

# Creating long-term value

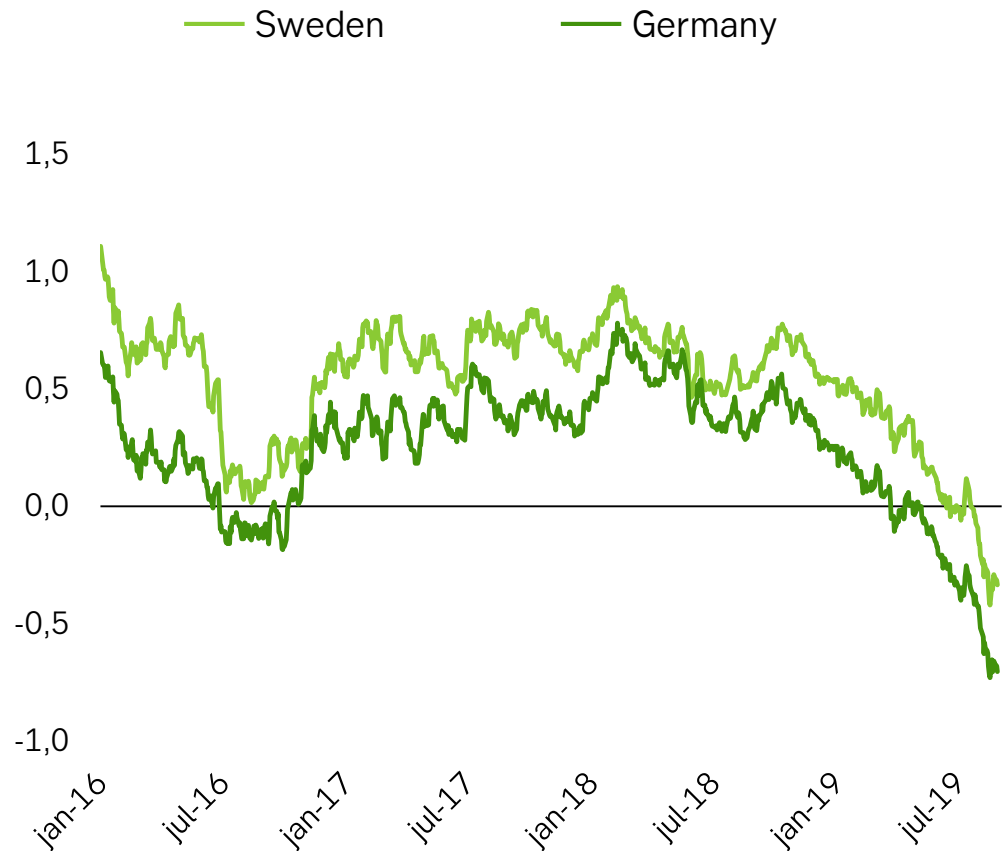
Johan Torgeby, President & CEO



# Navigating uncertainty

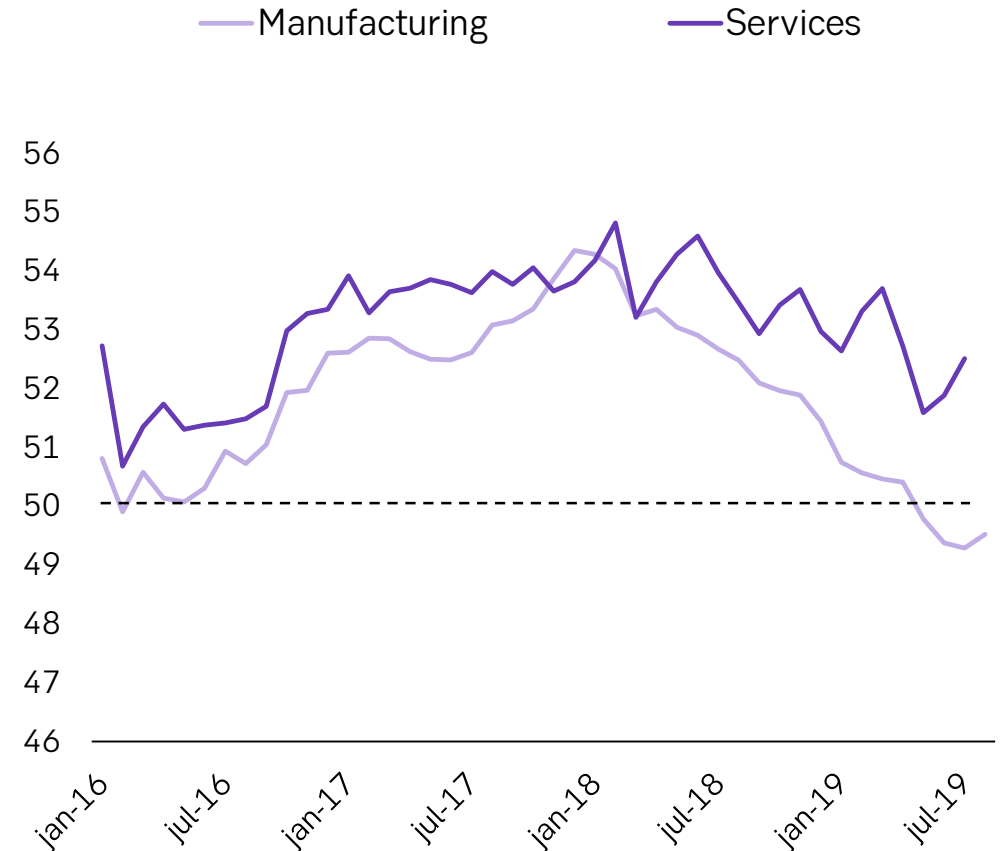
## Interest rates

Annual yield 10y government bonds (%)



## Global Purchasing Managers' Index

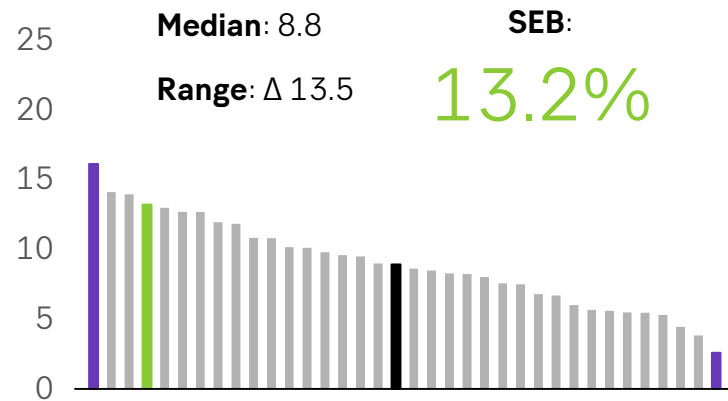
