

# Summary 2007



### Nordea in brief

Nordea is the largest financial services group in the Nordic and Baltic Sea region with a market capitalisation of approx. EUR 30bn, total assets of EUR 389bn and a tier 1 capital of EUR 14.2bn, as of end December 2007. Nordea is the region's largest asset manager with EUR 157bn in assets under management.

Nordea is a universal bank with leading positions within corporate merchant banking as well as retail banking and private banking.

With approx 1,300 branches, call centres in all Nordic countries and a highly competitive e-bank, Nordea also has the largest distribution network for customers in the Nordic and Baltic Sea region, including more than 180 branches in five new European markets, including Russia, Poland, Lithuania, Latvia and Estonia.

Nordea has approx. 10 million customers in the Nordic region and

new European markets, of which 6.8 million are personal customers in customer programme and 0.7 million are active corporate customers. Gold customers, the most important personal customer segment, account for approx. one third of the customers in customer programme and are offered a complete range of products and services including a personal banker. Nordea has a clear emphasis on relationship banking with corporate customers and aims at becoming the house bank by combining Nordic resources and competencies with local presence and – for large customers - by applying a customer team concept.

Nordea pursues an organic growth strategy, with prudent risk management, and is well diversified. No geographical market accounts for more than one third of Nordea's total income.

Nordea's total shareholder return

(TSR) was 6.4% in 2007, only surpassed by two other banks in the European peer group. Since end of 2002, Nordea's accumulated TSR amounts to 244%, also exceeded by two peer banks only.

Return on equity was 19.7% in 2007, excluding non-recurring items 19.1%.

Nordea's long-term target is to double the risk-adjusted profit in seven years, with 2006 as the baseline. On average, this requires a 10% annual growth. In 2007 the risk-adjusted profit increased by 15%.

Following a successful transformation from four major national banks into one integrated cross-border financial services group, Nordea in 2007 embarked on the journey towards Great Nordea. For the journey, Nordea in 2007 introduced three new corporate values: Great Customer Experiences, It's all about People and One Nordea team.

# Nordea - with an outstanding starting point

#### **Annual report practice**

The annual report is available in English and Swedish. A summary of the annual report is available in English as well as in the four Nordic languages. The full annual report and the summary will be distributed on request. The reports can be downloaded and ordered by accessing www.nordea.com. Financial calendar 2008 Annual General Meeting 3–Apr Ex-dividend date 4–Apr Record date 8–Apr Dividend payments 15–Apr 1st quarter report 29–Apr 2nd quarter report 22–Jul 3rd quarter report 23–Oct Layout: Marketing Production: Marketing Photo: Egon Gade, Claus Boesen Printing: Herrmann & Fischer



## **Highlights 2007**

#### January

Nordea's groupwide trainee programme is ranked among the best in Sweden, and the best in the financial services sector.

#### February

Nordea Life & Pensions was chosen as one of eight providers to the collectively agreed pensions system ITP in Sweden. The agreement is the most comprehensive ever in the Swedish market and one of the largest at European level. Nordea won the contract in competition with 15 other insurance providers.

Nordea presents its full-year report for 2006, and it was another record year, well ahead of the financial targets. Nordea consolidated the position as the leading bank in the region. Nordea, as the first Nordic bank, starts to implement the Equator Principles, a benchmark for the financial industry to manage social and environmental issues in project financing.

#### March

Nordea's acquisition of a 75% stake in JSB Orgresbank in Russia was finalised according to plan. Through this investment, Nordea will capture the growth opportunities in the Russian market.

#### April

The Annual General Meeting resolves to introduce a Long Term Incentive Programme to retain and attract the key leadership talents comprising up to 400 managers and key employees in the Nordea Group.

Lars G Nordström retires with pension from the position as President and Group CEO of Nordea and is succeeded by Christian Clausen.

Nordea streamlines its organisation with a stronger customer orientation and efficient product and service delivery chain. A new member of Group Executive Management is appointed, Gunn Wærsted. Nordea's vision and values foundation is revised. The new Nordea vision reads: "The leading Nordic bank, acknowledged for its people, creating superior value for customers and shareholders" and the new values are "Great Customer Experiences", "It's all about people" and "One Nordea team", supported by the foundation in terms of "Profit orientation – cost, risk and capital".

Risk Magazine awards Nordea the prize Best Nordic Derivative House.

#### May

The interim report for the first quarter shows that the organic growth strategy gives Nordea continued strong momentum in the business development in all business areas.

#### June

Nordea receives approval to use its internal credit risk models according to Basel II. The approval applies for the portfolios Corporate and Institutions, which cover more than 50 per cent of Nordea's credit portfolios. Global Finance Magazine ranks Nordea as the 'Best Treasury and Cash Management Banks and Providers 2007' in the Nordic region.

#### July

The Magazine Euromoney awards Nordea the prize for Best Regional Bank in the Nordics and Baltics. In addition, Nordea received five local awards in the annual competition for the world's best banks.

In the first half year of 2007, Nordea maintains strong growth in total income, the number of gold customers as well as in business volumes as a consequence of the execution of the organic growth strategy.

#### September

Nordea sets new standards for online employer branding and recruitment with an innovative interactive speed dating tool on the Internet. Nordea increases its credit card base by over 600,000 new cardholders through an agreement with Stockmann, the Finnish retail trader.

#### October

Nordea increases its distribution capacity through an agreement with the company Svensk Kassaservice, a subsidiary to Posten, the Swedish postal service. 76 new branches will from 1 July 2008 be established at locations where Svensk Kassaservice has operations and Nordea has many of its customers. Statoil MasterCard, a cooperation project with Nordea, won a prestigious prize at MasterCard International's annual Co-Branding conference: 'Best long-term achievement and usage 2007'.

Nordea's organic growth strategy delivered strong results also for the third quarter. Total income and the number of customers in prioritised segments as well as business volumes continued to increase. Nordea experienced very limited impact from the market turmoil in the third quarter.

#### November

Nordea introduces guidelines for socially responsible investments, SRI, within Asset Management. Nordea receives the award Best Provider of Syndicated Loans for the Shipping Industry at the 20th Annual Lloyd's Shipping Conference. Nordea strengthened its presence in the Norwegian real estate agency business by its purchase of the real estate agency chain, PRIVATmegleren.

