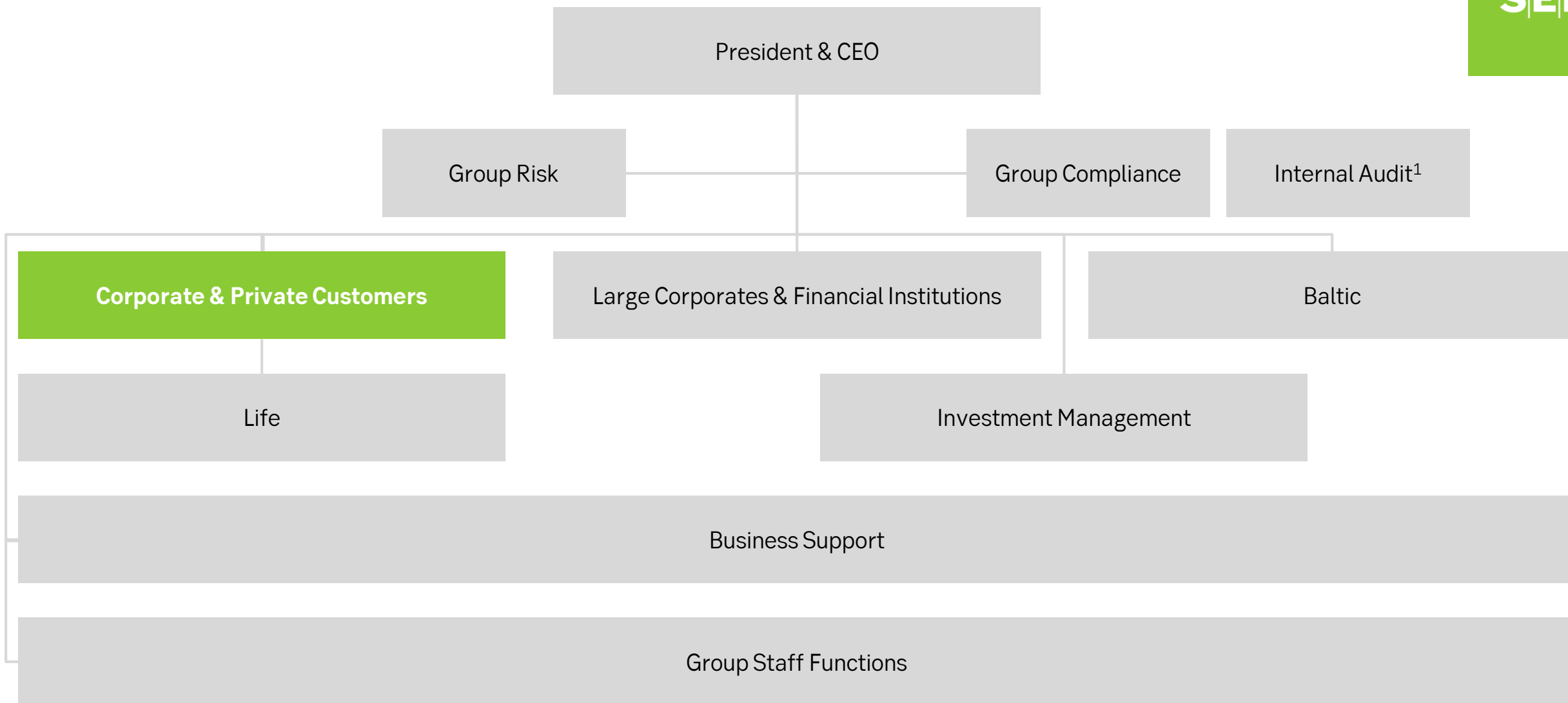


SEB Corporate & Private Customers (a.k.a Retail Banking)

Mats Torstendahl

Vice President of SEB &
Head of Corporate & Private Customers

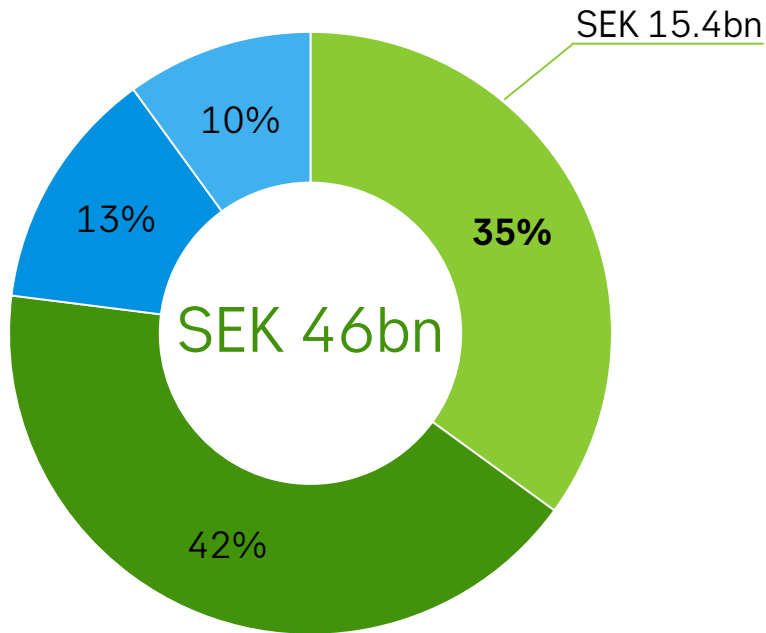




¹ Reports directly to the Board of SEB Group.

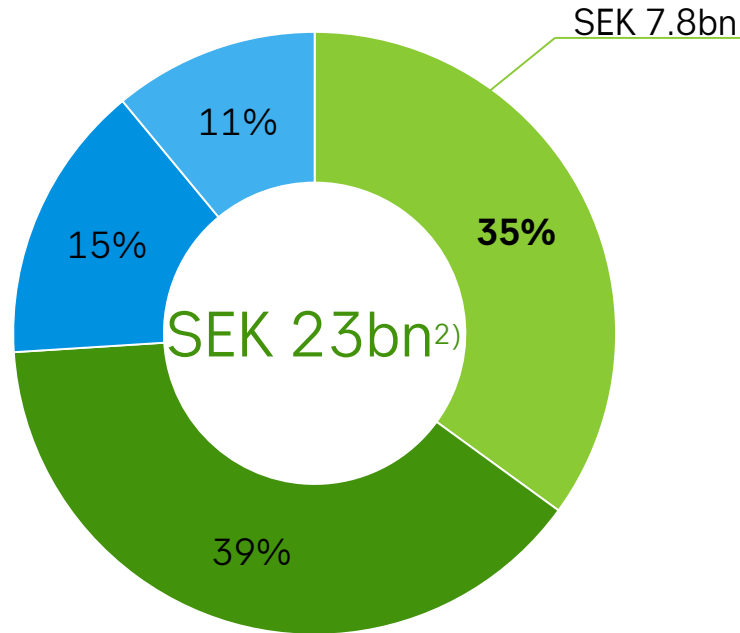
C&PC more than 1/3 of SEB Group

Operating income¹⁾



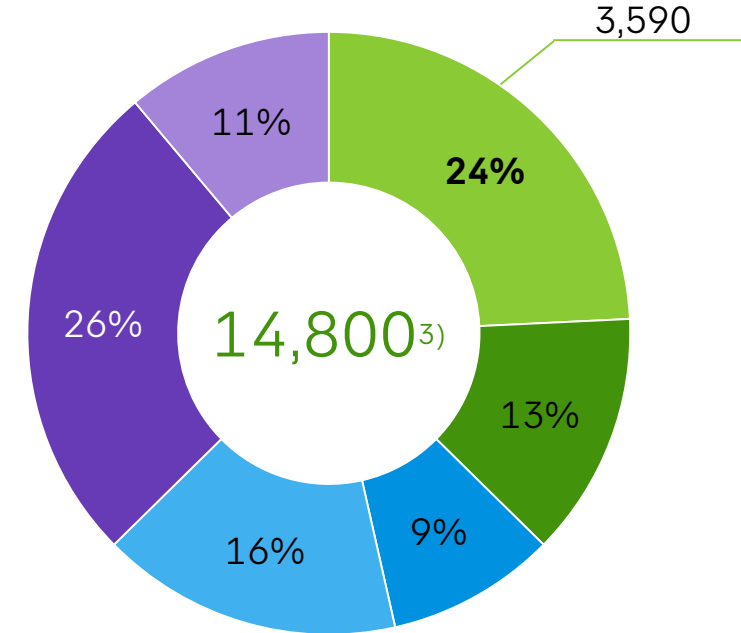
- Corporate & Private Customers
- Large Corporates & Financial Institutions

