

Nordea Investor Day in London
May 11, 2017



Agenda

- **Opening remarks 09.00 – 09.15**
 - Rodney Alfvén, Head of IR
- **Personal Banking 09.15 – 09.45**
 - Topi Manner, Head of Personal Banking
- **Commercial & Business Banking 09.45 – 10.15**
 - Erik Ekman, Head of Commercial & Business Banking
- **Coffee break 10.15 – 10.45**
- **Wholesale Banking 10.45 – 11.15**
 - Martin Persson, Head of Wholesale Banking
- **Wealth Management 11.15 – 11.45**
 - Snorre Storset, Head of Wealth Management
- **Q&A session 11.45 – 12.30**



The largest financial services group in the Nordics

Nordea = Nordic ideas



11 million customers

- 10 million household customers
- 700,000 corporate customers, incl. Nordic Top 500
- Operating in the 10th largest economy in the world

Financial strength

- EUR 10 bn in full year income (2016)
- EUR 650bn of assets (Q1 2017)
- EUR 31.1bn in equity capital (Q1 2017)
- AA level credit ratings
- Common equity tier 1 capital ratio of 18.8% (Q1 2017)

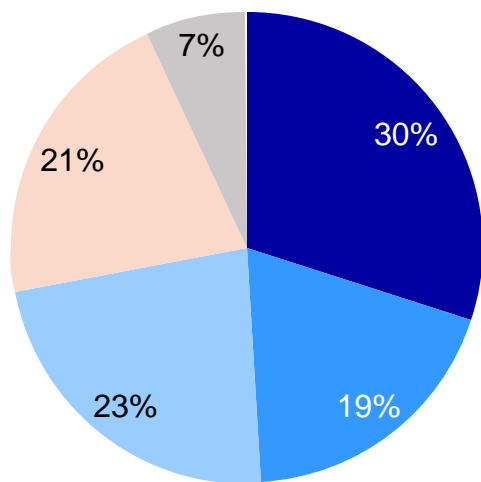
EUR ~42.8bn in market cap

- One of the largest Nordic corporations
- A top-10 European retail bank

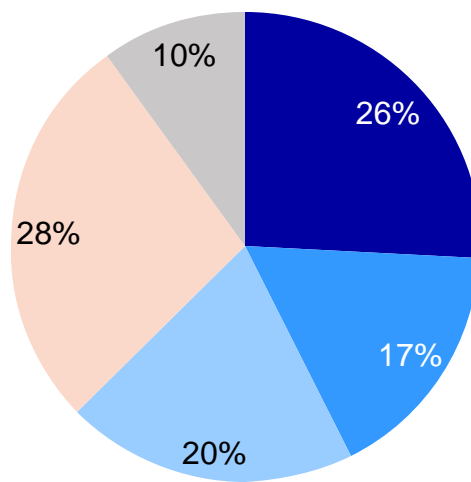