#### December

Nordea and Standard & Poor's renegotiated the agreement from 2004 regarding equity research. Standard & Poor's will concentrate on fulfilling the requirements of Nordea's Private banking and retail customers. Nordea will in-source the institutional equity research.

Nordea opens a new branch in Malmö with both Danish and Swedish staff, which offers special advice to Danes moving to Sweden but continuing to work in Denmark. All in all, Nordea has opened 65 new branches in New European Markets during the year.



## - From a good to a Great Nordea

Dear Shareholder,

2007 was an exciting and successful year for Nordea where we delivered another convincing performance. The results emphasise that Nordea is a compelling integrated cross-border and prudently-run company, which can be trusted to deliver results. With a return of equity of 19.7 per cent, income growth of 8 per cent and a gap between income and cost growth of 2.0 %-points, we achieved our financial targets set in 2006. Moreover, with a growth in riskadjusted profit of 15 per cent, we are well in line with the target to double our risk-adjusted profit in seven years.

I am particularly pleased by the fact that all our growth initiatives show strong performance and that we see broadly based and strong momentum in the growth of business volumes stemming from prioritised segments.

Market turmoil dominated the financial environment in the second half of 2007 and many banks were forced to make significant writedowns due to losses in the sub-prime market, making it more difficult to raise funding. I am very pleased that Nordea's prudent risk and capital management implied only limited exposure to the market turmoil and because of our strong funding base, our liquidity position remained strong throughout the year. Nordea has now experienced 15 consecutive quarters of positive net loan losses, which underscores the strong quality of the credit portfolio. The sound state of our business was acknowledged by the market and Nordea was recognised as one of the most low risk bank stocks in the Nordic region during the course of the year.

# Nordea has achieved good performance

Nordea has undergone significant development over the last five years.

In 2002 we had just completed the biggest merger in the Nordic region and made great effort to control costs, integrate systems, create efficiency and - not least - results. In 2007, we have achieved a good performance and the challenges of the past have been overcome.

The time has now come to take the next step forward and form a Great Nordea.

I believe, that a great company is characterised by four elements: a strong profit orientation, an ambitious vision and ambitious targets, a clear growth strategy, and strong customeroriented culture and values.

Nordea already has a strong profit orientation with focus on cost, risk and capital management. We have ambitious financial targets, not least expressed through our goal of doubling the risk-adjusted profit from 2006 to 2013 implying an annual average growth of around 10 per cent. We also have a clear growth strategy focused on increasing business with current customers and attracting new customers in the Nordic region, Russia, Poland and the Baltic countries.

We have a sound base on which to transform Nordea into a great company.

But to succeed, we need to strengthen our culture, values and vision.

#### Customer and people orientation

Up to 2007, Nordea's values were focus, speed and performance. These values emphasised the need to make Nordea a profitable, efficient and well-run company and provided an important guideline as to the necessary behaviour and attitudes.

Now that the foundation of profit orientation and prudent risk, capital and cost management is in place, we need to build on top of that a vision and a set of values which are truly customer and people-oriented and support the goal of getting our wellrun company to grow at an even higher and sustainable level.

In spring 2007, we therefore introduced a new vision and three new values. They reflect and support the organic growth strategy.

#### New vision and values

Nordea's new vision is to be "the leading Nordic bank, acknowledged for its people, creating superior value for customers and shareholders".

The vision emphasises that people are our most important asset and the one thing which makes the difference for Nordea. Products and systems can be copied, but people are unique. The vision also heightens the focus on customers and shareholders.

Our three new values support the realisation of the vision. They are: Great customer experiences, It's all about people and One Nordea team.

Great customer experiences means that we think and act with the customer in mind, we understand individual customer needs and exceed expectations, we deliver professionally and we create long-term relationships.

It's all about people means that we acknowledge that people make the difference, we enable people to perform and grow, we foster initiativetaking and timely execution and we assess performance in an honest and fair way.

One Nordea Team should be understood as teaming up to create value; we work together across the organisation, we show trust and assume accountability and we make rules and instructions clear and applicable.

Put together, the new vision and values will create a culture where employees work together to create the best experience and most value for our customers – and thereby support Nordea's continued growth and positive development.

# New operating model and adjusted organisation

As a consequence of our new values and vision, we have adjusted our organisation and introduced a new and more customer-oriented operating model that covers the entire value chain.

In the new organisation, we have clearly defined customer responsible units, responsible for all sales and customer relations within our various market segments. Products and processing have been organised in units covering the whole value chain, from product development, sales, support, and production and process development. All other units are organised in accordance with the value chain thinking.

A coordination forum has been established, in which the customer and product units monitor and plan what products should be developed to meet customer needs and where efforts should be prioritised. This coordination will also ensure that IT resources are used in the best and most efficient way.

The new organisation integrates and optimises cross-organisational processes and will ensure that all parts in the value chain work towards creating value for our customers. We will be able to increase the time we spend with customers and we will reduce the time-to-market of our products as our efforts are more streamlined and prioritised.

#### A Great Nordea

In 2002 Nordea was struggling to deliver on integration and results. In 2007, Nordea has been integrated cross-border and has built a solid foundation, which is confirmed by our strong performance, by analysts and in the media and, I hope, also by you, our shareholder.

The Group's more than 35,000 motivated and competent colleagues have already brought Nordea a long way.

With our new vision, values and organisation, we have embarked on the journey towards a Great Nordea. I have no doubt that we will be successful in reaching our destination.

Best regards

Christian Clausen

### The Nordea share

Nordea's market capitalisation was EUR 29.6bn at the end of 2007. Total shareholder return in 2007, equal to dividend plus the appreciation of the share price, was 6.4%. The proposed dividend is

EUR 0.50 per share.

Nordea's overall financial target is to create value for shareholders in the top quartile of its European peer group.

#### Share price development 2007

The market capitalisation of Nordea at the end of 2007 was EUR 29.6bn.

Ranked by market capitalisation Nordea was the fifth largest company in the Nordic area and the largest among Nordic financial groups. During the year the share price of Nordea appreciated by 2.4% on the Stockholm Stock Exchange from SEK 105.5 on 30 December 2006 to SEK 108 on 28 December 2007. The daily prices listed for the Nordea share during 2007 (closing prices at Stockholm Stock Exchange) ranged between SEK 119.3 and SEK 99.6. The SX40 Financials Index of the Stockholm Stock Exchange depreciated by 7.9%, the Dow Jones STOXX European banks index depreciated by 16.9%. Since 6 March 2000, the date of the merger between MeritaNordbanken and Unidanmark, the Nordea share has appreciated 140% and outperformed the Dow Jones STOXX European banks index (+26%).

