

Nordea Investor Day in London
May 11, 2017



Nordea

Nordea Personal Banking Business Areas Presentation Day

Topi Manner

May 11, 2017



Starting from a strong position

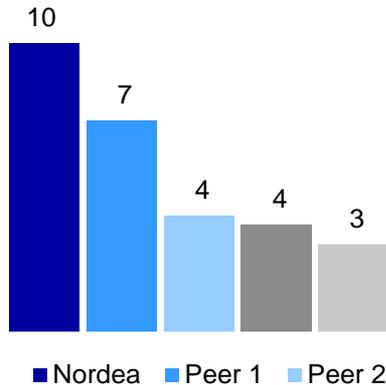
Largest Nordic customer base

Strong local market position

Sizeable books and staff to leverage

Retail & Private Banking customers

Millions



Market share household lending



#1 position across Nordics

Perspectives to scale and scope¹



Our ambition for Personal Banking by 2021

1



Customer satisfaction¹

1



Employee satisfaction

1



Profitability

Customers drive our vision



Easy to deal with



Relevant and competent



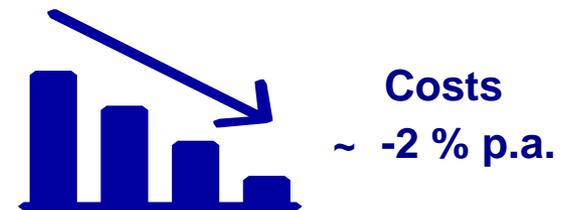
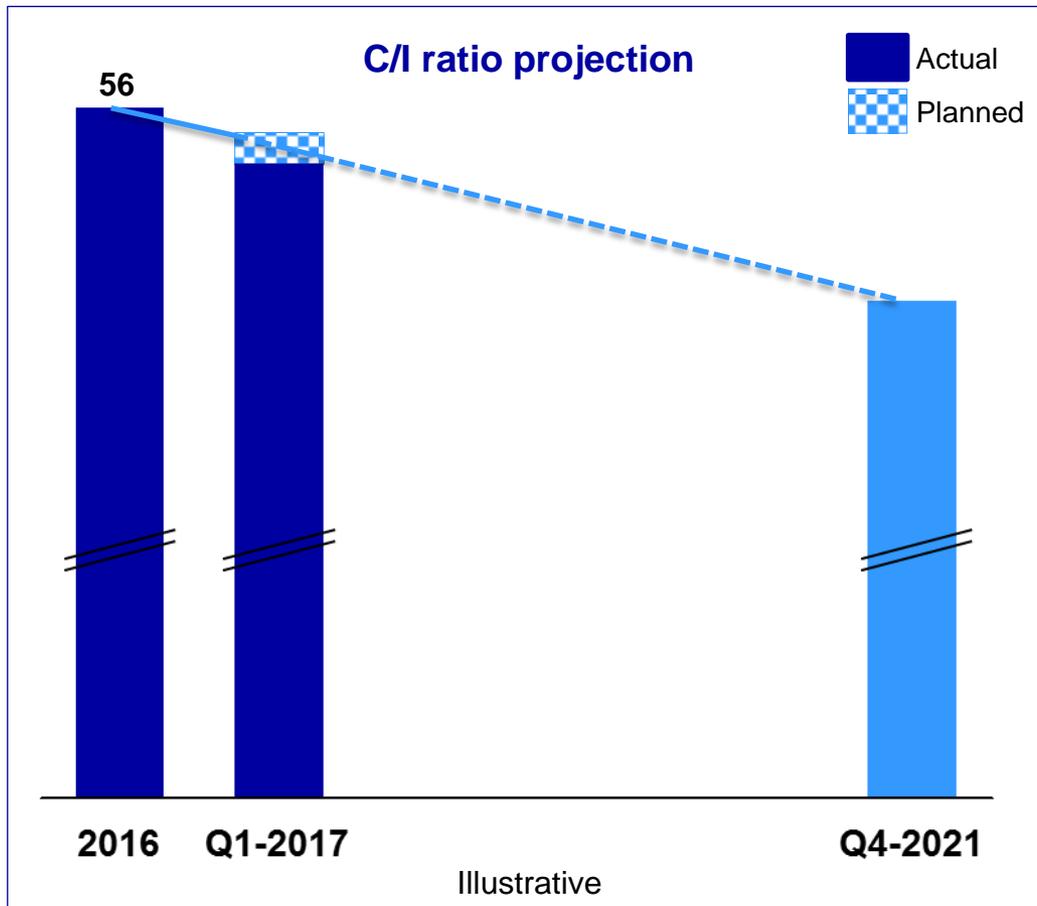
Anywhere and anytime



