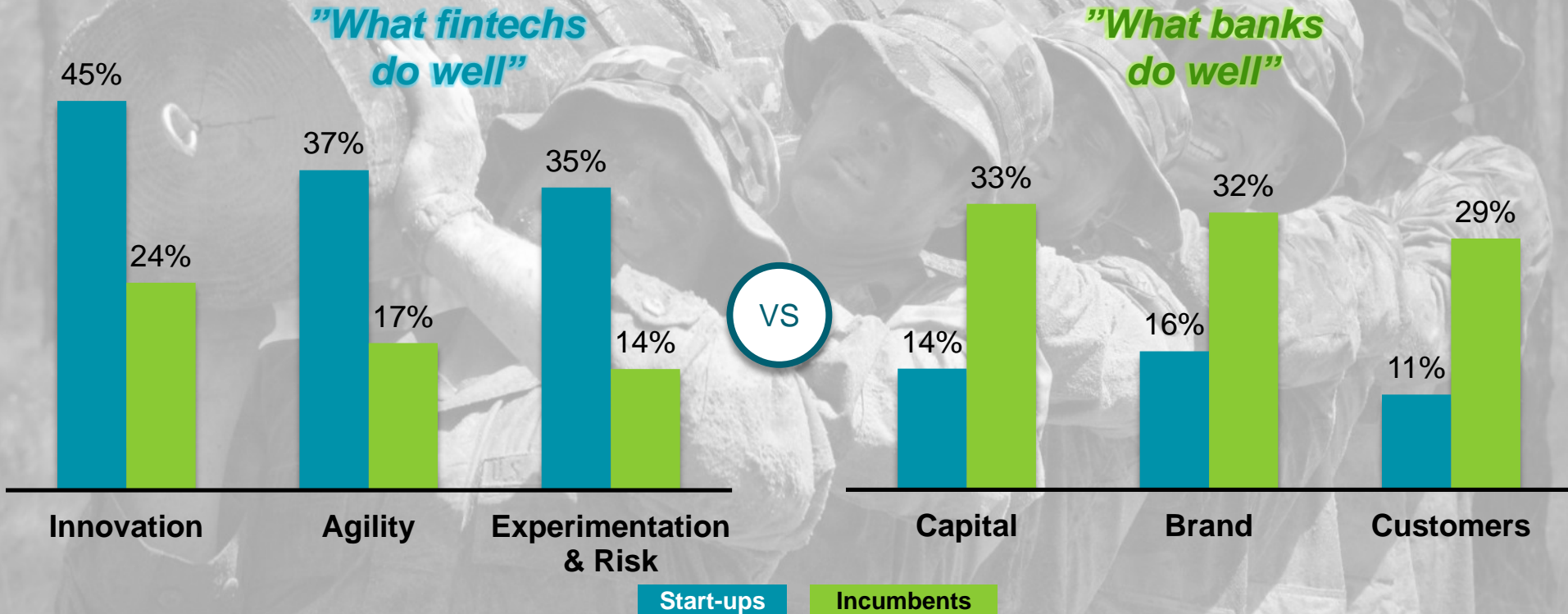
Focus areas





**To deliver world-class
service to our customers**

Fintechs and banks are good at different things



Source: Global Center for Digital Business Transformation at IMD, 2015

1



2



3





Accelerate growth in Sweden

Continue to grow in the Nordics and Germany

Savings & pension growth



Service leadership

Digitisation

Next generation competences

Grow in areas of strength

Resilience and flexibility

Leading customer experience

Our approach, new ways of working



SEB's values

Customer First

Commitment

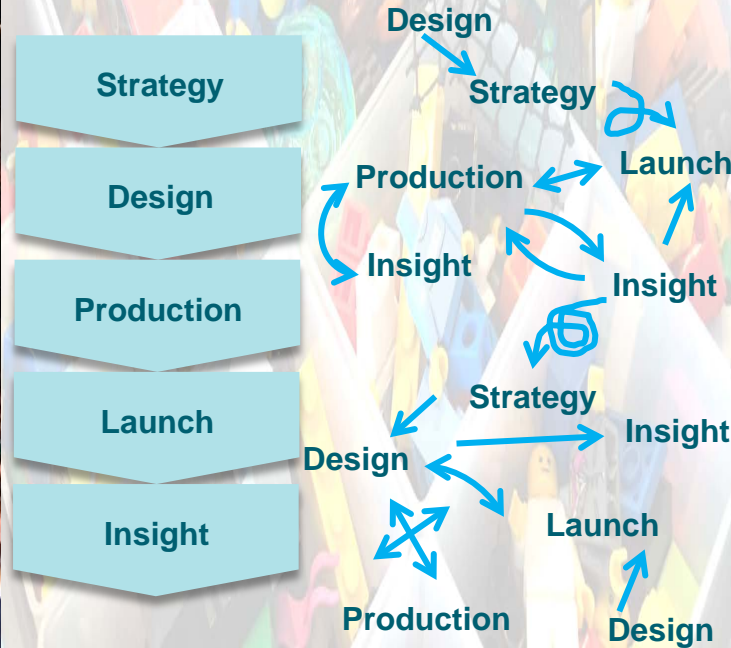
Collaboration

Simplicity

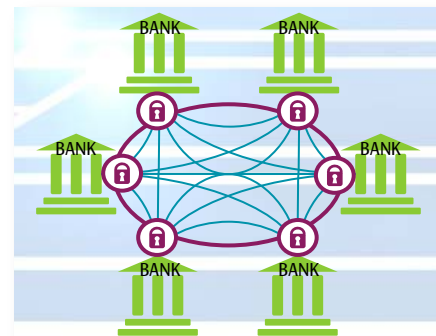
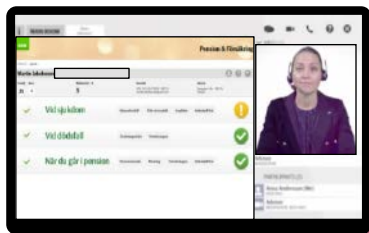
From