Operating profit¹⁾



- Life & Investment Management
- Baltics

Employees



- Business support
- Staff and other

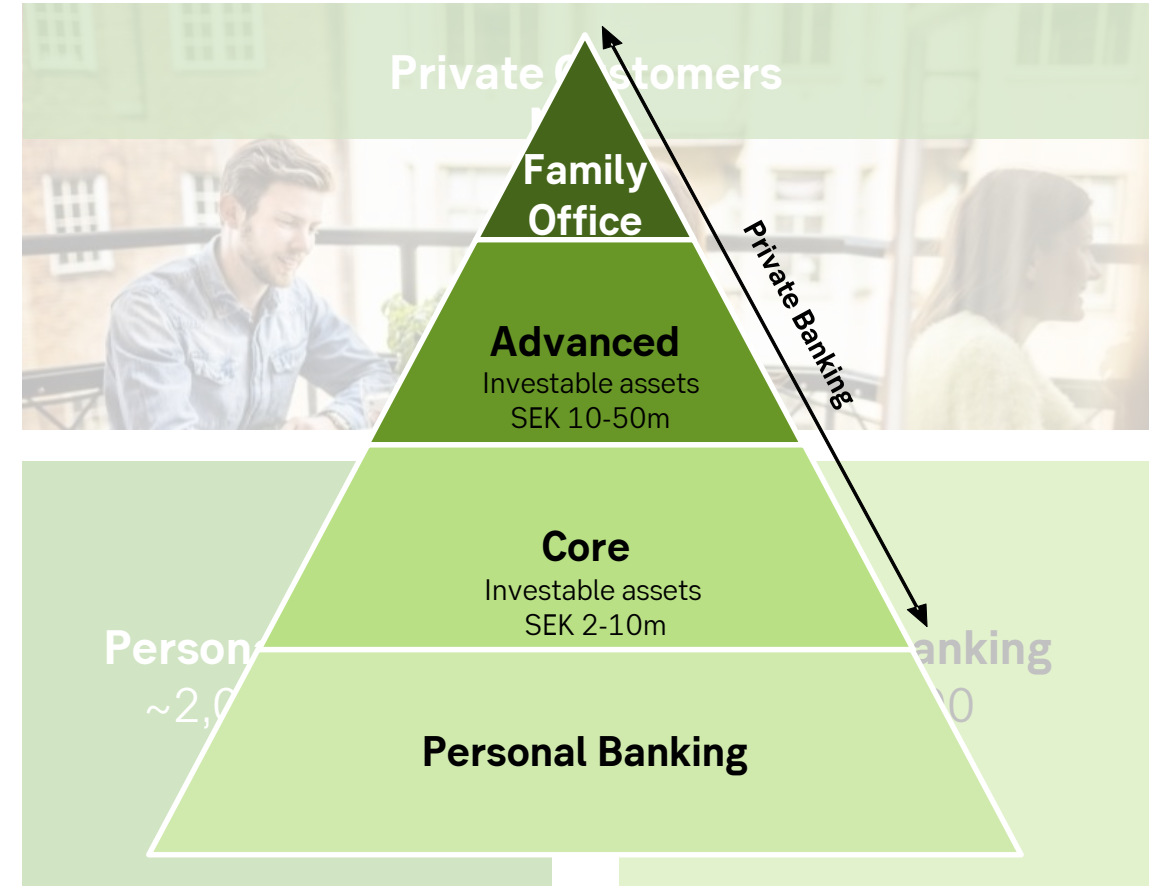
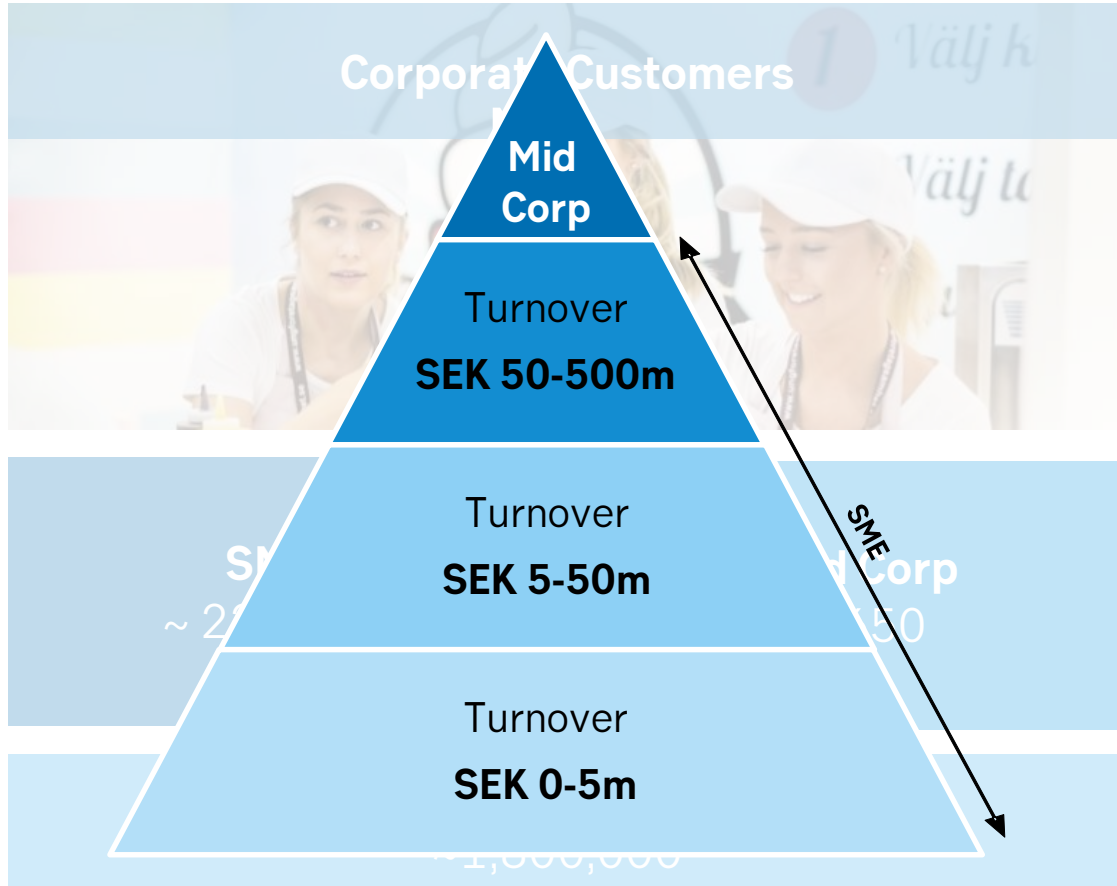
1) 2018, excluding other