Where the personal and digital relationship makes Nordea my safe and trusted partner

Continuously improving C/I ratio through increasing income and cost efficiency

First steps according to plan



C/I-ratio %
Low 40's

Four distinct offerings drive top line growth and focus

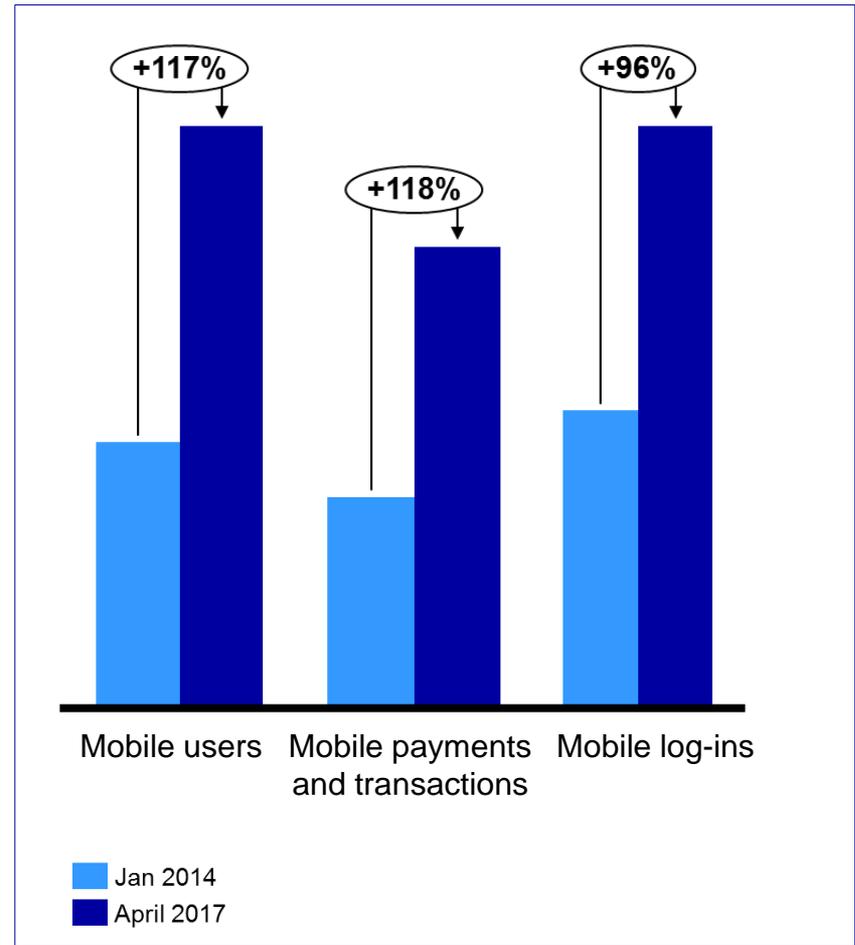
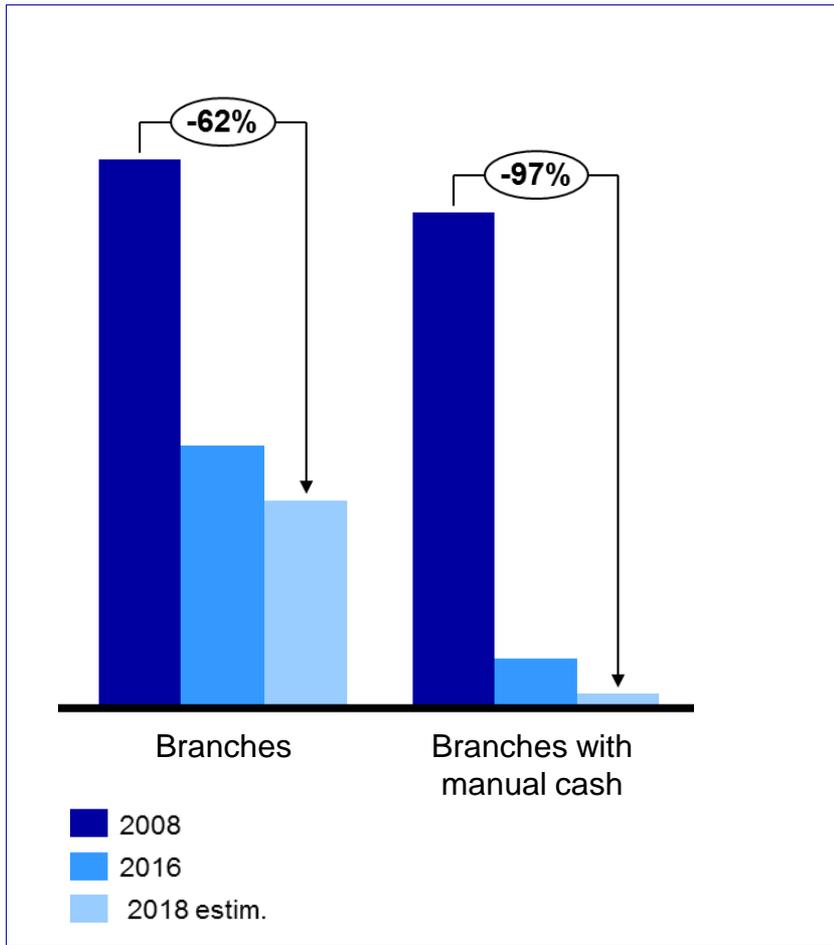
Consumer Banking