To

Innovation Lab



Our approach: New customer offerings



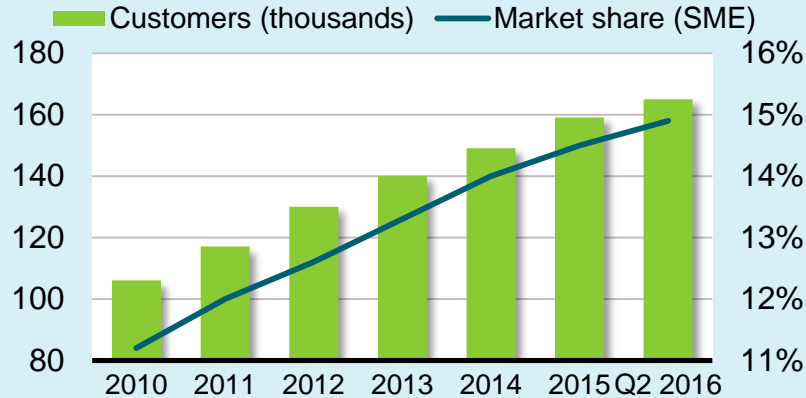
Swedish SMEs and long-term savings

GROW

C&PC: Continued inflow of SMEs

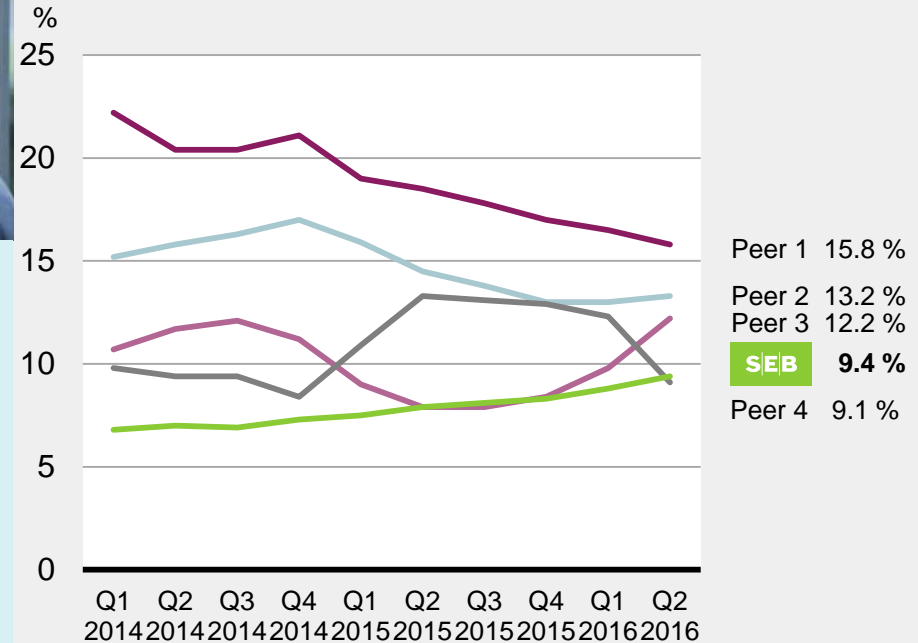
+6,000

New
customers
H1

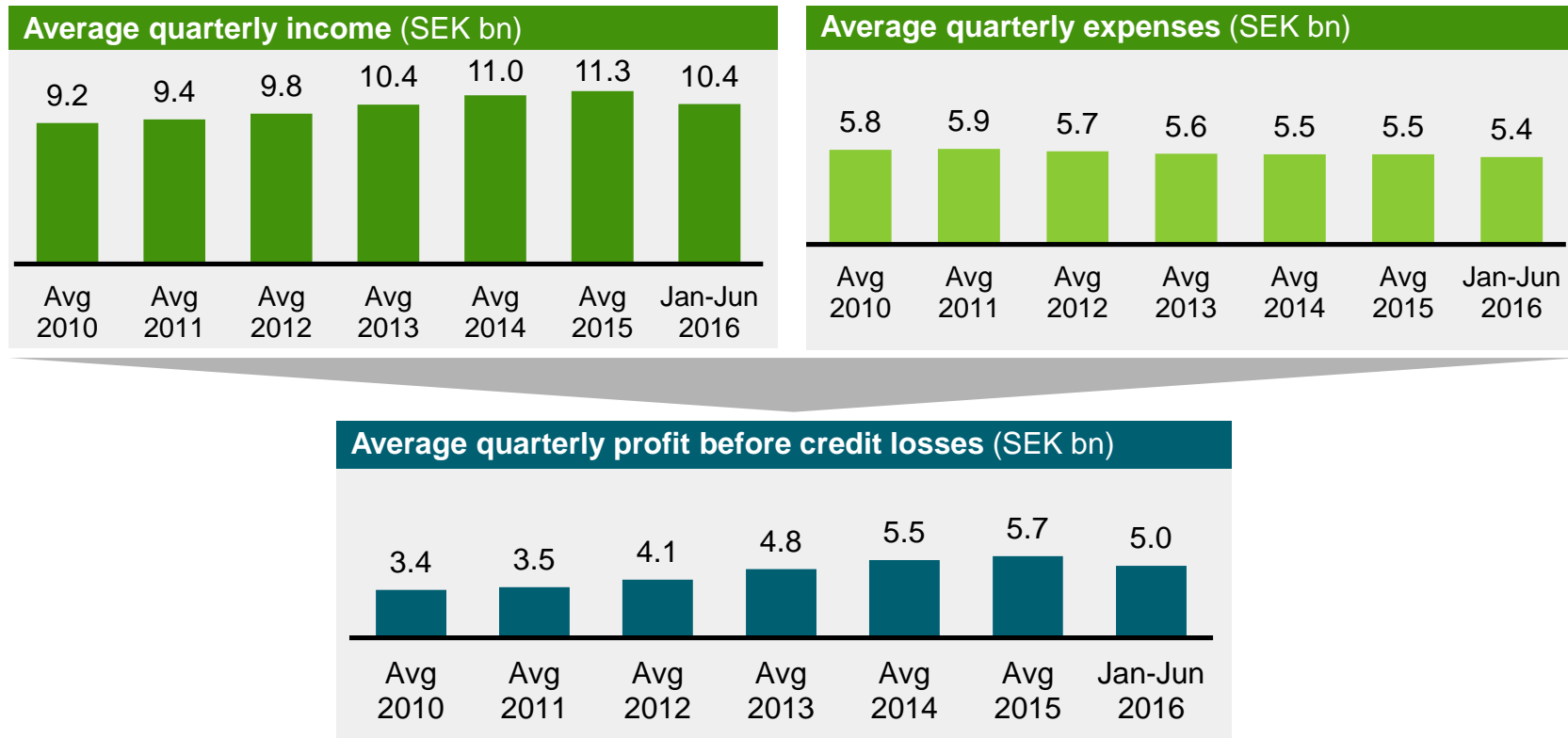


SEB Pension & Försäkring

Market shares total pension market, rolling 12-months



Operating leverage



Notes: Excluding one-offs (restructuring in 2010, bond buy-back and IT impairment in 2012, sale of MasterCard shares and Euroline in 2014, Swiss withholding tax in 2015, Goodwill impairment, other one-off cost items and SEB Baltic VISA transaction in 2016) . Estimated IAS 19 costs in 2010.

Strong capital position in an uncertain landscape

Capital, liquidity and asset quality

CET1
Basel III
18.7%

Liquid
resources
~25%

NPL
coverage
ratio 64%

LCR
129%

Loan to
deposit ratio
143%

Credit loss
level 7 bps



Corporate risk weights

Bank tax

Basel IV

Trust



Financial ambitions

**Dividend payout
40% or above**

**Common Equity
Tier 1 with
~150bps buffer**

**Cost cap
SEK 22.0bn
(until 2017)**

RoE long-term aspiration 15%
competitive with peers