The Nordea share is listed on the OMX Nordic Exchange in Stockholm (in SEK), Helsinki (EUR) and Copenhagen (DKK). A trading lot is equivalent to 200 shares in Stockholm and Copenhagen and 1 share in Helsinki.

Nordea's share price can be monitored at www.nordea.com, where it is also possible to compare the performance of the Nordea share with competitors and general indexes as well as to find historical prices of the Nordea share.

#### Total shareholder return

Total shareholder return (TSR) is realised through market value growth per share and reinvested dividends.

Total shareholder return in 2007 was 6.4% (32.2% in 2006). Nordea ranked number three among the European peer group banks in terms of TSR in 2007 (number three in 2006.) The average TSR in the peer group was -10.6%.

# Dividend policy and proposed dividend

Nordea pursues a policy of high dividends.

The policy is that the total dividend payment will exceed 40% of the net profit for the year. Nordea will ensure competitive and predictable dividends. The proposed dividend corresponds to a payout ratio for 2007 of 42%.

The Board of Directors of Nordea Bank AB (publ) proposes a dividend of EUR 0.50 per share. The total dividend payment for 2007 would then be EUR 1.297m corresponding to 42% of the net profit after tax. The dividend yield calculated on the share price 28 December 2007 is 4.4%. The dividend is denominated in EUR, though payments are made in the local currency of the country where the shares are registered. Dividend payments can be made in EUR if the shareholder has a EUR account registered with the relevant securities register.

#### **Repurchase of own shares**

The Annual General Meeting (AGM) on 13 April 2007 resolved to authorise the Board of Directors, for the period until the next Annual General Meeting, to decide on acquisition of shares in the bank, with the purpose to redistribute funds to the company's shareholders.

Mainly due to the market turmoil, this mandate has not been utilised during 2007. Repurchased shares carry no voting rights.

The Board of Directors will propose to the AGM 2008 to authorise the Board of Directors to repurchase own shares with the purpose to adjust the Nordea's capital structure to the need existing at any time and to use own shares as payment in connection with acquisitons or in order to finance such acquisitions. Information on repurchase of Nordea's own shares is available at www.nordea.com/ir.

# Earnings and shareholders' equity per share

Net profit for the year amounted to EUR 3.130m corresponding to EUR 1.20 per share. Shareholders' equity per share amounted to EUR 6.58 at the end of 2007.

#### Shareholders

With approx. 465,000 registered shareholders at the end of 2007, Nordea has one of the largest shareholder bases of all Nordic companies. The number of Nordea shareholders registered in Sweden is approx. 94,000, in Denmark 184,000, and in Finland 187,000.

The largest among the various shareholder categories is non-Nordic shareholders, holding 23.8% of the shares in Nordea compared to 28.8% at the end of 2006. The largest individual shareholder is the Swedish state with a holding of 19.9% at year-end.

### Vision, Values and Strategy

Having fulfilled financial targets, strengthened competitiveness and gained unique experience from cross-border banking, Nordea in 2007 raised the bar further by defining a new vision, new values and increased focus on the target to double the risk-adjusted profit in seven years. The strategic direction is to create value through organic growth in the Nordic region as well as in New European Markets.

Nordea's development from four major national banks to a leading Nordic bank has successfully been achieved. The next step is to create a Great Nordea.

Nordea's strategic framework for the next step in the transformation journey is based on four cornerstones:

- Strong profit orientation
- Ambitious vision and targets
- Strong customer-oriented values and culture
- Clear growth strategy

#### **Nordea's mission continues to be** Making it possible

which captures the key prerequisite for taking Nordea from good to great performance, ie making it possible for its customers to reach their objectives.

#### Strong profit orientation

Nordea has developed a strong profit orientation. From 2002 to 2007, the cost-income ratio improved from 64% to 52%, and return on equity went from 12% to 19%. Nordea has consistently improved the total shareholder return into a top three position in the two most recent years.

A strong profit orientation is the foundation for generating results and resources needed for investments in future growth. Customer satisfaction paves the way for income growth, which is translated into net profit through:

- Resource optimisation,
- Prudent risk management,

• Efficient capital management. Nordea establishes *resource optimisation* through a consistent prioritisation between and within the various value chains in the operating model.

In addition, general cost management is a well established part of the culture.

*Prudent risk management* is about strong focus on risks and appropriate tools and processes to manage and control risks. Prudent risk management in Nordea contributes to long-term profitability.

*Efficient capital management*, using the most capital efficient solutions, investing capital in areas with high return divesting non-core assets, securing a stable funding base and returning excess capital to shareholders, is the third component of profit orientation in Nordea.

#### Ambitious vision and targets Vision

Nordea's vision has been refined to better reflect the ambition of becoming a great company and to emphasise the people dimension:

The leading Nordic bank, acknowledged for its people, creating superior value for customers and shareholders.

- *Leading Nordic bank* means the leading among Nordic banks without geographical limits.
- *People* make the difference. Products, systems and even strategies can easily be copied.
- *Superior* indicates a position among top players measured by customer satisfaction and total shareholder return.
- By creating shareholder *value*, Nordea secures its strategic flexibility and freedom to decide investments. Shareholder value is created through profit orientation and customer value creation.

#### Targets

Nordea has three overall financial targets; total shareholder return, return on equity and risk-adjusted profit.

The targets reflect the ambitious vision on value creation to be reached through continued high profitability and strong growth of business and income.

Value creation is measured by total shareholder return, ie share price appreciation and dividend, and the target is to:

Create value for shareholders in the top quartile of a peer group of Nordic and European financial services companies.



High return on equity is an important indicator of value creation, emphasising the profitability dimension of value creation. The aim is to reach:

*Return on equity in line with top Nordic peers* 

Nordea has introduced a target for risk-adjusted profit in order to underline the ambition to grow the business and at the same time retain a high level of profitability. The target is to:

Double risk-adjusted profit in seven years

The target implies an average annual growth in risk-adjusted profit of 10%, with 2006 as baseline. Risk-adjusted profit is defined as net profit excluding one-offs, using expected loan losses and an average standard tax rate instead of actual loan losses and actual tax rate.