Well mixed revenue generation

Business Area Contribution in 2016

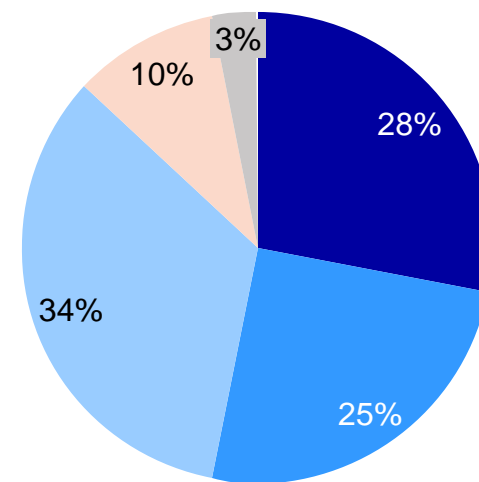
Operating Income



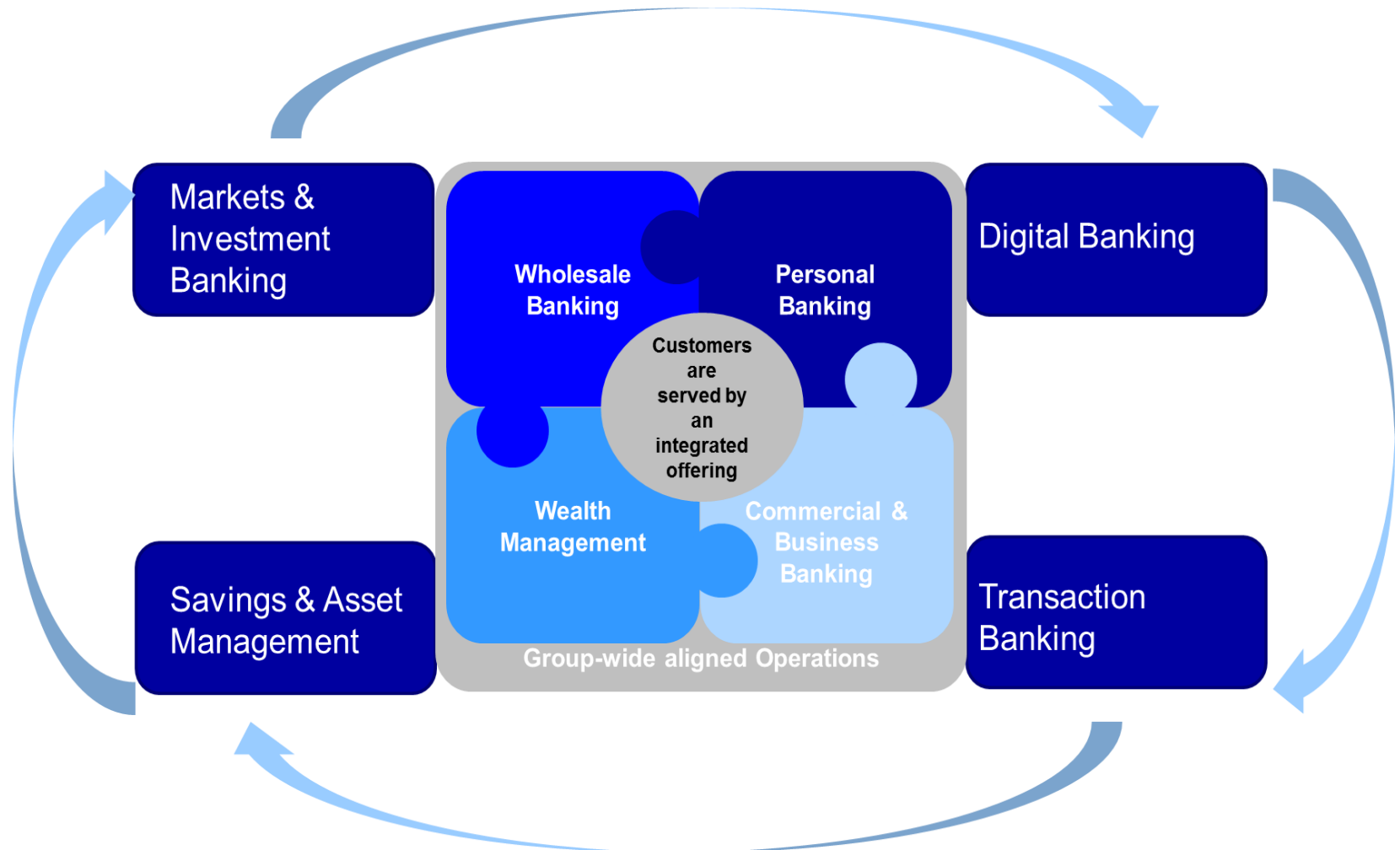
Operating Profit



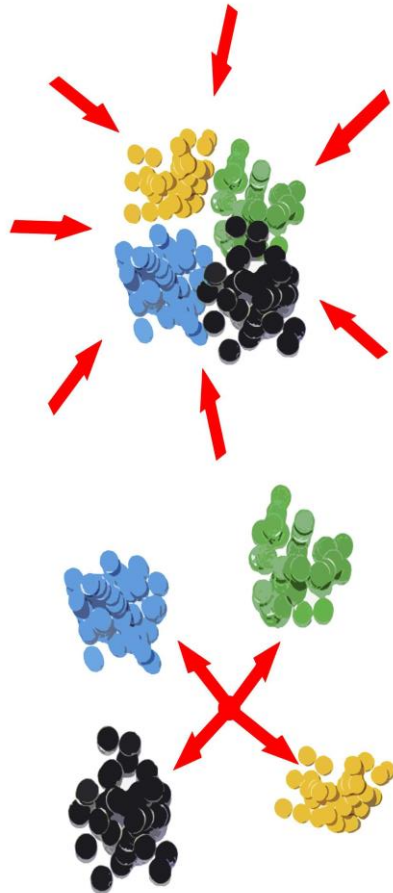
Economic Capital



Integrated universal bank leading in each market and business area



Combining Nordic scale with local presence



Centre of excellences

- Compliance
- Financial crime prevention
- Operations
- Robotics
- Finance

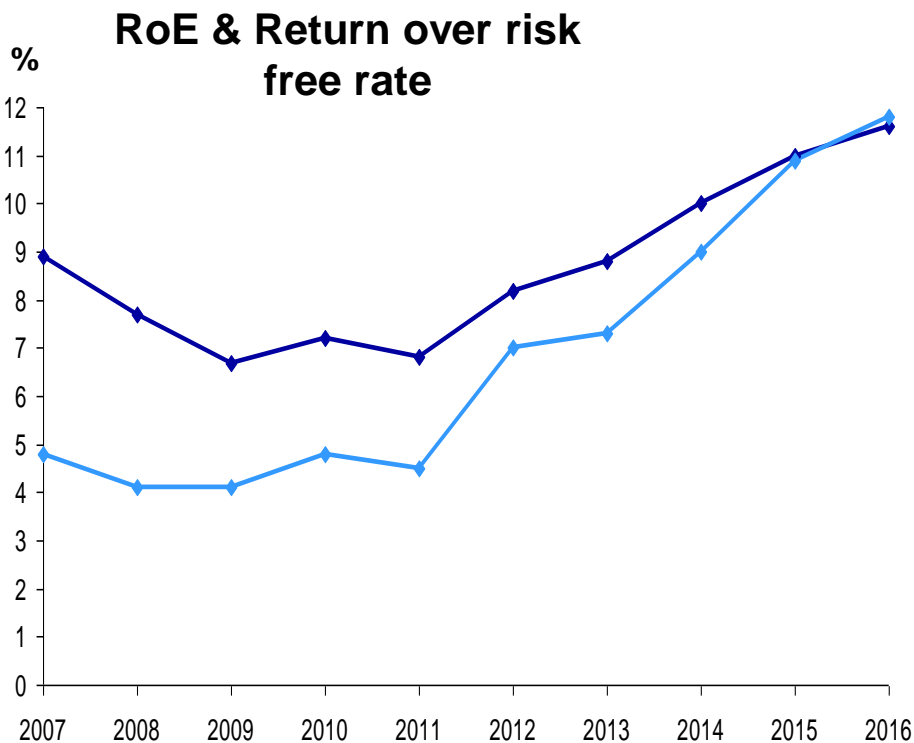
Decentralised

- Customer facing activities
- Product development
- Credit decisions
- Marketing