2) Operating profit before items affecting comparability

3) Average number of full time equivalents 2018

Our customers

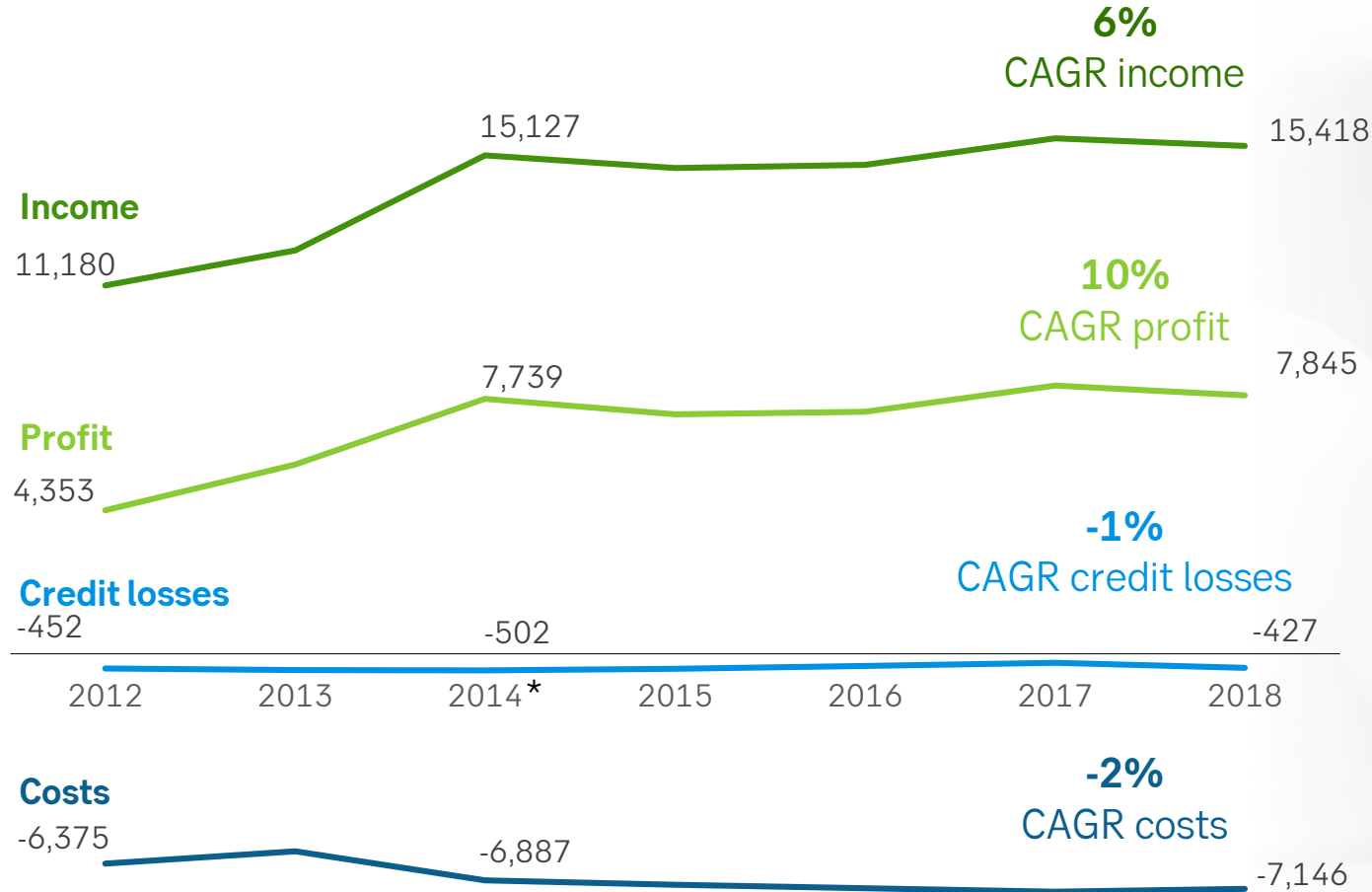
Corporate & Private Customers



* Private & corporate customers excluding customers with SEB branded cards

** "Avtalskund".

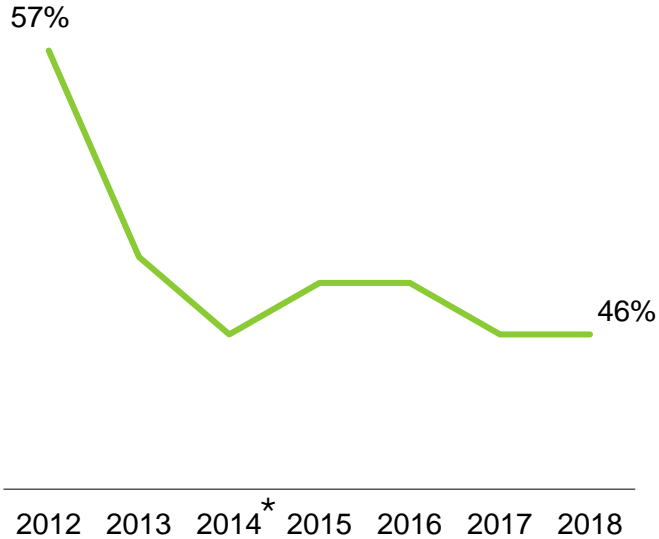
Growing income with stable costs and low credit losses