Affluent



Mobile will be the gateway to Nordea for all customers

Less meetings and more interaction: Mobile-orchestrated & multi-channel



Mobile first strategy to fulfil increasing demands of all customer groups

Easy daily banking



Smooth home buying



Fast access to advisor



Multi-channel savings and investment advice

Simplifying for a flexible and efficient Digital Factory



- Short time to market
- Optionality
- Scale benefits

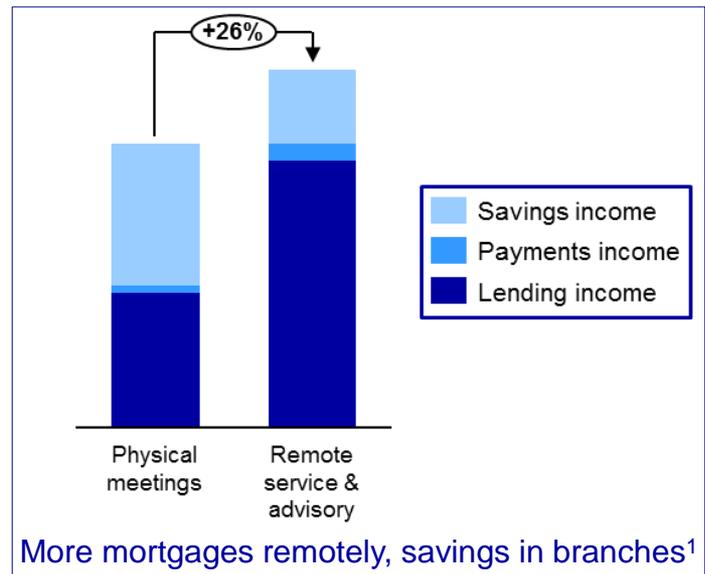
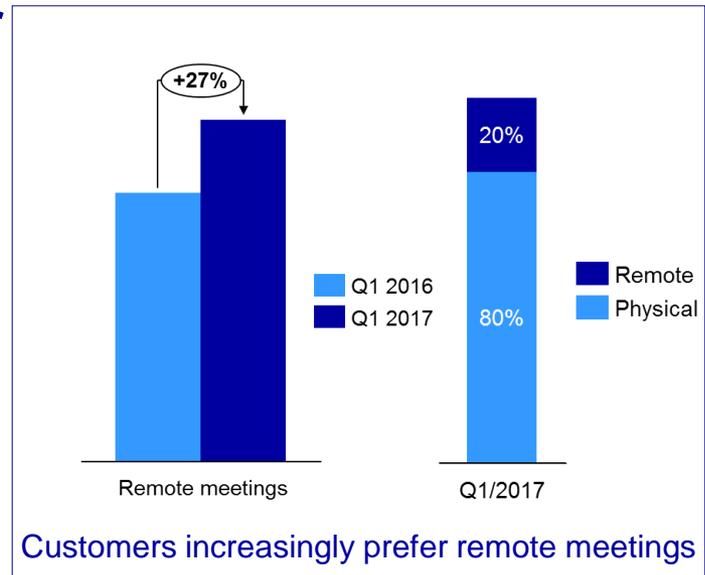
Remote service & advisory drive higher customer satisfaction and productivity