Manufacturing and services



# Widespread financial divergence among banks

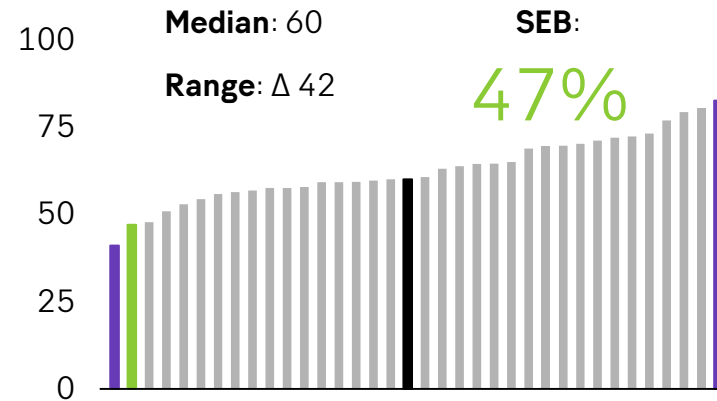
## Return on equity

YTD 2019 (%)



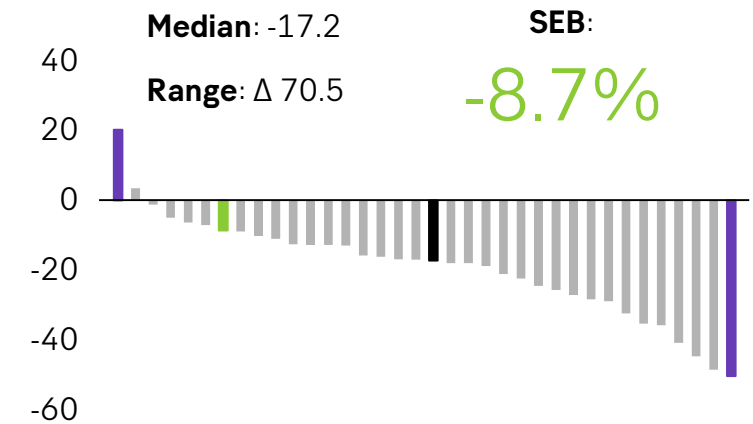
## Cost/income ratio

YTD 2019 (%)



