

Financial plan and targets

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Cost plan 2013-15 delivering the targeted 5% reduction with all key elements contributing, but some unplanned events

Cost efficiency clusters in 2015 plan

Streamline physical distribution ✓

Optimise advisory services ✓

Reengineer processes ✓

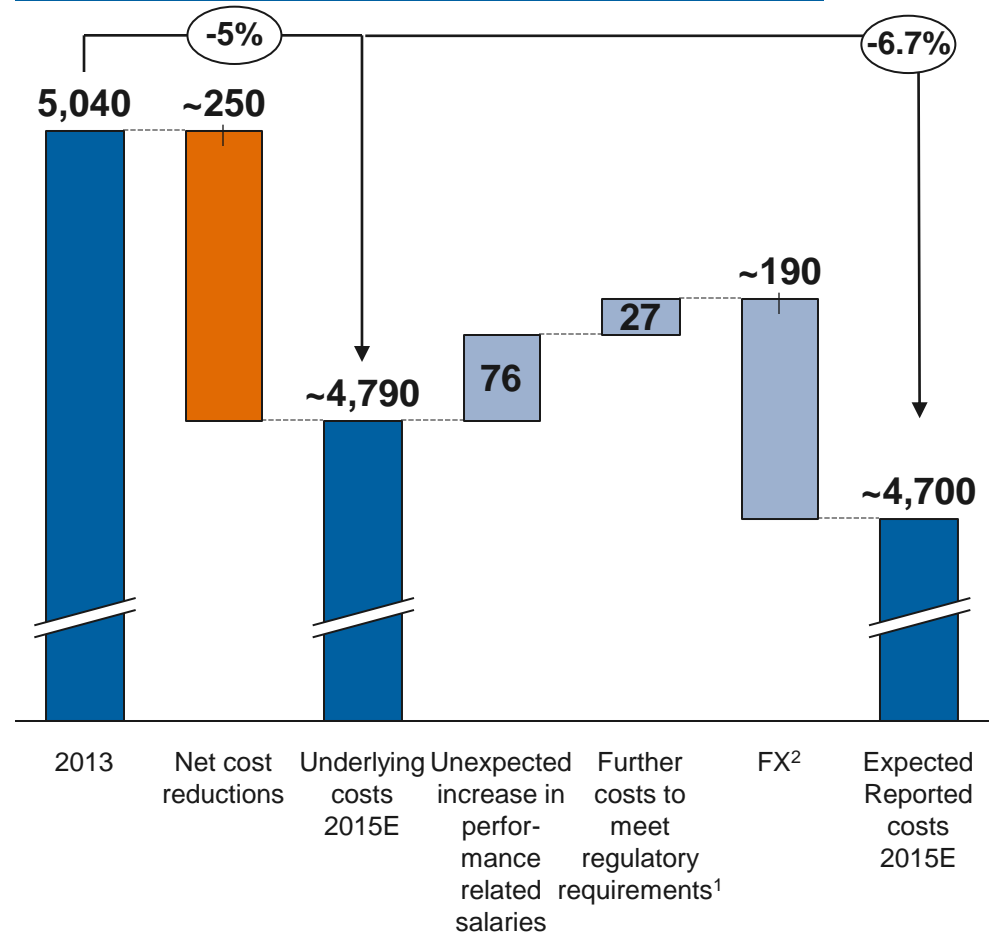
Transform premises ✓

Enhance digitalisation ✓

Streamline IT ✓

Optimise external spend ✓

Cost development 2013-2015



1) Not part of original 2015 plan
2) Based on FX rates as per 1 May 2015

Nordea market commitments and financial priorities 2016-2018

Market commitments

Strong capital generation and efficiency with return of excess capital to shareholders

ROE above the Nordic peer average

Maintain a low risk profile based on actively managed and resilient businesses

Financial priorities

Improved income mix & growth

Continued cost efficiency

Disciplined capital management

Highly stable CET1 ratio

Continued cost efficiency

Key cost drivers and initiatives 2016-2018

Underlying cost drift

- Moderate salary drift
- Premises and other external contracts, e.g., procurement, linked to general inflation

1.5-2%

Cost efficiency

- Continue branch optimisation & remove manual cash handling
- Simplify & automate services, processes and products
- IT and consultancy insourcing