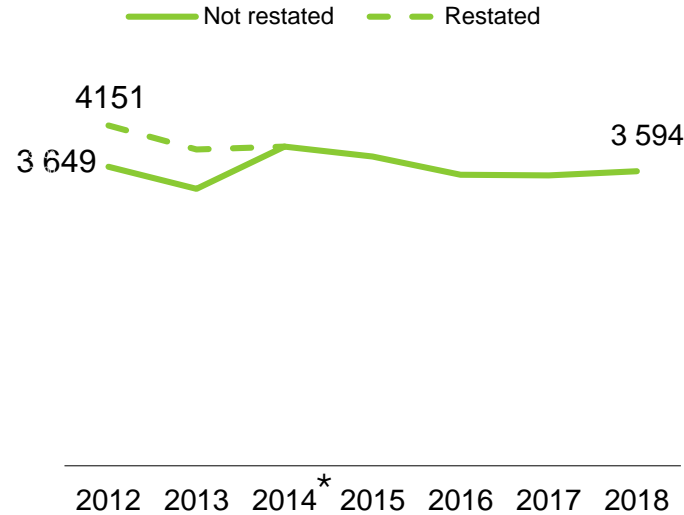
* Private Banking restated to 2014

Strong growth combined with efficiency gains

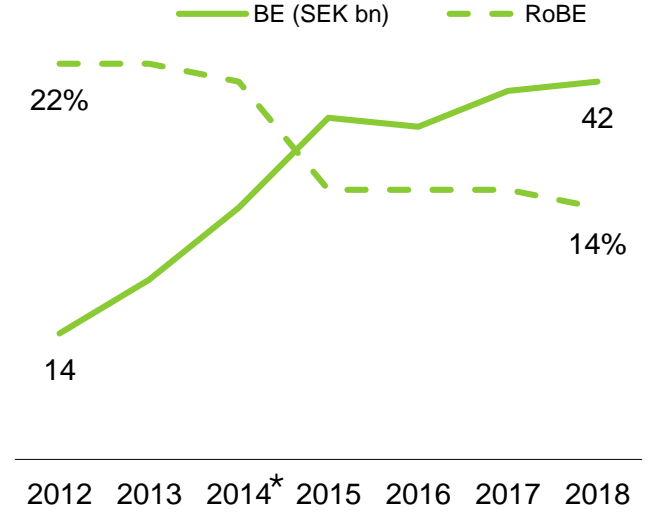
Maintained decrease in C/I



Steady decrease in FTE



Stable RoBE despite large BE increase



Since 2012

2.9x

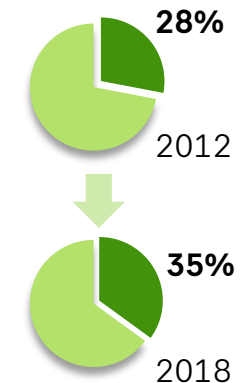
More
Business Equity

11pp

Lower
cost income ratio

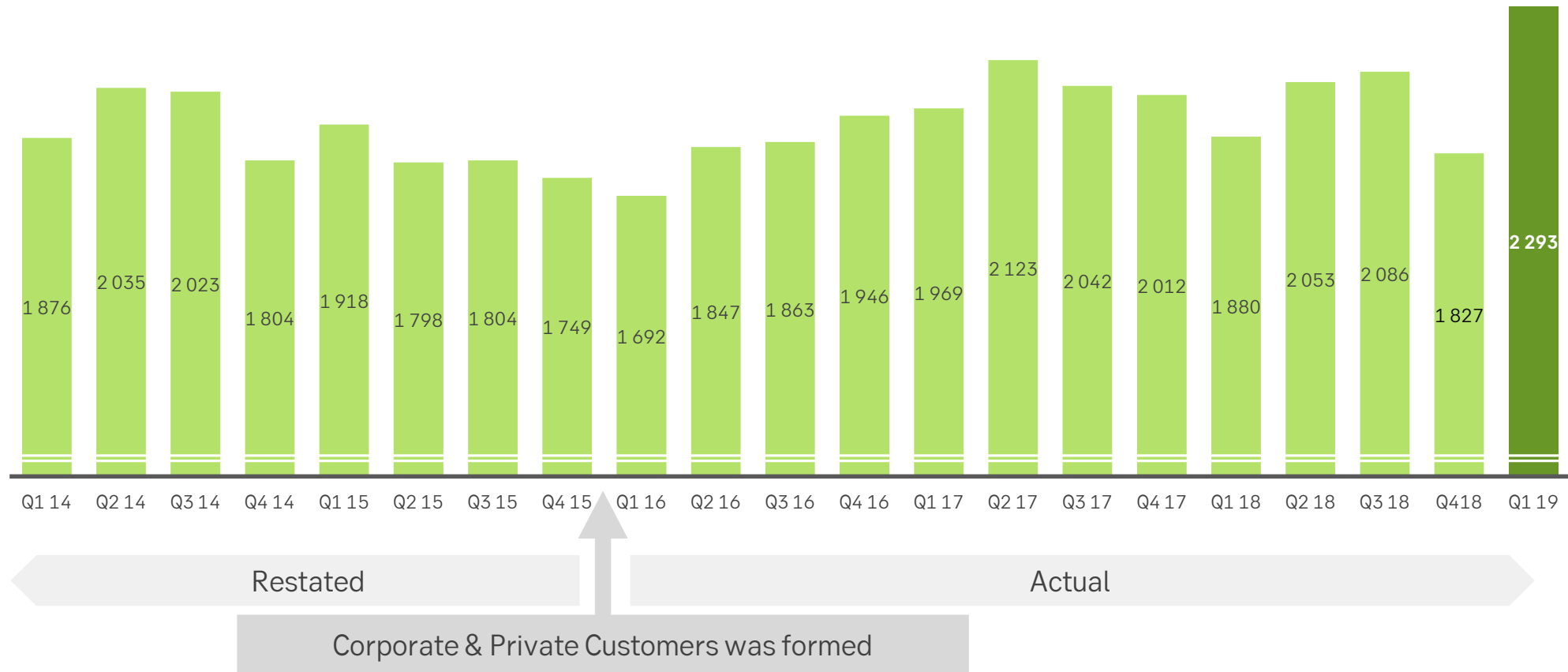
6pp

Higher share of
group's op. profit



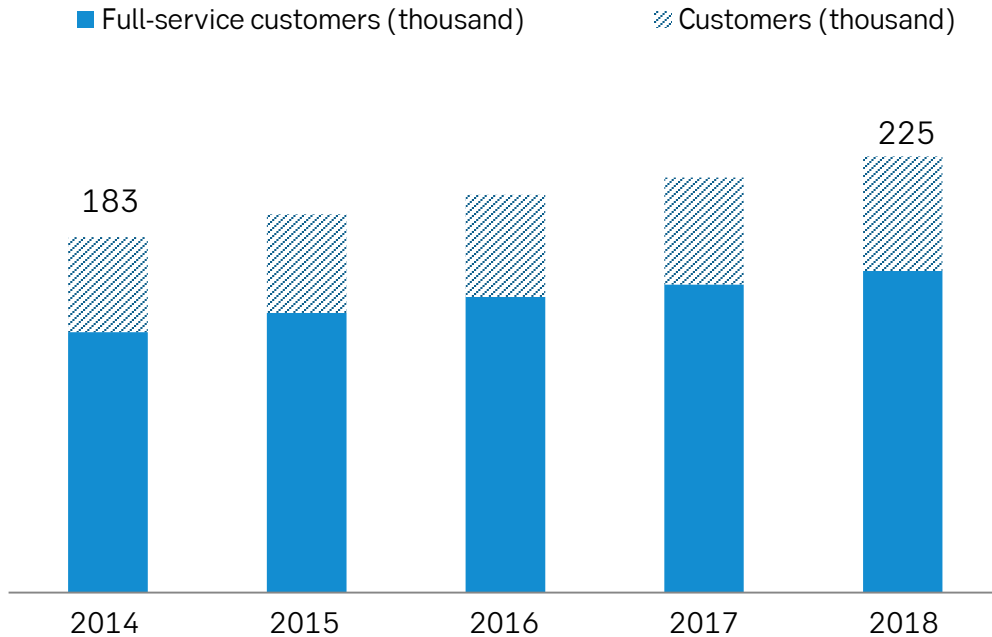
Maintained stable operating profit development despite structural changes

(SEK m)

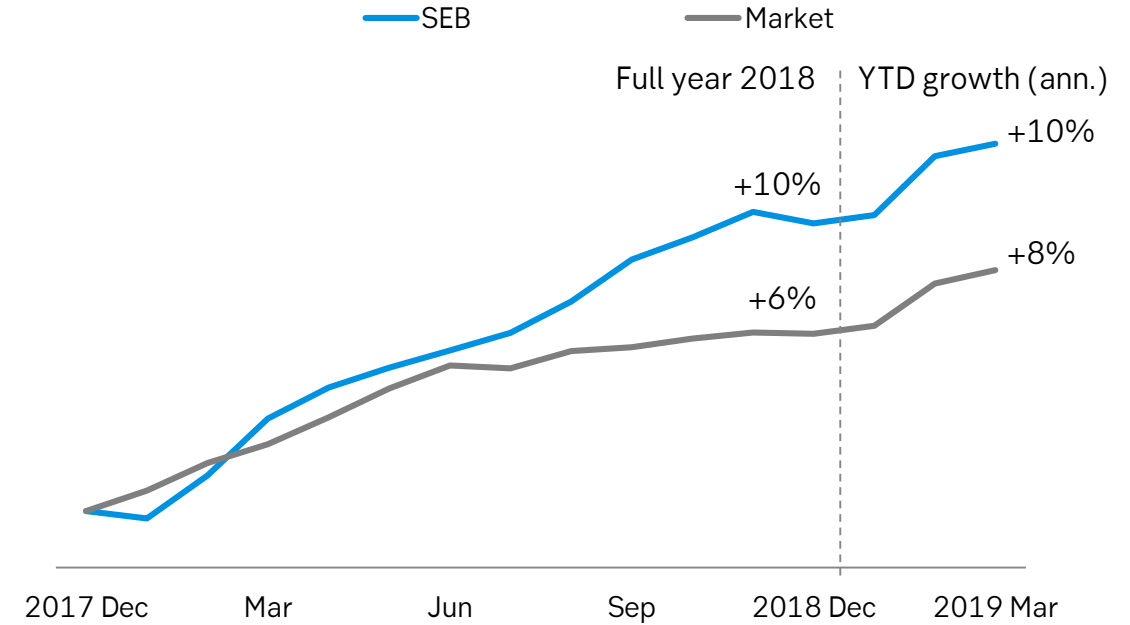


Corporate growth driven by both new and existing customers, yielding a stable market share increase