Nordea achieved these targets in the financial result 2007.

# Strong customer-oriented values and culture

In 2007, Nordea has prioritised the work to define and implement uniform values throughout the organisation. Nordea's ambition is that the values are reflected in everything we do to the benefit of all stakeholders.

#### Great customer experiences

In Nordea, we want the employees in all parts of the value chain to see the link between what they do and the customer experience. To guide our actions and behaviour, there is one key question only: How will this benefit the customer?

- We think and act with the customer in mind.
- We understand individual customer needs and exceed expectations.
- We deliver professionally.
- We create long-term relationships.

#### It's all about people

In Nordea, we recognise the inseparability of our business growth and the competence growth of our people. This second core value emphasises that our goals can only be achieved through developing our people, our competence and our mindset. We acknowledge that people make the difference;

- We enable people to perform and grow.
- We foster initiative-taking and timely execution.
- We assess performance in an honest and fair way.

#### One Nordea team

In Nordea, our ambition is that customers will experience Nordea as one team working together to find the best solutions. We believe that it is only through collaboration we can utilise our full potential and deliver truly great customer experiences;

- We team up to create value.
- We work together across the organisation.
- We show trust and assume accountability.
- We make rules and instructions clear and applicable.

#### **Clear growth strategy**

The growth outlook for the Nordic financial services market is strong in the mid to long-term perspective, with an expected growth clearly exceeding the GDP growth. With a unique customer base and distribution reach in this region and strong product competencies, Nordea has good potential to exceed the market growth.

In addition, business opportunities outside the Nordic region are expected to add increasingly to the Group's overall growth rate.

In summary, Nordea's strategy for profitable organic growth has four pillars:

- Increase business with existing Nordic customers and attract new customers in the upper segments
- Invest in New European Markets
- Exploit selected Global and European business lines

• Higher level of operational efficiency The growth strategy is supported by a number of Group strategic initiatives, each with substantial impact on income growth or operational efficiency.

In 2007, nine such initiatives have been given high priority in the overall resource allocation. The four pillars and the supporting strategic initiatives are described below.

# Existing Nordic customers and new customers

Nordea has significant business potential with Nordic customers - not least in Sweden, the largest market in the Nordic region.

Nordea is executing a major initiative to generate more customer advisory meetings and a more proactive customer dialogue. In addition, investments are made in segments, product areas and markets with attractive growth opportunities.

Through its competitive customer loyalty programme, Nordea also targets new customers.

#### Growth Plan Sweden

For a number of years, Nordea has captured a smaller part of the market growth than competitors in the Swedish market. In the autumn of 2005, Nordea launched Growth Plan Sweden with the overall aim to strengthen the sales force and support the income growth and increase market shares.

In 2007 Nordea made an agreement with Svensk Kassaservice according to which Nordea in 2008 will open 76 new branches.



#### Private banking

Today, Nordea has the largest Nordic private banking operation with a platform across the Nordic countries. Nordic Private Banking will target the large private banking potential as customers are becoming wealthier and qualify for the private banking concept.

*Capital markets products to corporates* The objective of this initiative is to make the solutions offered within corporate risk management and capital markets transactions a natural part of Nordea's core offering towards large and medium-sized corporate customers. Examples of products covered are interest rate, and currency derivatives products for hedging purposes, as well as loan and bond products for capital raising purposes.

*Corporate finance and cash equity* To strengthen Nordea's equity and corporate finance offering, these product areas have been more closely aligned and combined into one Nordic unit with local operations.

Institutional equity research will be carried out in-house in order to meet the service requirements of the large institutional and corporate customers.

#### **New European Markets**

Nordea has established an attractive position and strong brand in five fast growing European economies. These markets represent an increasingly important component in Nordea's long-term growth strategy.

The strategies to capture growth with moderate risk include a broadly based organic growth strategy in Russia, a fast expansion of the distribution capacity in Poland and more cautious growth in the Baltic countries.

#### Poland – 150 new branches

Nordea has been present in the Polish market for nine years. Poland, with its almost 40 million inhabitants and strong macroeconomic growth is an increasingly important banking market in Europe. Nordic companies are also to an increasing degree active in Poland. In order to capture the growth opportunities in this market Nordea in 2006 outlined plans to open up to 150 new branches in the 2007-2009 time period. 40 of the planned new branches were opened in 2007.

Develop Nordea's operations in Russia To take advantage of the growth in the Russian market and further capitalise on the experiences from the Baltic countries and Poland, Nordea acquired a majority stake in Orgresbank in the end of 2006. The aim is to build a diversified banking business, predominantly focused on the European part of Russia.

15 new branches have been opened in the recent months.

# Selected Global and European business lines

Nordea has a successful track record with niche strategies outside the home markets based on strong competencies. Nordea will reinforce the worldleading position within shipping by leveraging the strong customer relationships. Nordea has the largest Nordic private banking operation in Luxembourg and Switzerland. International Private Banking will in 2008 focus on expanding the business, including establishment of a Russian desk leveraging on Orgresbank in Russia. European fund distribution is Nordea's second leg in the European asset management strategy.

# Higher level of operational efficiency

Two Group strategic initiatives, which aim at a higher level of operational efficiency and support of the growth strategy, will unify customer processes and product and service delivery processes and ultimately lead to unified IT systems. The main benefits will be time freed up for customer meetings and a higher level of efficiency.

*Future branch and sales culture* This initiative will support Nordea's 1,100 Nordic branches, with 14,000 customer relation employees, develop into the top of European peers in terms of sales performance and efficiency and deliver on growth targets. The sales process builds on a uniform contact policy ensuring prioritisation of the personal bank adviser's time and a proactive behaviour towards customers with the high potential, including sales processes for corporate customers in the next phase. A new branch design will be tested during 2008.

Nordea Transformation Programme Nordea Transformation Programme (NTP) is focusing on harmonising and consolidating business processes and NTP will firstly deliver solutions for the customer interacting parts of the bank, and secondly consolidate the core banking systems.

#### People Strategy

Coherent with the development of the growth strategy and implementation of new values, Nordea has revised its people strategy and launched a number of activities, which aim at securing Nordea's lead position in the Nordic banking industry. The HR activities include employer branding and recruitment, leadership competencies and talent management.