- Efficient
- Scalable
- Agile
- Personalised

Already proven we have a resilient & adaptive business model

Based on a constant capital level of CET 18%



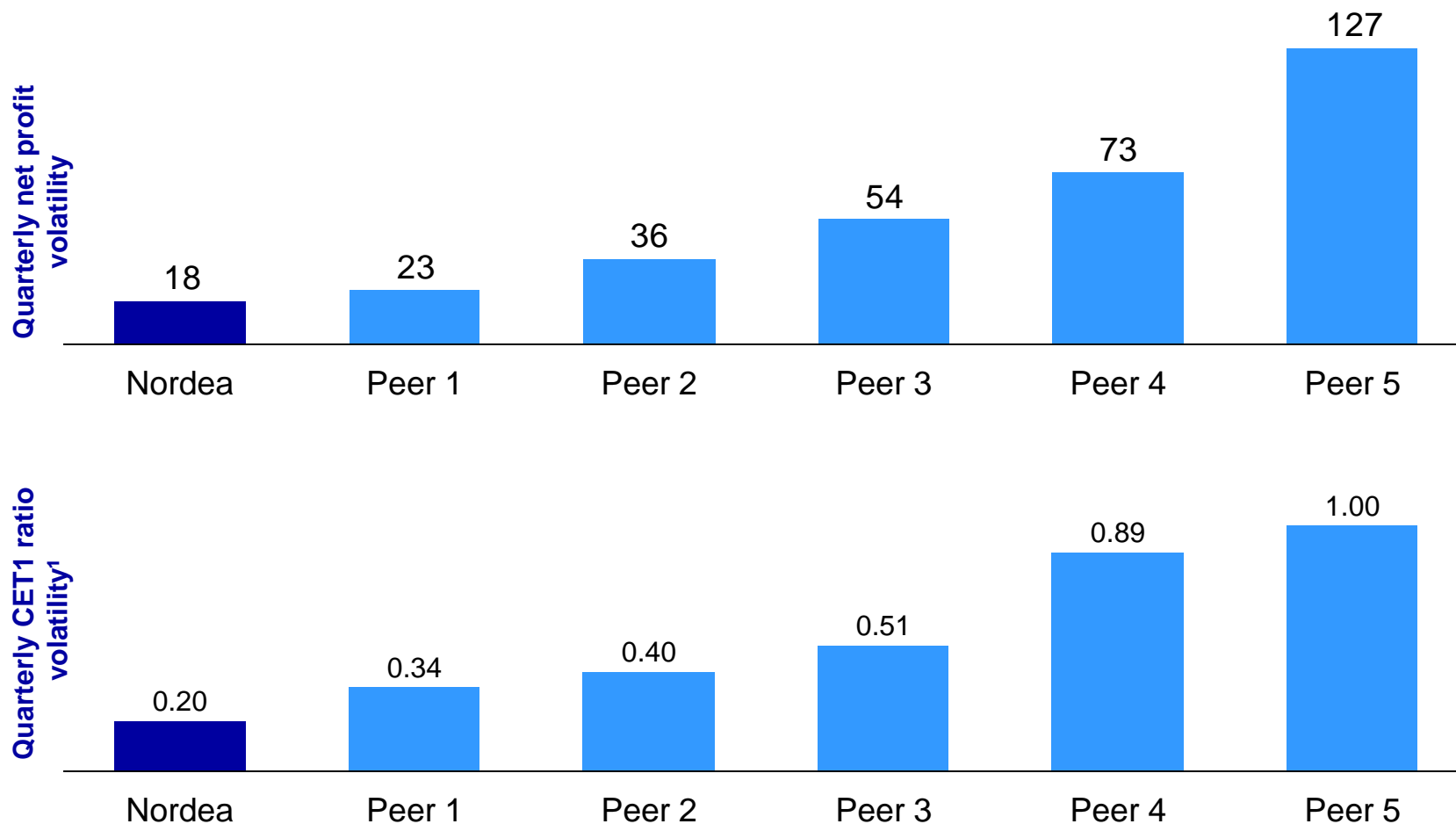
Ancillary income offset pressure on NII – change 2008-2016

	Change
Net Interest Income	↓ -7%
Lending and deposit volumes	↑ +19%
Net Fee and Commission Income & Net Fair Value	↑ +70%
Total Income	↑ +21%