Stable corporate customer growth

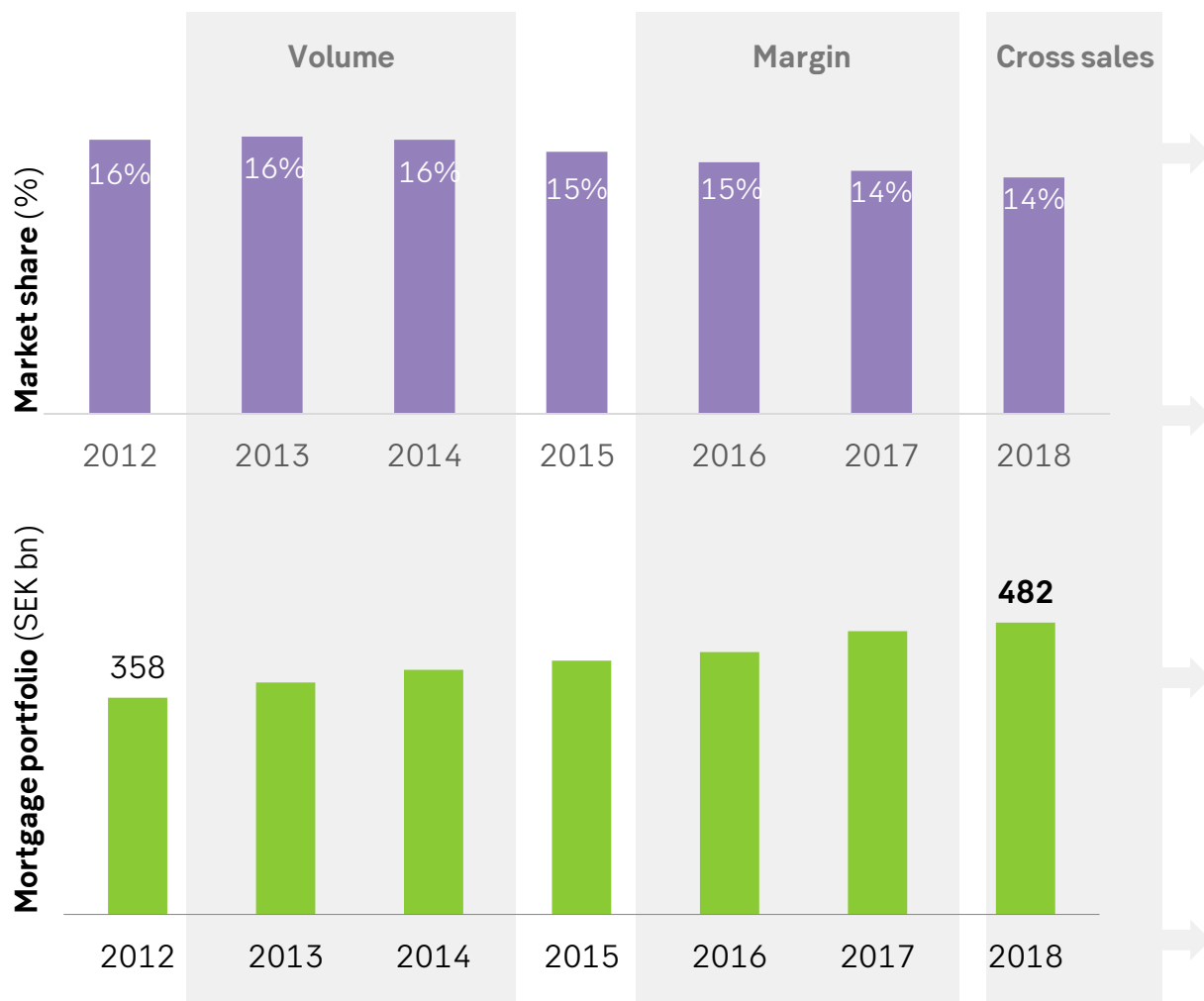


Corporate lending growing above market (index)