Selected growth areas

- Private Banking distribution capacity, Global Fund Distribution, Focused Wealth Management product development
- Selected areas in Capital Markets and Transaction Banking
- Online service, sales and advice

Compliance and Simplification

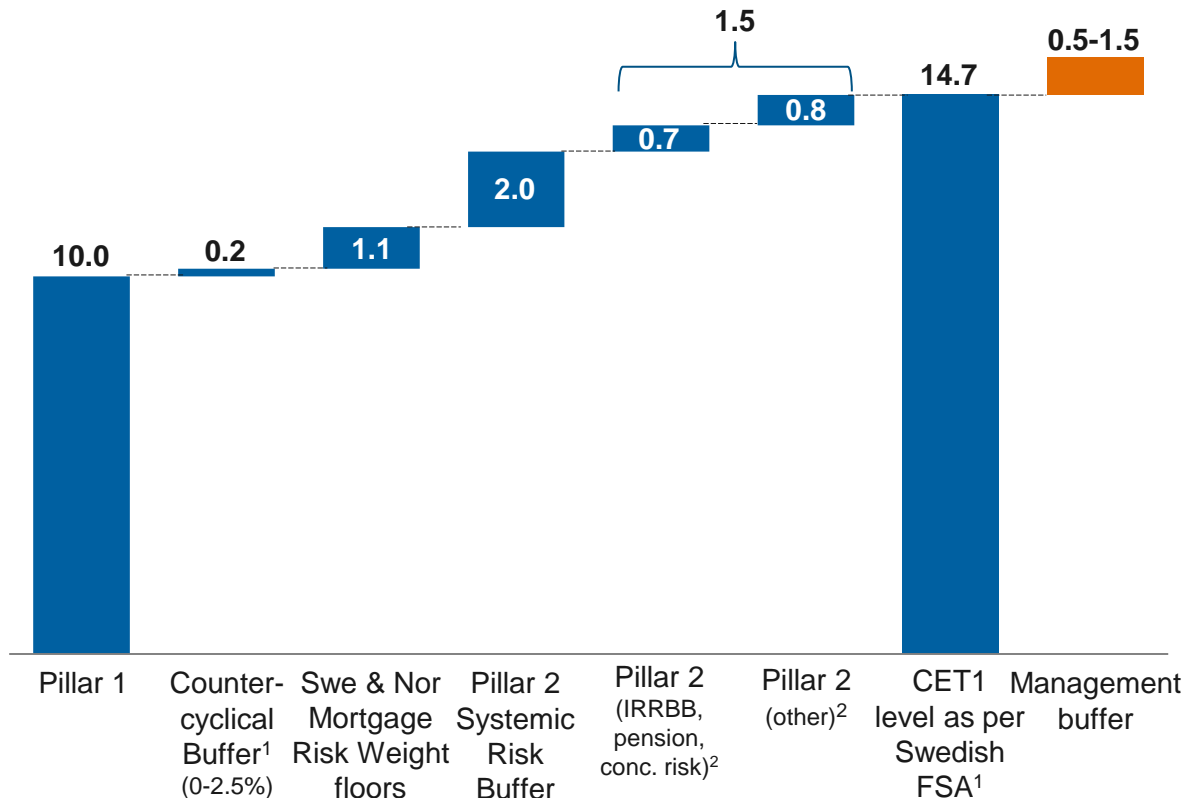
- Investment in Core banking, Payment & Common data platforms
- Resource build up within compliance and operational risk

~1%

<1% cost CAGR

Management buffer reflects Nordea's diversified business

CET1 ratio build-up, %



Management buffer designed to cover

Components	Bps
FX volatility (10% EUR weakening/historical vol. analysis)	~30-40
Pension risk (50bp decrease of discount rates)	~20
Countercyclical buffer variation, unforeseen events	~0-90
Total management buffer	50-150

- Supported by close to 10 year track-record of low CET1-ratio volatility of 21/38bps
- Committed to maintaining a strong capital base and actively managing to further reduce CET1 ratio volatility