**Service & advisory anywhere:
Mobile, video, shared screen, chat...**

More specialised customer service & advisory roles

Productivity improvement both for customers and Nordea

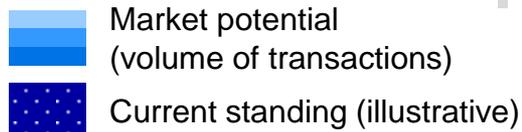
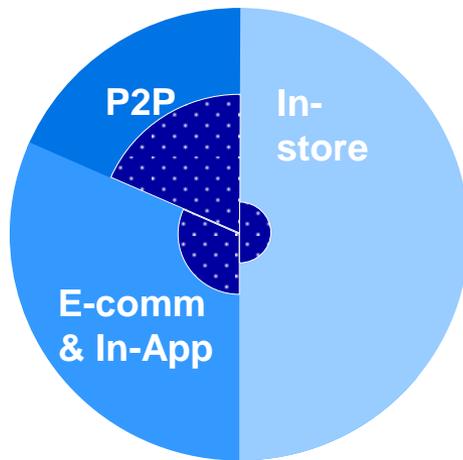
Already significant and increasing income



Mobile payments: Well-positioned for growth

Easy payments and value-added services through Nordea Wallet

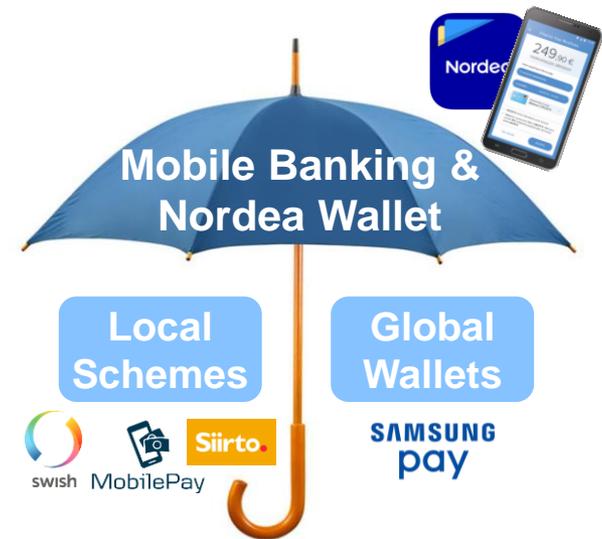
Large market potential to grow



Key drivers for Nordea

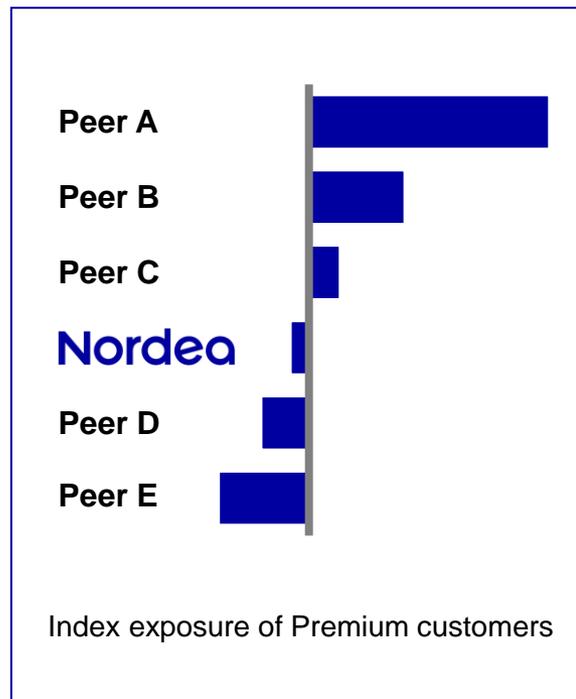