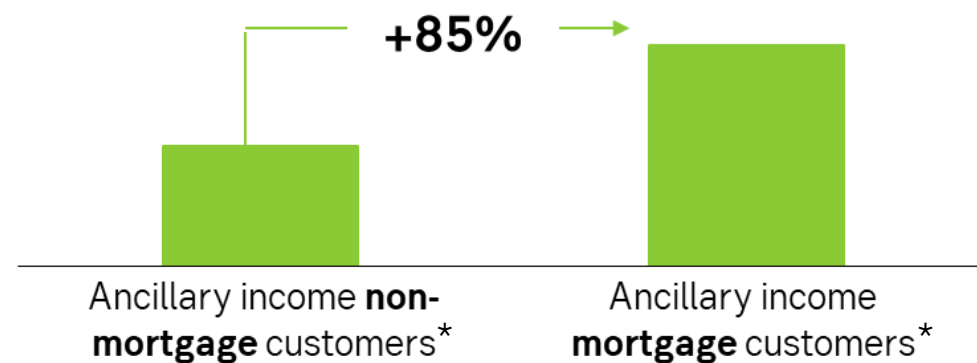


Household mortgage main income growth driver

Income generation from household mortgages



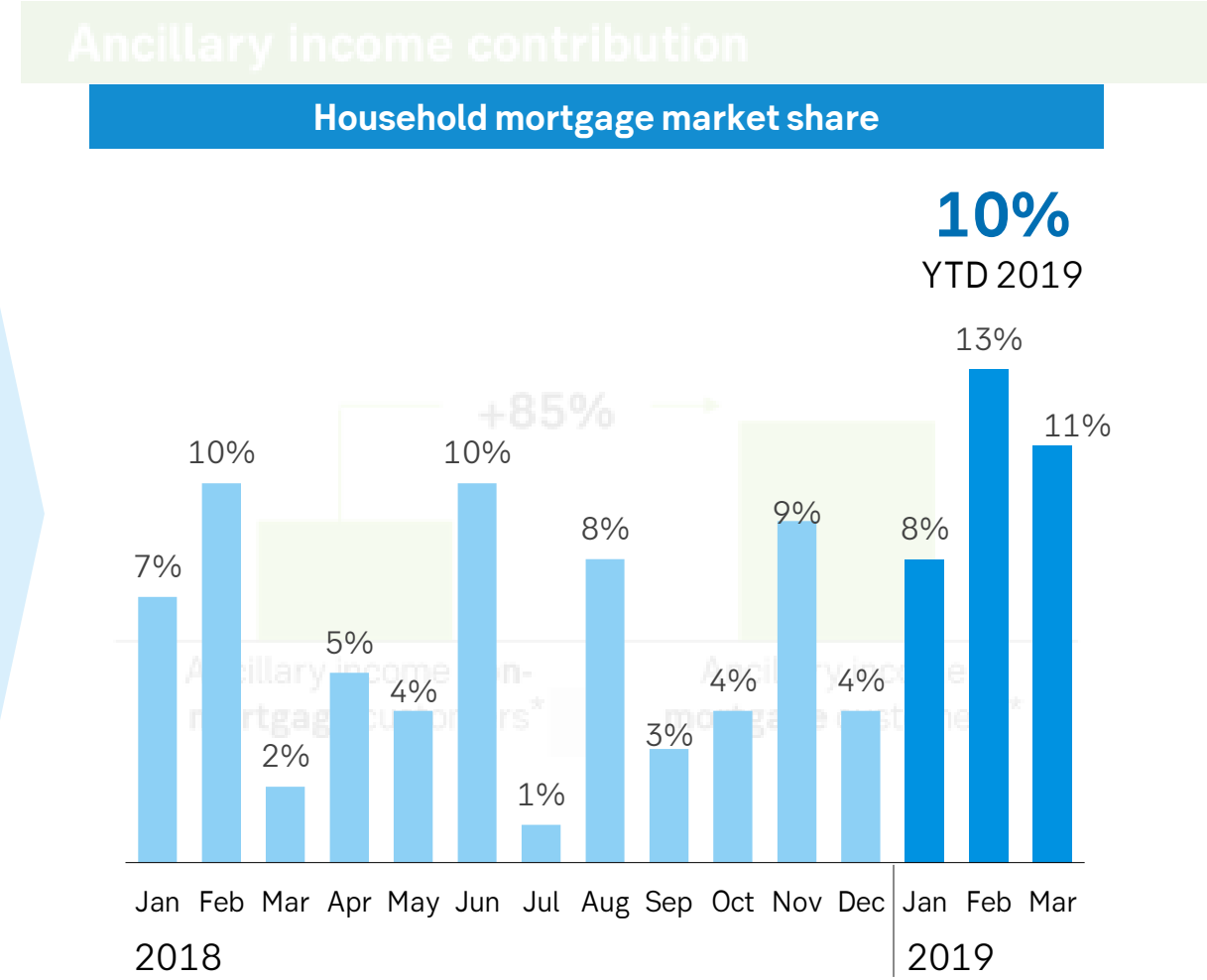
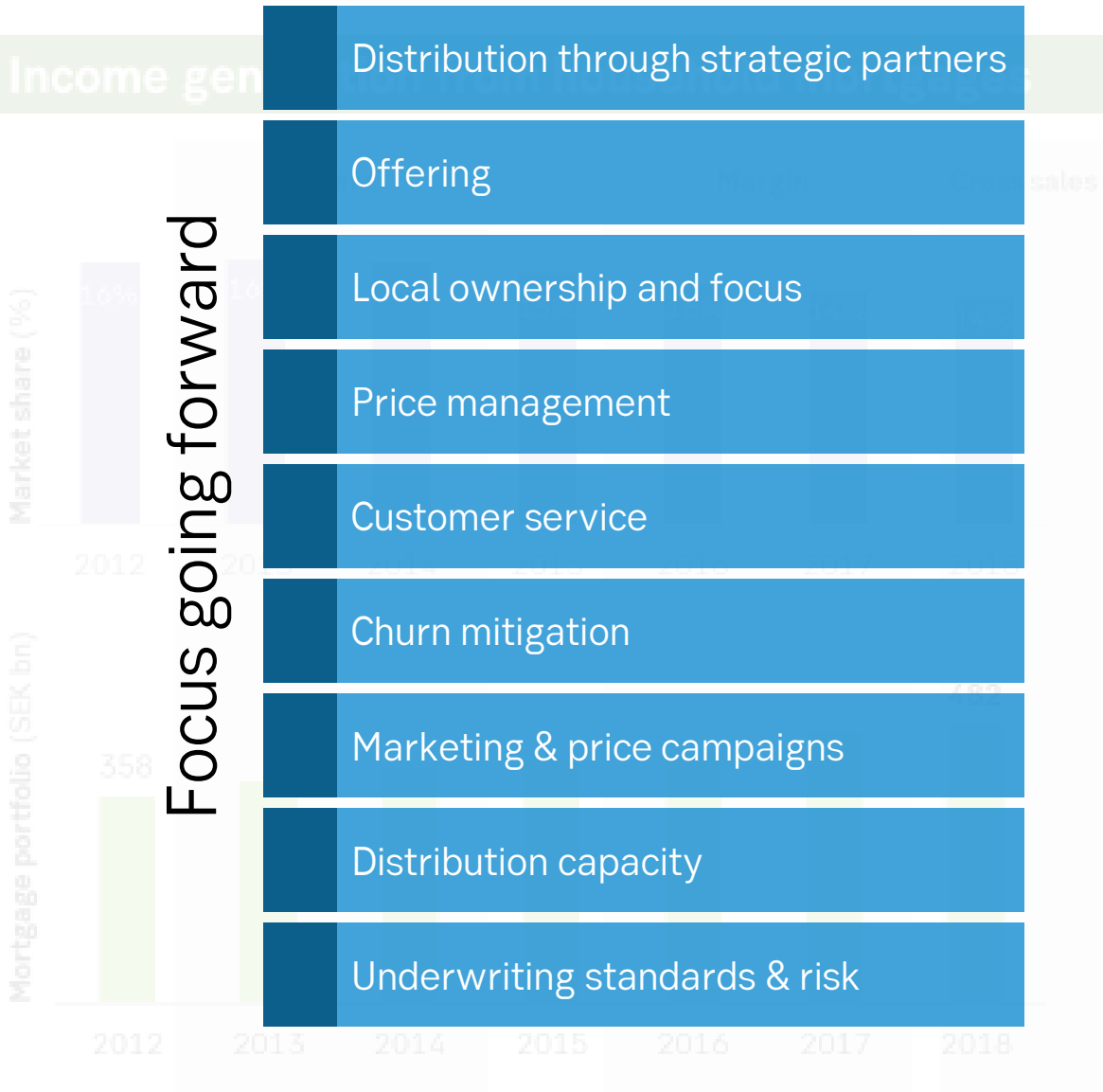
Ancillary income contribution



*) Active customers over 18 years of age

Household mortgage main income growth driver

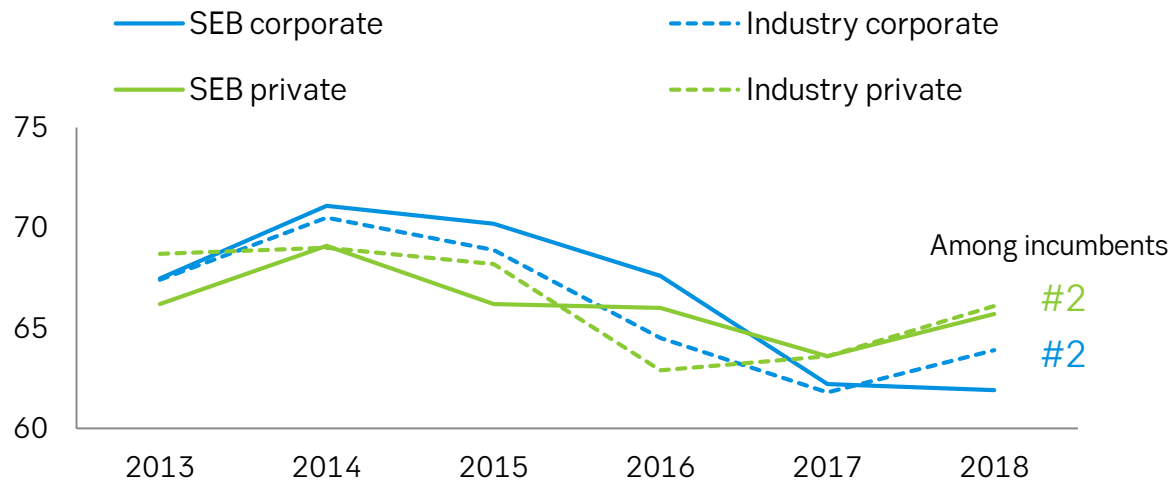
SEB



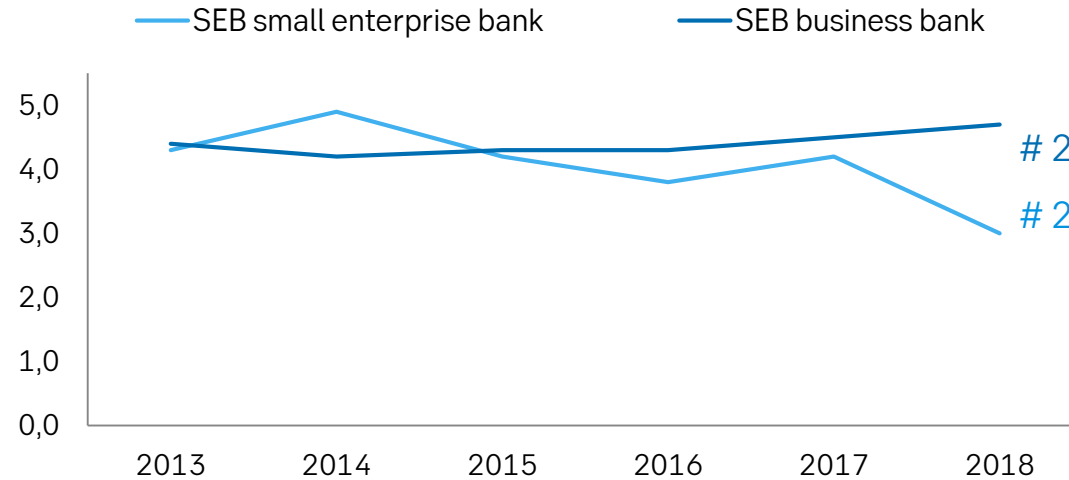
*) Active customers over 18 years of age