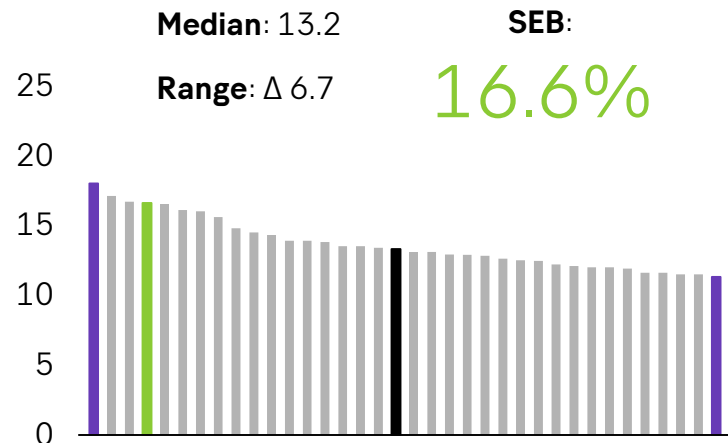
## Share price

1 year (TR, %)



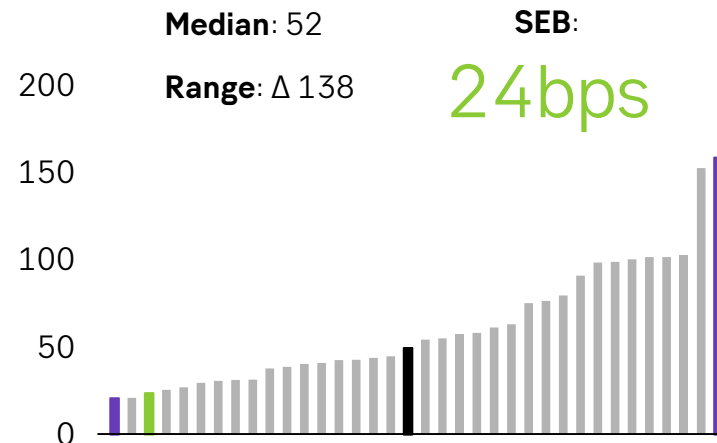
## CET1 capital ratio

YTD 2019 (%)



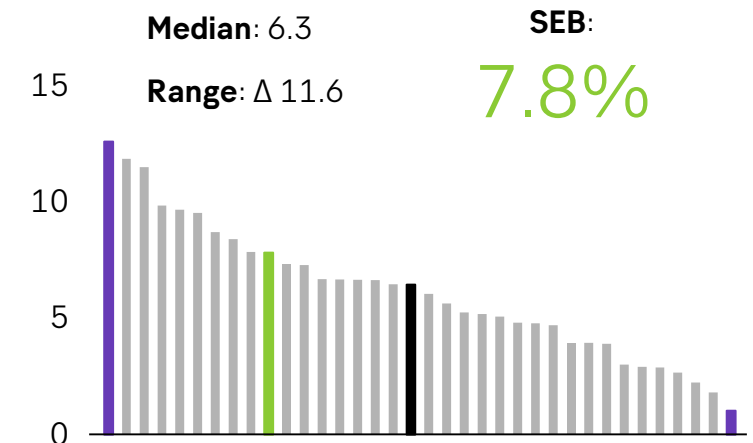
## CDS spread

September 2019 (bps)



## Dividend yield

1 year (gross, %)



# Business plan execution to deliver shareholder value

## NEW STRATEGIC INITIATIVES:

|                               |  |
|-------------------------------|--|
| <b>Critical enablers</b>      | <ul style="list-style-type: none"><li>Data, automation, agile, sustainability, people, compliance &amp; risk</li></ul>                                   |
| <b>Advisory</b>               | <ul style="list-style-type: none"><li>Become the undisputed Nordic advisory bank within Corporate &amp; Investment Banking and Private Banking</li></ul> |
| <b>Assets entrusted to us</b> | <ul style="list-style-type: none"><li>Savings &amp; investments (assets under management, assets under custody &amp; deposits)</li></ul>                 |
| <b>Ecosystem</b>              | <ul style="list-style-type: none"><li>Open Banking &amp; customer ecosystems</li></ul>   |
| <b>Digital explorer</b>       | <ul style="list-style-type: none"><li>Respond to emerging customer needs by exploring new technology</li></ul>   |

## **SEB business plan 2019-2021**

New strategic initiatives

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SEK **2-2.5**bn

in **additional investments**  
over the next 3 years to  
meet future client needs



The journey towards...

...**world-class service**  
to our customers  
continues

S|E|B

S|E|B