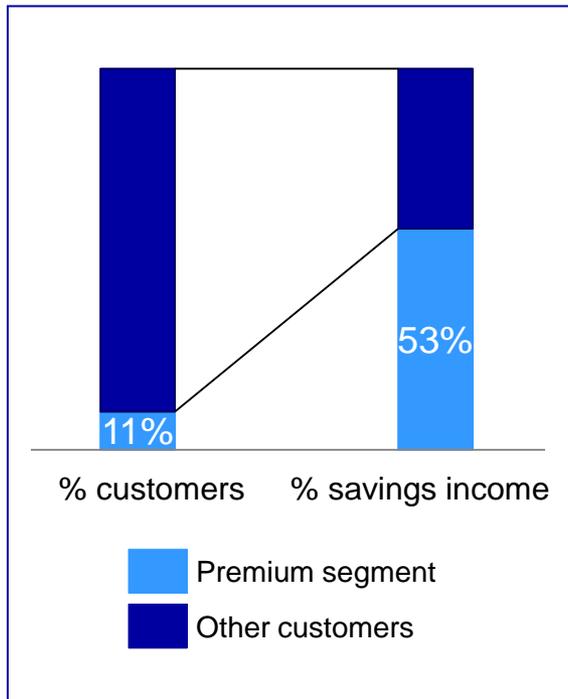
- Data to support relationship model
- Secure customer experience and loyalty in PSD2 world
- Offer data-driven value-added services
- Strategic optionality

Our solution



Opportunities to increase share of wallet and to capture new Premium customers

Segment already drives significant savings & investment income

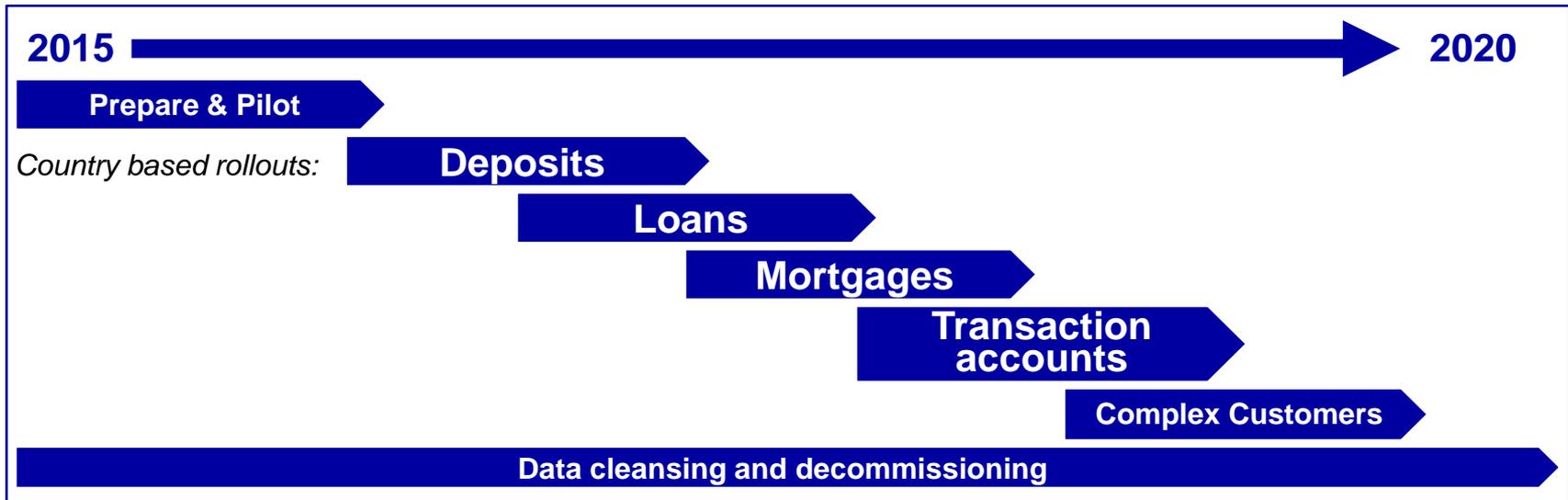


- Further penetration opportunity within existing customer base
- Opportunity to reach natural market share in this segment