Financial targets			
Long term financial targets	Target	2006	2007
Total shareholder return TSR (%)	In the top quartile of European peer group	#3 of 20	#3 of 20
Return on equity (%)	In line with top Nordic peers	22.9% non-ree	<b>19.7%</b> (19.1% excl. curring items)
Risk-adjusted profit (EURm)	Double in 7 years (baseline 2006)	2,107	+15%

### **Business development – customers and products**

With the unique customer base, and competitive customer programme, Nordea's organic growth strategy has the target to leverage the full potential in the customer base, as well as attracting new customers to the premium segments. A special focus is to increase product penetration through comprehensive advisory sessions. Nordea operates approx. 1,300 bank branch offices, including full-service nationwide branch networks, with contact centres and internet services, in the Nordic countries and a quickly developing full-service operation, including more than 180 branches, in New European Markets.

#### Nordic customer base

Nordea has the largest customer base of any financial services group in the Nordic region with close to 9 million customers, of which 6.8 million personal customers in customer programme and approx. 600,000 active Corporate customers.

The core in Nordea's strategy is segmentation of customers and differentiating both value proposition and resource allocation according to segments.

#### **Personal customers**

The main part of Nordea's personal customers is segmented through Nordea's unique customer programme.

#### **Private Banking customers**

Private Banking customers are segmented according to the customer's needs and assets. Wealthy individuals with more than approx EUR 150,000 in assets qualify for the Private Banking concept and people with more than EUR 1m in assets are offered the highnet-worth concept.

#### *Customer programme*

Personal customers in the customer programme segment themselves in three segments - Gold, Silver and Bronze – by the way of the business they do with Nordea, supporting the general principle that the more the customer interacts with Nordea, the better value for money.

#### **Gold customers:**

- At least EUR 30,000 in open balance

with Nordea (loans and savings) – At least 5 products

#### Silver customers:

At least EUR 5,000 in open balanceAt least 3 products

#### **Bronze customers:**

– Programme customers not in the Gold or Silver segment. In 2007, Nordea has redefined the necessary requirements for Bronze customers, leading to a lower number of Bronze customers and a higher number in the category "Other", customers not currently in scope for Nordea's customer programme. For young adults between 18 and 28 years, a special segmentation applies, called the check-in offering.

#### **Distribution strategy**

The distribution strategy is based on accessibility, convenience and multichannel distribution.

Nordea operates a multi-access strategy making it possible for customers to access the bank when and how it suits them. The branches, the contact centres and the e-banking services are the basis for the distribution and offer different elements of service. Products are efficiently sold through all channels. Branches are the centres for developing relationships to customers.

The focus is to developing personto-person relationships between the customers with the most comprehensive needs and a named personal banker.



Nordea has the largest customer base of any financial services group in the Nordic and Baltic Sea region Customers seeking advice are served outside opening hours either by booking meetings with the personal banker or by calling the contact centres.

#### **Corporate customers**

Corporate customers are segmented according to product and service needs, complexity and business volumes into a Corporate Merchant Banking concept for Nordea's largest customers, a Large service concept and a Small and Medium concept.

Financial institutions, including Nordic and international financial institutions and bank groups, are served as a separate customer segment with the same concept as for Corporate Merchant Banking.

# Customer base in the New European Markets

The customer base in Nordea's emerging home markets, New European Markets, covering Russia, Poland, Lithuania, Latvia and Estonia, constitutes close to 600,000 personal customers and 75,000 corporate customers. Additionally, Nordea has approx. 800,000 personal Life & Pensions customers in Poland, mainly within the area of company-paid pensions.

Nordea's strategy within New European Markets is the same as in the Nordic countries, although adapted to local market conditions. The segmentation in Poland and the Baltic countries is similar to the one in the Nordic countries, even if the thresholds for the different segments are adapted to the local markets. In Russia, the current main customer segments are the large and mediumsized corporates. Nordea's aim is to build a well-diversified banking business, also including a household franchise. The ambition going forward is to introduce a similar segmentation as in the Nordic, Baltic and Polish operations.

#### Distribution strategy

Nordea is applying a multi-channel strategy in the Baltic countries, Poland and Russia, where the branch network is the key for developing the customer relationships, supported by contact centres and e-banking capabilities.

In 2007, Nordea established 10 new customer service units in the Baltic countries, making the total number 54. Also, a contact centre was established in Latvia and a new version of Private Netbank was launched in all Baltic countries.

In Poland, Nordea had 85 branches end 2007. The execution of the current plans, the opening of up to 150 new customer service units in the 2007-2009 time period, will develop the operations further and increase the penetration in all customer segments over the coming years.

In Russia, the branch network of Orgresbank is primarily concentrated to the Moscow and St. Petersburg regions and the main target going forward is to further increase the coverage in these areas. Also outside the two major cities, Orgresbank has increased its coverage during 2007.

#### Global and European Business lines

Shipping and Oil services customers are served with a global customer strategy with the same concept as in the upper corporate segments. International Private Banking customers are served on a European basis with similar concepts and in close cooperation with the serving of Nordic Private Banking customers.





### **Personal customers**

The customer programme is a value proposition embedding brand promise, pricing, service level and product solutions into a transparent and competitive offer. On most products Nordea operates with non-negotiable and transparent pricing differentiated in three levels – one for each segment. The non-negotiable pricing is essential in making it possible to ensure that Gold customers get the best prices. Also non-negotiable pricing makes it possible to consistently sell in all distribution channels, including the Netbank.

#### **Gold customers**

The winning formula to leverage the potential in the Gold segment is to have a clear emphasis on relationship banking, creating great customer experiences with the aim of servicing 100% of the customer's wallet as the customer's lifetime financial partner.

#### Value propositions

For no entrance fee, Gold customers are promised the best Nordea has to offer: individual solutions at best prices.

# Individual solutions by personal service

Gold customers get the best service with a personal banker trained to act proactively and supported by a large range of specialists when designing solutions to satisfy the customers individually. Gold customers are offered a regular 360 degree check of their economy based on advisory tools. A 360-degree meeting is a full-range financial analysis and advisory service to the customer

# Individual solutions using the best standardised products

Gold customers are offered superior products, including free GOLD credit cards with travel and purchase insurance.

#### At a fair best price

Gold customers are being offered Nordea's best prices without having to spend time on bargaining.

#### Priority in access to service

Gold customers have direct access to the personal banker within opening hours. Also outside opening hours Gold customers have access to superior advisory service by means of personal meetings with the personal banker or qualified advisers in contact centres.