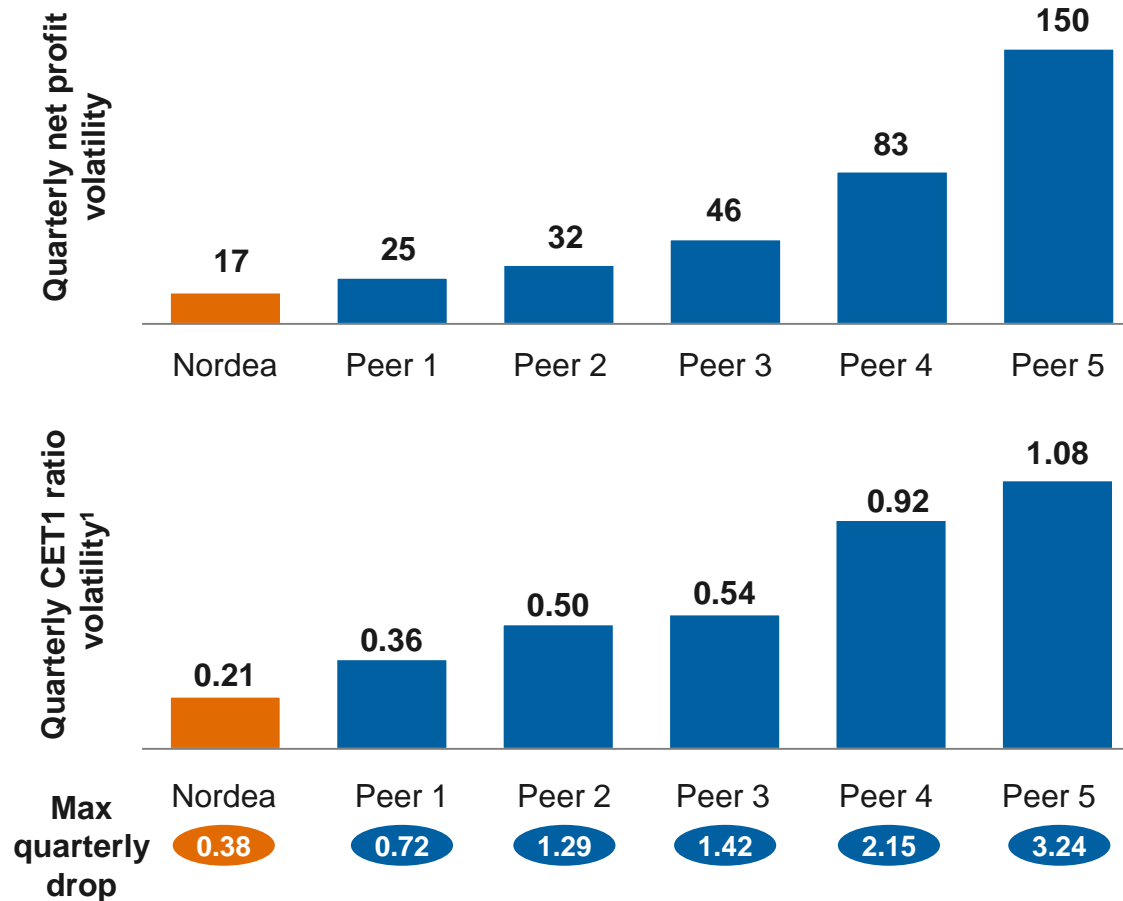
1) Countercyclical buffer only applied for Sweden in accordance with Swedish FSA Memorandum on Capital Requirement for Swedish banks (Feb 17, 2015)

2) In the Swedish FSA Memorandum on May 11, 2015 (adjusted requirement on the assessment of capital requirements from three significant risk types), the Swedish FSA published the final methods for assessing requirements for three different risk types. The CET1 requirement for Nordea based on these methods is estimated to 0.7%. Note that individual Pillar 2 CET1 requirements for other risks are estimated and agreed bilaterally with the Swedish FSA in the SREP and can vary over time. In the Swedish FSA Memorandum on Capital Requirements for Swedish Banks (Feb 17, 2015) a standardised CET1 value of 1.5% was used for other Pillar 2 risks

Earnings stability

– The most stable bank in the Nordics

Nordea and peers 2006-2015, %



1) Calculated as quarter on quarter volatility in CET1 ratio, adjusted so that the volatility effect of those instances where the CET1 ratio increases between quarters are excluded