**Fully leveraging Group capabilities in wealth/asset management
– #1 market position in net fund sales**

On track: Core Banking Platform enables simplification and new digital services

One Nordic banking platform – standard and efficient



Sound credit risk profile and maturing processes on compliance and conduct risks

Credit risk well diversified across the Nordic countries

Operational and compliance risk – stabilised

Conduct risk – high attention and maturing



Know Your Customer remediation

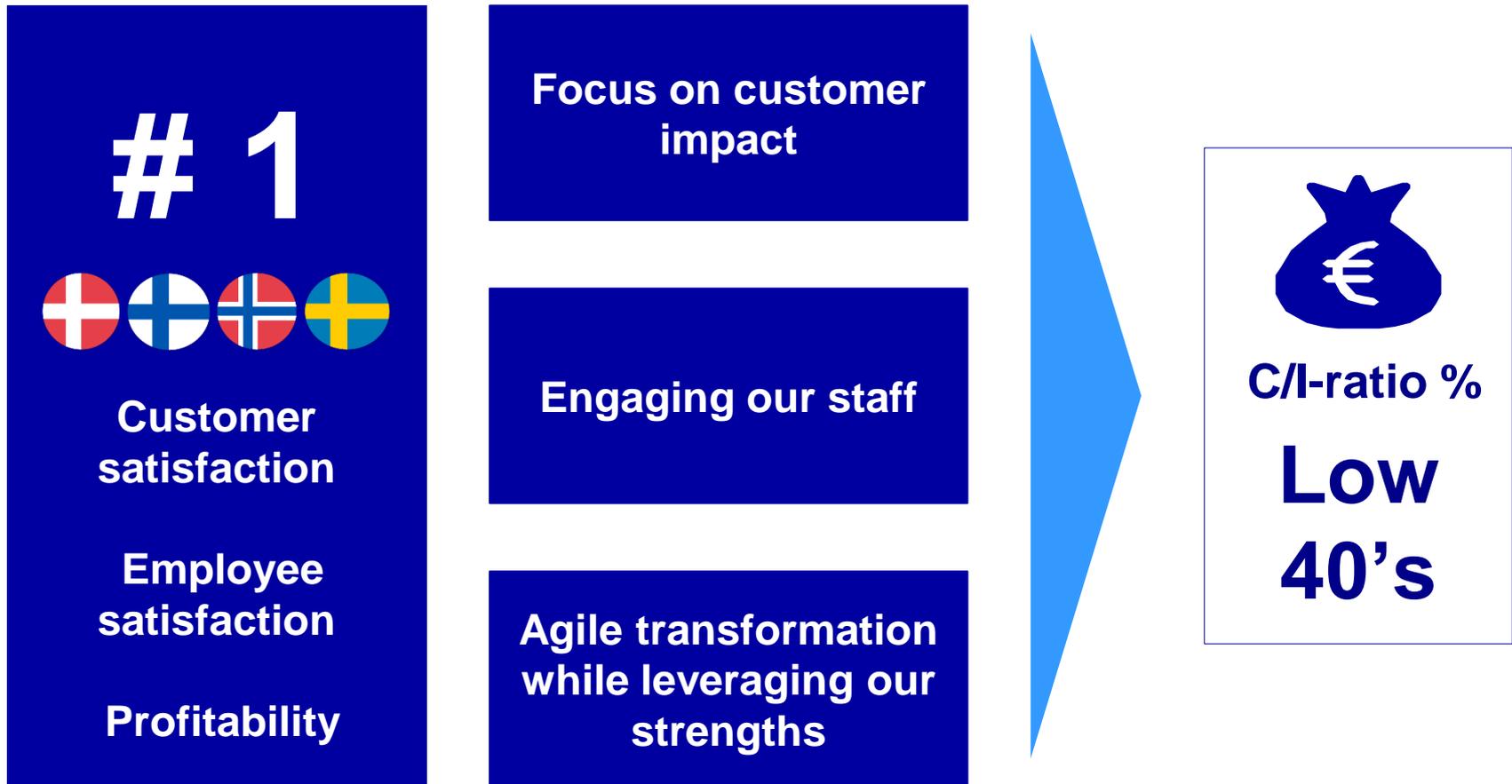


Focus on investment advisory



Total lending in Personal Banking¹

Structure, people, ways of working and culture all set up for reaching our ambition



Nordea

Thank You!

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