#### **Business development**

The focus on developing the potential in the customer base continues to be successful, indicated by a 7% increase in the number of Gold customers in 2007. More than one fifth of these customers are new customers to Nordea.

In 2007, business development with personal customers continued to be strong in all product areas through the customer programme and 360-degree meetings.

#### **Nordic Private Banking**

Nordea is the largest private banking supplier in the Nordic Region. The position varies across the Nordic markets reflecting differences in the legacy business. The approx. 90,000 Nordic customers are served out of 73 Private Banking units (co-located with regional branches) and 7 Private Wealth Management units. The latter cater to the high-net-worth subsegment of customers with assets under management above EUR 1m.

Nordic Private Banking has a common platform in place in all Nordic markets with the business being based on the same service concepts, customer segmentation and product offerings.

#### Value proposition

Nordic Private Banking customers in Nordea receive individual services by a professional and active adviser who takes into account the entirety of the customer's financial needs. The variety of needs is tackled with tailormade products and services.

Nordea has a clear emphasis on relationship banking - for personal and for corporate customers

### **Corporate customers**

Core in Nordea's corporate strategy is to create value by relationship banking, through a named relationship manager responsible for developing and organising the customer relationship and having a total view on the customer's business and financial affairs.

Relationship banking means that Nordea promises the customer a longterm relationship, including the willingness to use the bank's balance sheet to commit capital within a short time frame.

The purpose in all segments is to create great customer experiences. This requires understanding of the customer's business as the starting point for all banking activities, whether building the relationship or when creating solutions and developing concepts. Corporate customers are segmented according to product and service needs, complexity and business volumes.

The value proposition towards different segments differ in relation to:

- how much the servicing of the customers is based on individual customer analysis and understanding,
- the level of complexity in the customers' business and the required services,
- the level of expert support,
- to what extent the solutions for customers are completely individually designed,
- the level of managements' involvement in the customer relationship.

#### **Corporate Merchant Banking**

The Corporate Merchant Banking segment serves Nordea's 1,000 largest customers in one central unit in each market.

Nordea holds the leading position in this segment in the Nordic countries, with strong relationships to the majority of the large corporates in the region. Key strengths for Nordea towards this customer group are a highly competent and dedicated staff, a large balance-sheet capacity and proven placing power in the capital markets.

#### Shipping and Oil services

Nordea is one of the world-leading providers of financial services to the shipping, offshore and oil services industries, benefiting from its extensive industry knowledge and sizeable under-writing capacity. In Oslo, a competence centre is located, creating critical mass to service Nordic and global shipping customers.

#### Large corporate customers

For the 15,000 customers belonging to the segment Large, Nordea's competitive strength is to combine the large Nordic resources and competences of the Group with local presence. Customers in this segment are serviced by senior relationship managers (SRM) in 63 corporate competence centres covering the Nordic region.

The SRM is the customers' main contact to the bank and the SRM has the responsibility to create long-term relationships with the customer. Each SRM is supported by the customer team of product specialists, focusing on designing solutions fulfilling the customer needs.

#### Medium-sized corporate customers

Nordea serves 55,000 medium-sized customers by relationship managers situated in selected branches. The value proposition and service concepts for medium-sized corporate are focused on relationship, product range and local presence. Nordea's competitive edge is to leverage the competence and downstreaming product solutions, such as eg derivatives products and other capital markets products, developed to serve customers in the higher segments.

#### Small corporate customers

Nordea serves a large number, approx. 525,000, of smaller customers by Customer Advisers in the Branches. In particular, this relates to the customers having both personal and corporate business in Nordea. A significant growth opportunity arises from cross fertilising the business opportunity by a dedicated sales force capable of handling household products as well as corporate products. The smallest corporate customers having less advanced financial needs are serviced through concepts based on a massmarket approach, scale and multichannel competencies.

### **People forming Great Nordea**

Nordea's 35,000 employees team up to create great customer experiences for the almost 10 million customers in Nordea. They focus on building strong relationships with customers and on living the mission – making it possible.

#### It's all about people

While products and strategies relatively easily can be copied, people in the end are the most determining competitive factor in the financial services industry.

This perspective has become even more visible in the revised Nordea vision:

"The leading Nordic bank, acknowledged for its people, creating superior value for customers and shareholders".

Also, one of the three new values is 'It's all about people'. This value implies a strengthened focus on people and leadership to enable Nordea to reach its growth targets.

#### **Revised People strategy**

In order to remain in the lead, the right competencies and attitudes need to be in place to deliver on our customers' expectations, adjust to changes, and to perform – today and in the future. This is reflected in a new People strategy, developed in 2007. The revised People strategy is addressing five focus areas:

- employer branding,
- recruitment and on-boarding,
- competence management,
- developing talent and
- compensation management.

#### Nordea as an attractive employer

Nordea's ambition is to be the most attractive employer in the financial sector in the Nordic region in order to attract, develop and retain highly competent employees.

There is a clear inter-connection between financial results and the satisfaction and motivation of employees: satisfied staff performs better in all aspects, which in turn influences profitability positively and vice versa. A comprehensive survey, Employer Satisfaction Index (ESI) covering attitudes and satisfaction is carried out every year. It shows the employees' perception of the leadership in Nordea, of their workplace and of the company in general. The results are an important tool used by managers in their ongoing individual dialogues with their teams in order to continuously improve.

Last year's survey proves that the attitudes and levels of satisfaction have improved in many areas. The Nordea employees are becoming even more proud of their company and they recommend Nordea to others. Still external surveys have shown the current position to be below target expectations when it comes to the external employer brand compared to our peer group. Therefore several activities were initiated during 2007. As students are a prioritised target group a focus was put on employer branding activities in most universities and business schools across the Nordic countries.

#### **Great leadership**

The employees' perceptions of their immediate manager performance remain in this year's ESI survey at a high 76 (out of 100), compared to the Nordic financial labour market in general (72). The most important drivers for employees to be satisfied and motivated are the content of their daily work and opportunities for competence development. A new set of leadership competencies based on the new values have been rolled out highlighting how managers should act in Nordea. The professional leadership training programmes are tailormade to go hand in hand with implementing the business strategies covering all from potential managers to top executives.