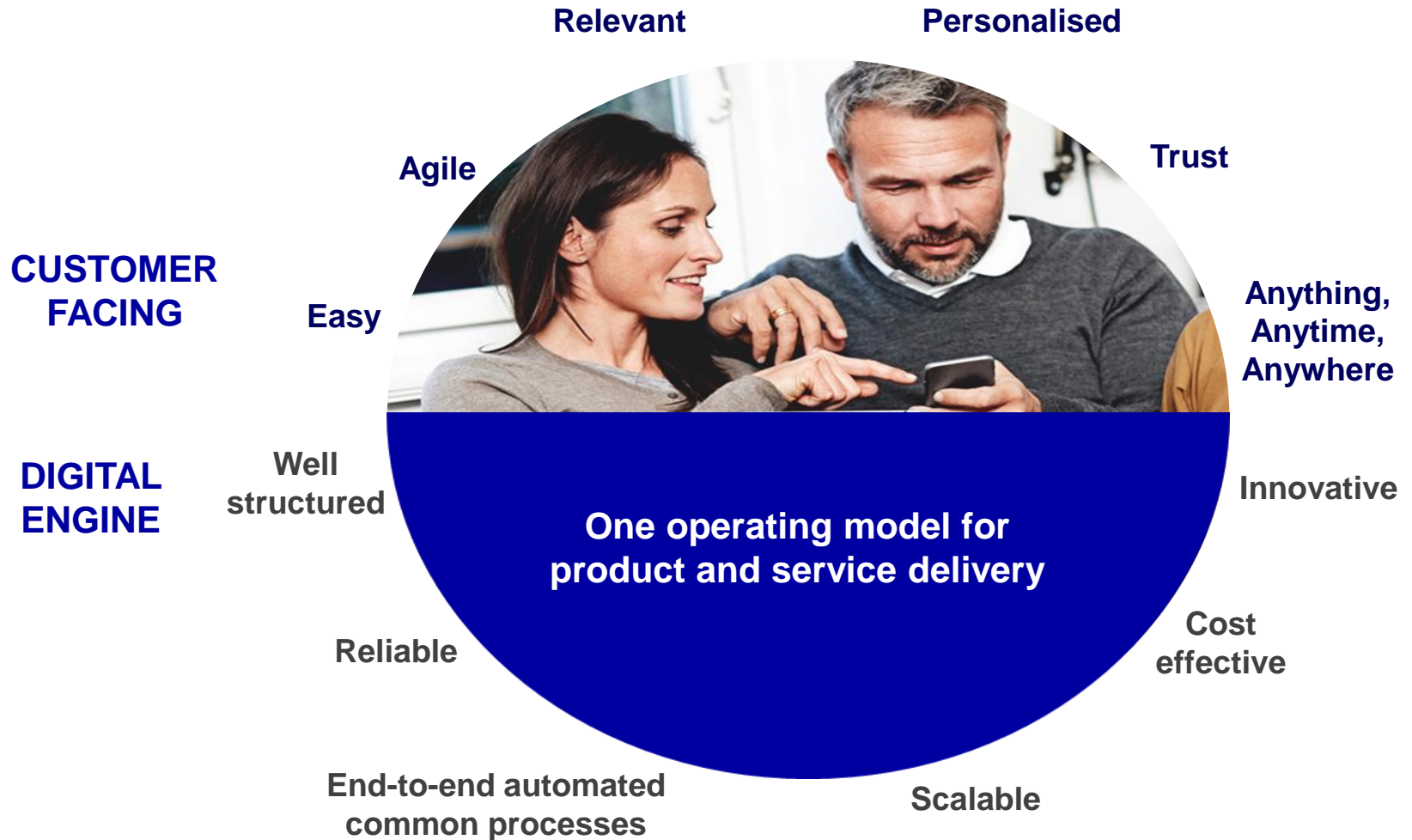
◆ ROE, at 18% CET1 ratio
 ◆ Return (ROE-5Y Gvmt bond yld)