Customer satisfaction

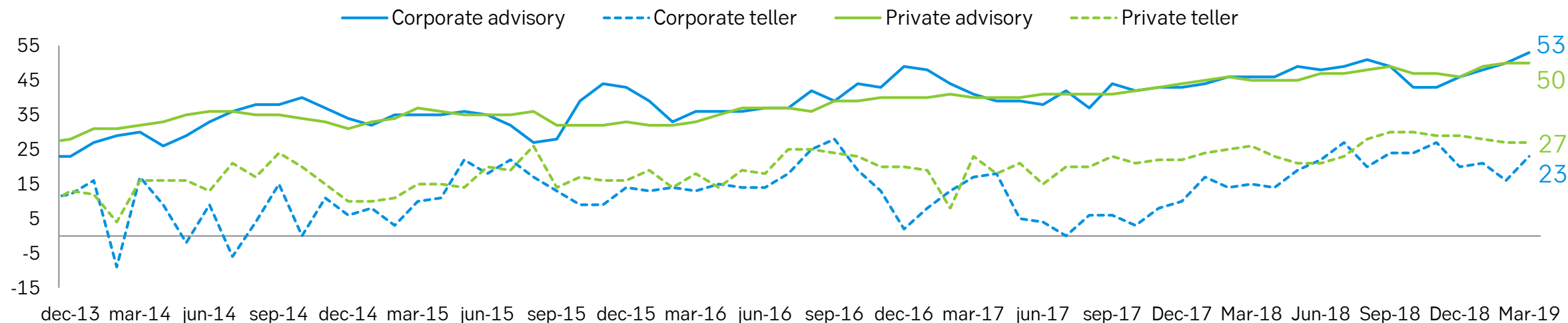
EPSI



Finansbarometern

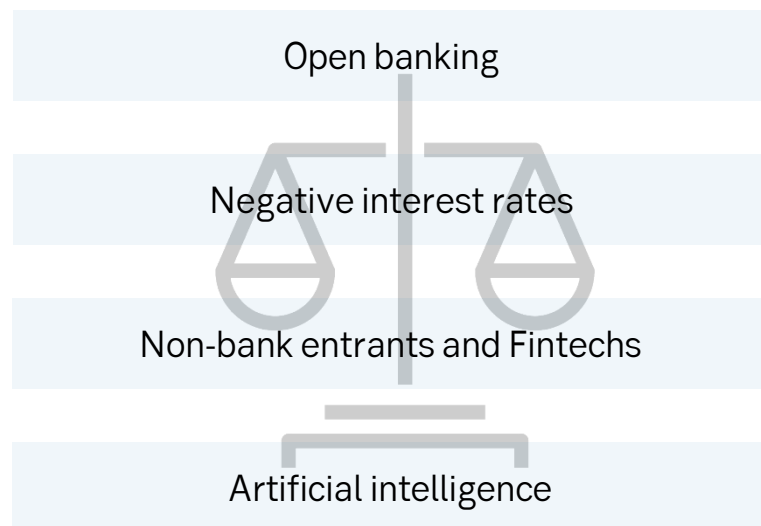


NPS



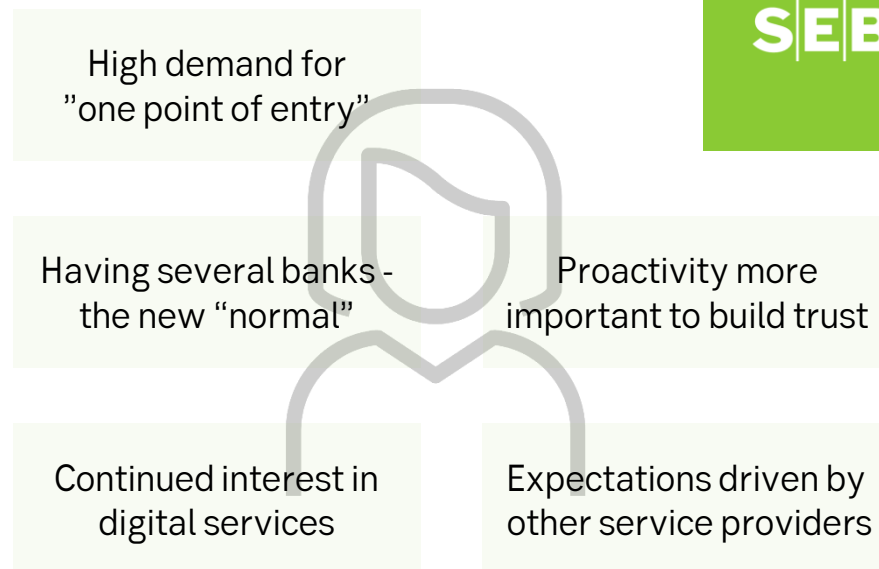
An industry in change

What came out differently vs 2015?



Customer insights

SEB



Market insights



Customers demand personalised advice & self service in digital channels



Big **data** & advanced **analytics** enable more efficient relationship management



Incumbent banks are investing heavily in customer journeys & remain key **competitors**



Open banking intensifies competition & opens up new playing fields

Profit pool outlook



Growth in **deposits NII**



Savings market 3x the mortgage market



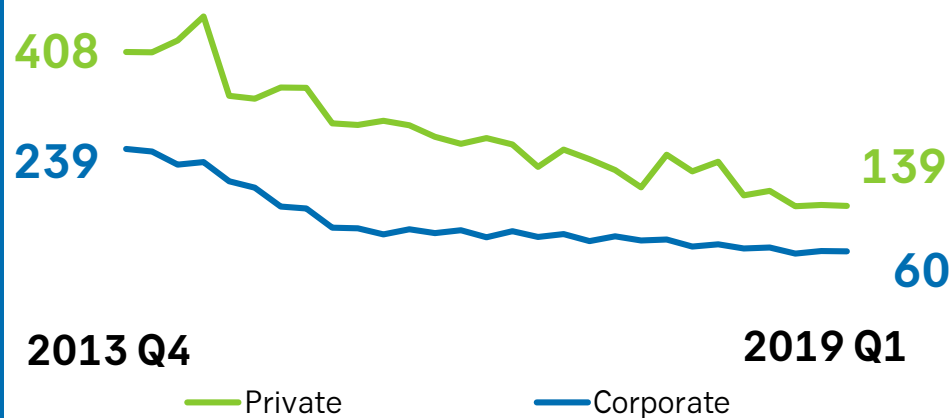
Household mortgage remain a key profit pool



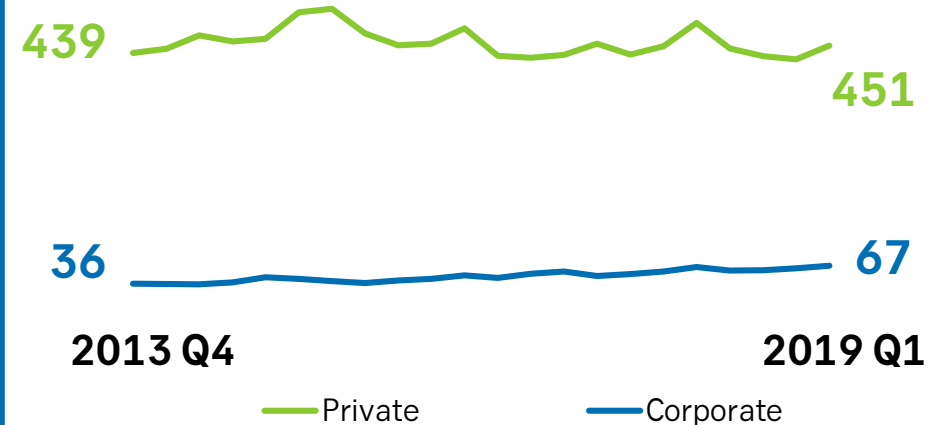
Relatively more dependent on **NII**

New technology is changing customer behaviour

Branch office visits (with transaction)
(thousand, per quarter)