#### Recruiting the right people

Nordea acknowledges the strengths of diversity in terms of gender, age, education and different cultural background. We also acknowledge that employees have different key personal drivers and career aspirations. In 2007, 3,000 new employees have been recruited and welcomed into the Nordea organisation.





# **Corporate Social Responsibility**

Corporate Social Responsibility (CSR) is the concept whereby a company maintains and enhances its relations with internal and external stakeholders that reach beyond the purely financial performance of its business. Reputation, trust and good business conduct are all important end products of CSR.

Nordea strives for CSR to be an integrated element of the Group's business. The CSR policies and procedures have been developed as reflections of the Group's business strategy and designed to support our business objectives. Managing business ethics and the various risk categories related to the reputation of and trust in Nordea's operations and business, are important elements of protecting and enhancing shareholder value and performing the role as a leading provider of financial services.

Following the introduction of new Nordea values in 2007, a process leading towards a new CSR strategy was initiated. The new strategy will be completed during the first half of 2008 and implemented stepwise. The overall purpose of the new CSR strategy and its related activities is to support the Nordea values and the Group's strategic move towards the state of Great Nordea.

#### A good corporate citizen

Citizenship in general means being a responsible and active member of society. An inherent element of the Nordea Corporate Vision is to be a good corporate citizen, ensuring confidence and trust in the markets where we operate. Nordea does so in a number of ways, and strive to integrate this approach into how Nordea's managers and employees think and act, in order to build and maintain an organisation with high levels of integrity, reliability and responsibility. The Nordea Corporate Citizenship Principles have since 2002 served as the main standard of good corporate citizenship.

#### **Business conduct**

A key focus within Nordea's CSR work is on business conduct and ethics. There is a two-fold reason for this. One reason is that a common set of values and behavioural guidelines is a core element in building a common corporate culture. The other main reason is operational risk. Operational risks, for a bank, stem from human behaviour, procedures and systems. Human behaviour is at the core of this because it is people who make judgements and decisions, define procedures and make systems. In other words, appropriate human conduct is an important risk control mechanism. Nordea has developed a groupwide standard of business ethics, the Nordea Code of Conduct and also specified that in a Guide to Sound Business Relationships.

#### Dialogue and cooperation

Nordea communicates and interacts with the larger society the Group is a part of. Nordea supports the UN Global Compact, which is a set of ten principles for responsible business, and also the UN Environmental Program Finance Initiative (UNEP FI), a charter and a cooperation forum where financial institutions address environmental aspects of their business and operations.

#### New CSR initiatives during 2007

- Nordea adopted the Equator Principles in February 2007
- Nordea (Savings and Asset Management units) signed the United Nations Principles for Responsible Investments (UNPRI) in November 2007.
- An internal Social Responsible Investments (SRI) policy has been developed and is being implemented stepwise starting Q3 2007 by establishing operational procedures, organisation and partnering with third parties helping Nordea executing the strategy.
- Nordea is extending the scope of the tools for evaluating environmental risks in corporate lending also to assess social risk. The extended tools will be implemented during 2008. The extended scope is also reflected in the credit policy and strategy as well as in the credit instructions.
- A strategy process leading towards a new Nordea CSR strategy was initiated during the autumn. This work will continue throughout 2008. For further information on CSR in the Nordea Group, please refer to www. nordea.com/csr.



The leading Nordic bank, acknowledged for its people, creating superior value for customers and shareholders

### **Result summary 2007**

Nordea reports a strong result in 2007, driven by strong revenue growth. The record result was supported by the consistent execution of Nordea's organic growth strategy. The number of customers in the premium segments, private banking and Gold, increased. Volume growth continued in all areas. Deposit margins improved, while lending margins were under pressure.

Total income increased by 7% compared to 2006. On a comparable basis, when excluding the income of EUR 120m from the deposit guarantee refund in Finland in 2007 and the capital gain of EUR 199m from the sale of shares in International Moscow Bank (IMB) in 2006, income increased by 8%.

Total expenses increased by 6%, following increased business volumes, investments in growth areas and wage inflation. With an achieved gap between growth in income and cost of 2.0 %-points, calculated on a comparable basis, the target for the year was met. The gap target was reached, while significant investments have been made in line with the communicated growth strategy and despite difficult market conditions during the autumn.

Profit before loan losses was up 8% to EUR 3,820m and operating profit was EUR 3,883m, up 2%. Riskadjusted profit increased by 15%. Return on equity was 19.7% and the cost/income ratio was stable at 52%. Loan losses were positive at EUR 60m.

The financial market turmoil in the second half of 2007, which strongly affected global financial markets, has had limited effect on Nordea's result, with the impact mainly restricted to the third quarter. This is due to Nordea's limited direct and indirect exposure to the sub-prime market as well as limited exposure to creditlinked structured investment vehicles. Nordea has also benefited from its high-quality balance sheet, well diversified business profile, strong liquidity position and solid funding name.

Nordea's strong performance continued in the fourth quarter, despite the difficult market conditions. The positive trends from previous quarters continued, with double-digit lending volume growth and strong increase in deposits. Lending growth was in particular strong in the corporate segment. Despite signs of stagnating house prices across the Nordic markets, mortgage loans increased at double-digit rates also in the fourth quarter. Deposit volume growth continued, driven by strong inflows into savings accounts.

Assets under Management were largely at the same level as end-2006, with inflows in Private Banking, but a total net outflow reflecting a shift from fund products to savings accounts with high and stable return.

#### Income

Total income increased by 7% to EUR 7,886m. On a comparable basis, when excluding non-recurring items, total income increased by 8%. Net interest income grew by 11% to EUR 4,282m, mainly driven by strong lending and deposit volume growth and increased deposit margins. Lending grew at double-digit rates in all major segments, which compensated for the margin pressure experienced during the year. Total lending to the public increased by 14% to EUR 245bn. The growth rate was stable throughout the year.

Deposit volumes increased by 12% to EUR 142bn, driven by increases in both the household and corporate segments. In particular, inflow into savings accounts was strong, where volumes increased by 21% compared with end-December last year. This reflects customers' demand for lowrisk products and is supported by Nordea's strategy to offer market competitive interest rates. The net inflow on savings accounts was EUR 7.2bn during the year. Deposit margins improved following higher market interest rates, although the strong growth in savings accounts led to unchanged average deposit margins in the fourth quarter.