The most stable bank in the Nordics

Nordea and peers 2006 – 2016, %



We are transforming the bank to meet future customer expectations

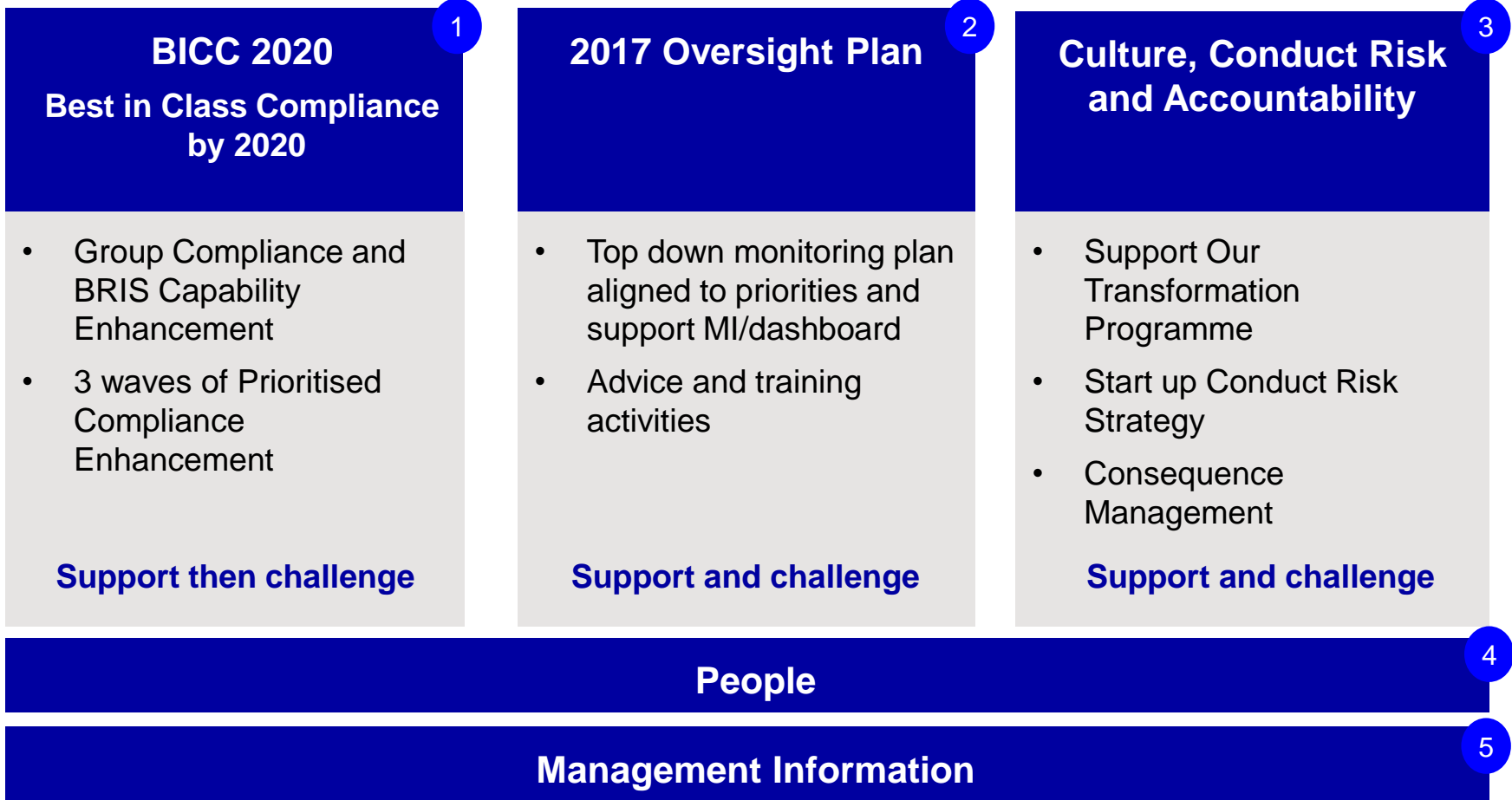


No Business Transformation without a Human Transformation



Nordea Compliance strategy

Proactive Support and Constructive Challenge



Nordea's short-term sustainability targets

1. Anchor minimum sustainability goals with GEM and BoD
2. Map and assess sustainability regulations
3. Clarify sustainability governance
4. Enhance ESG screening tools
5. Systemise data collection
6. Launch risk assessment framework
7. Launch position paper on climate change
8. Align diversity policy for BoD with rest of organization
9. Establish KPI framework