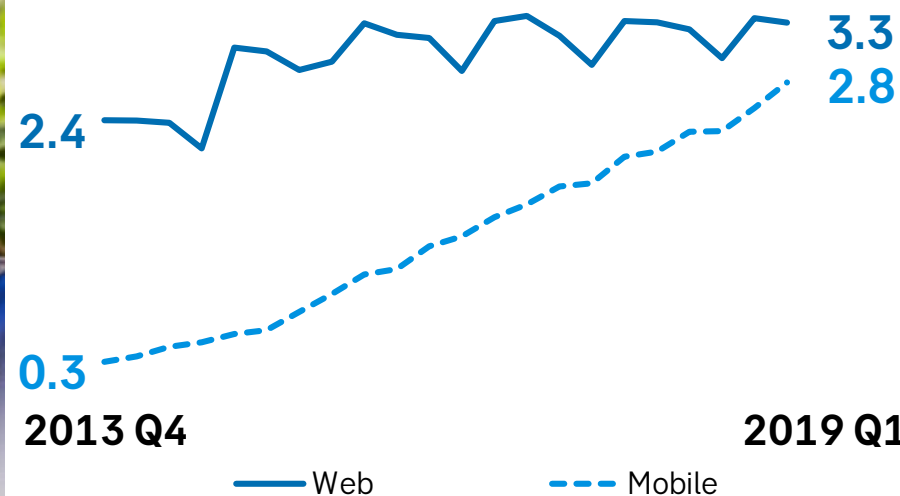


Contact Centre calls
(thousand, per quarter)

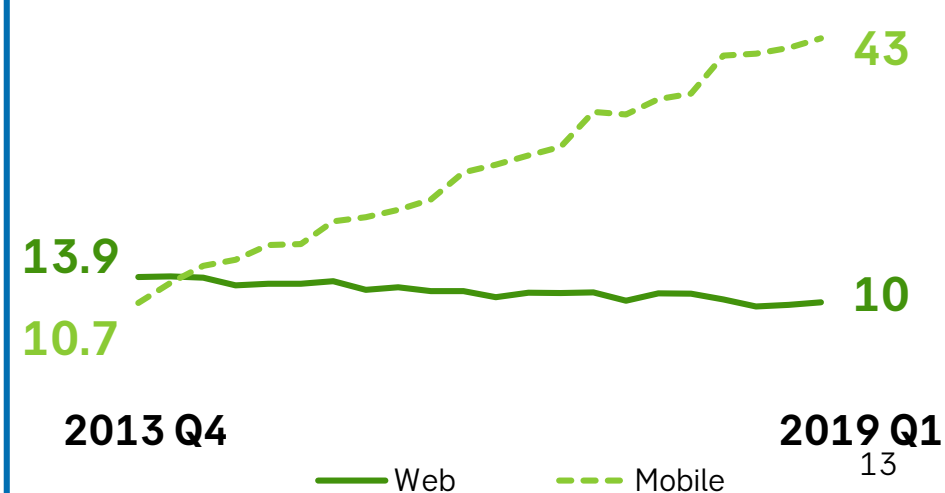


SEB

Corporate digital logins
(million, per quarter)

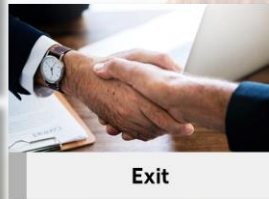


Private digital logins
(million, per quarter)



Customer needs oriented advisory

Corporate phases



Life events



Flytta ihop



Köpa bostad



Göra dig



Förändra karriären



Skaffa barn



Sälja bostaden



Skapa dig



Flytta utomlands



Hantera dödsfall



Hantera sjukdom



Gå i pension

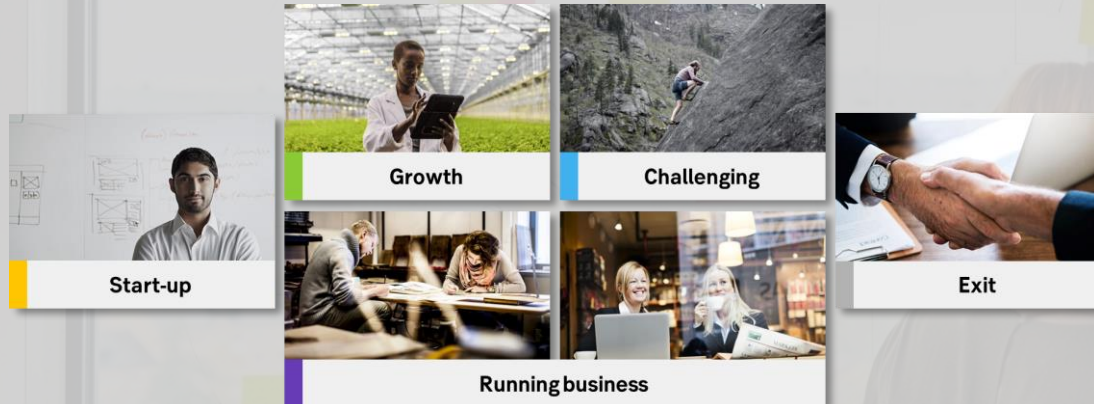


Starta eget

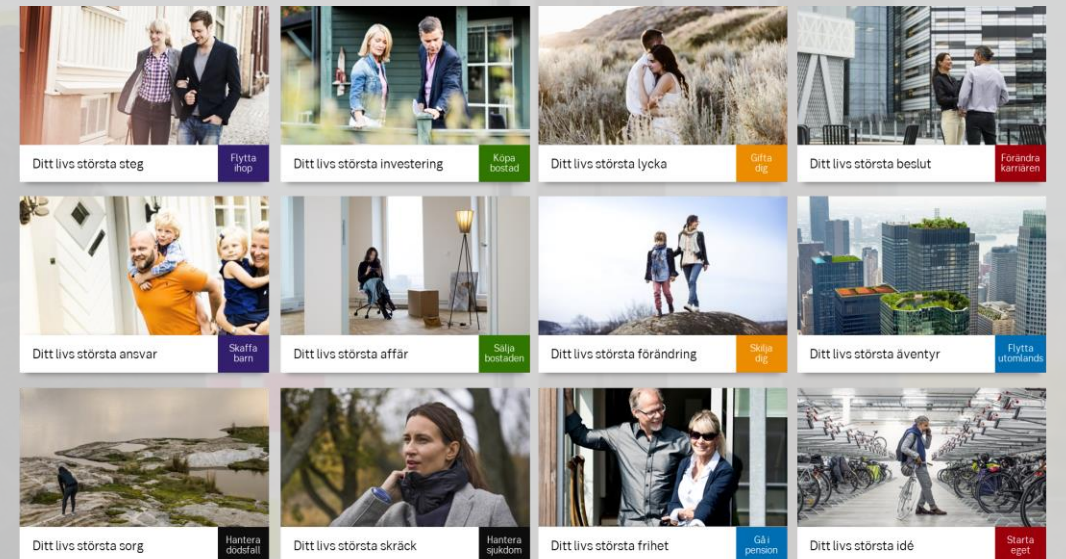
Care for ambition. Always. Everywhere

Customer needs oriented advisory

Corporate phases



Life events



Care for ambition. Always. Everywhere

New customer interaction



**New
distribution channels**



p:e | accounting



**Further personalisation
through application of data**



Predictive growth model



Anti-churn model

Demand for sustainability is increasing



CUSTOMER

"If I do good, what do you do?"



BANK

"Is green good?"



SOCIETY

"What's the impact?"



Green household mortgage



Green car leasing



Sustainable investments



Ownership dialogues



C&PC BUSINESS PLAN!



THE LEADING ADVISORY PARTNER
LEVERAGING ON DATA AND TECHNOLOGY



The journey to...

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