Group financial targets 2016-2018

Financial Targets - based on currently known regulatory requirements

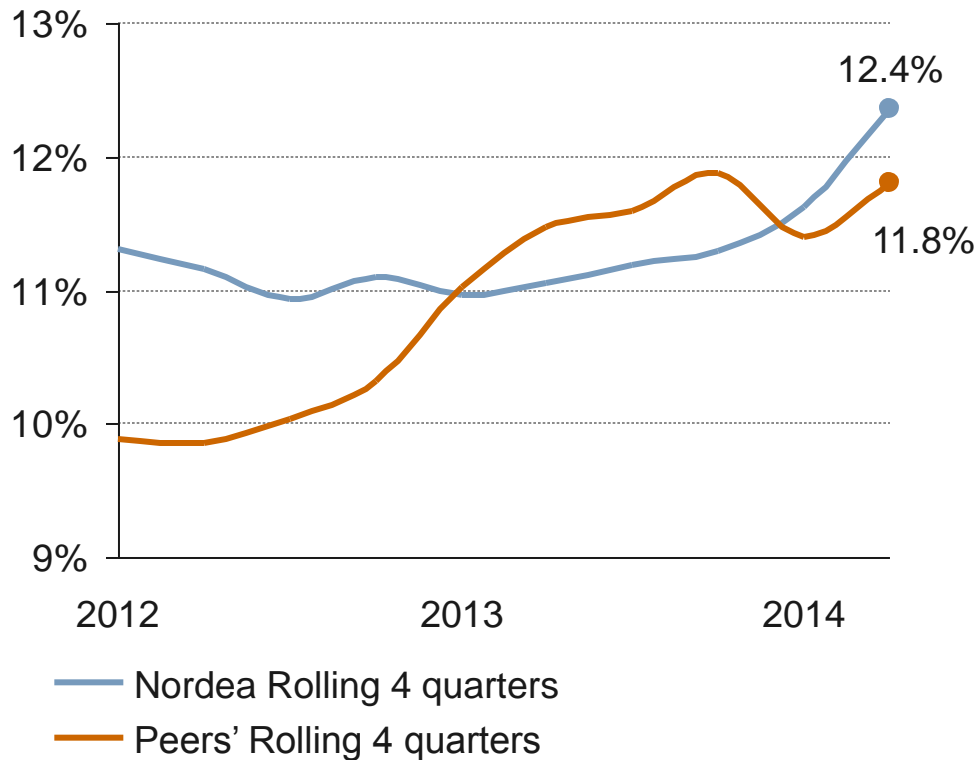
Dividend policy	Dividend pay-out ratio of at least 75% ¹
Capital policy	Management buffer of 50-150 bps above the regulatory CET1 requirement
RoE	RoE above the Nordic peer average ²
Costs	<1% cost CAGR ³
REA	Largely unchanged

A total dividend CAGR of >10%

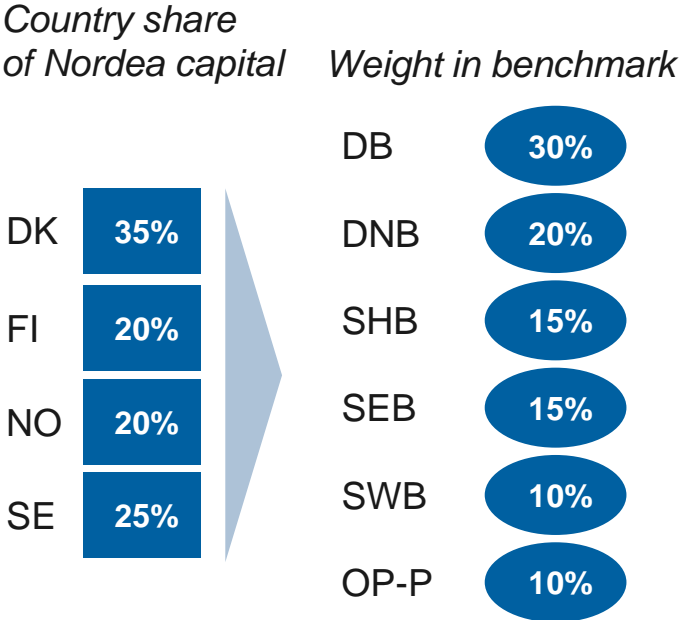
- 1) For 2015 the dividend ambition is unchanged, i.e., to increase the pay-out ratio from 2014
- 2) Weighted to reflect Nordea's Nordic geographic mix
- 3) Excluding FX and performance related salaries

The RoE is targeted to be above the Nordic peer average throughout the period on a rolling 4 quarter basis

Nordea & Peer average RoE development



Weighting of Peer average



Note. Nordea and Peers adjusted for publicly disclosed one-offs