Strong growth in corporate lending was recorded in the Nordic region in all segments, even though demand related to M&A transactions softened during the autumn. Corporate lending growth the last twelve months was approx. 25% in Norway, 15% in Denmark and Sweden and approx. 10% in Finland. Corporate lending margins decreased during the year, reflecting fierce competition and financial strength among corporate customers leading to higher ratings. Nordea's ambition to increase the riskadjusted margins will continue.

In Institutional and International Banking, net interest income increased by 39% following strong lending growth mainly in New European Markets, but also supported by strong development in Financial Institutions Division and Shipping, Oil Services and International Division. In New European Markets, lending on a comparable basis, excluding Russia, increased by 77%, with a declining growth rate in the fourth quarter, and deposits increased by 35%. This led to an increase in net interest income of 45%. The increase in lending in New European Markets was well balanced between the markets and is an effect of the selective growth strategy, meaning continued prudent risk management and focus on customers in the premium segments.

Assets under Management (AuM) decreased by 1% to EUR 157bn compared to last year, even though average AuM during 2007 was higher than in 2006. In 2007, a net outflow of EUR 2.4bn was reported, mainly due to customers moving assets from equity funds into low-risk savings accounts.

Net commission income increased by 3% to EUR 2,140m. Lending-related commissions increased by 12% to EUR 394m, reflecting the strong lending growth as well as increased guarantee fees. Savings-related commissions grew in total by 7% to EUR 1,408m. Asset management commissions increased by 2%, following modestly higher average AuM in the year and a negative product mix effect, with outflows from various equity funds with high margins to fixed income products.

Total payment commissions were up by 5% to EUR 776m, mainly driven by a strong increase in card commissions of 16%. However, volume and price pressure on domestic payments dampened the growth rate. Total commission expenses increased by 17% to EUR 594m, reflecting increased business volumes and the launch of credit cards to gold customers. These cards include value-added services such as free insurance for customers.

Net gains/losses on items at fair value increased by 15% to EUR 1,187m, despite the difficult market conditions in the second half of the vear. Net gains/losses in Customer areas increased by 10% to EUR 1,048m, driven by a high activity level in all segments within the Capital Markets product area and increased penetration of Nordea's corporate customer base. In Group Corporate Centre, mainly Group Treasury, net gains/losses were EUR 156m, following successful asset and liability management and the appreciation of the OMX shares which contributed with approx. EUR 90m, compared to EUR 17m in 2006. In Life, net gains/losses increased by 8% to EUR 283m.

#### Expenses

Total expenses increased by 6% to EUR 4,066m. Close to half of the increase was due to investments in growth areas, ie increased advisory capacity within Nordic Private Banking, Growth Plan Sweden as well as investments in New European Markets, including Orgresbank. Orgresbank is included in the Income statement from the second quarter. The other half, or approx. 3 %points, was due to increased business volumes and underlying inflation, partly compensated by continued efficiency gains.

Staff costs increased by 6% to EUR 2,388m, reflecting an increased ambition level within growth areas. In total the number of FTEs has during 2007 increased by approx. 2,500 or 8% compared to end of 2006. Excluding Orgresbank, which has contributed with approx. 1,400 FTEs, the number of FTEs has increased with approx. 1,100, or 4%. The cost increase is also explained by general wage inflation and higher variable salaries.

Other expenses amounted to EUR 1,575m, up by 6% compared to last year, due to higher business volumes, investments in growth areas and strategic initiatives.

The cost/income ratio was stable at 52%.

#### Loan losses

Net loan losses were positive at EUR 60m reflecting that recoveries were maintained at a high level while there at the same time was limited need for new provisions. The quality of the credit portfolio remains strong.

#### Net profit

Net profit decreased by 1% to EUR 3,130m. This corresponds to a return on equity of 19.7% and earnings per share of EUR 1.20.

#### Outlook 2008

The turbulent development in international capital markets since last summer, with international equity markets being heavily affected beginning of 2008, has significantly increased the uncertainty for 2008.

Nordic GDP growth is expected to slow down in 2008, however on average still reach above 2%. In the estimates for 2008, Nordea assumes no significant changes in average interest rates during the year. Lower interest rates would negatively impact Nordea's income growth.

Following the strong performance from growth initiatives, Nordea will continue with investments in growth areas, in the Nordic countries and in New European Markets. The increase in the cost base, resulting from growth initiatives, is for 2008 expected to be EUR 100-120m. These initiatives and increased wage inflation are expected to lead to a somewhat higher cost increase in 2008, compared with 2007.

If the economic growth slows down more than now anticipated, Nordea will review the level of growth investments.

Nordea's long-term target, formulated in 2006, is to double the risk-adjusted profit in seven years. Based on the forecast for GDP growth for the Nordic region, as well as for interest rates, the risk-adjusted profit is in 2008 expected to grow in the range of 5-10%.

The overall quality of the credit portfolio remains strong. Nordea has a well diversified portfolio both in terms of geography, with an almost equal distribution between the four Nordic countries, and in terms of industry and corporate/household distribution. Also in the New European Markets, Nordea is confident about its credit risk exposure, even though the macroeconomic situation is likely to gradually affect credit quality. This has been recognised by establishing group wise provisions.

A change in macro-economic outlook is likely to influence the credit climate over time. For 2008 Nordea expects some net loan loss charges, as reversals of previously made provisions are likely to decrease.

The average standard tax rate for Nordea's business based on current tax regulations is approx. 26%. The effective tax rate for 2008 is expected to be 3-5 %-points lower than this average.

### **Nordic Banking**

Within Nordic Banking, Nordea services 6.8 million personal customers signed-in for customer programme and 600,000 active corporate customers. The business is conducted through 13 Regional Banks operating in the four Nordic markets. Nordic Banking is Nordea's largest customer area, which serves personal and corporate customers in the Nordic region.

#### Result 2007

In 2007, income in Nordic Banking increased by 8% to EUR 5,963m. In Denmark, Norway and Sweden the income increased by between 6 and 7% while the income growth in Finland was 12%. Nordea's strong funding base in Finland combined with increased interest level was one of the key drivers for the double-digit income growth.

Net interest income increased by 10% to EUR 3,666m. Strong volume

growth in lending, 14%, offset the pressure on lending margins. Lending margins were down from last year, reflecting continued competition in all segments. The deposits growth was double digit, 11%, and margins increased over the year.

Net commission income increased by 2% to EUR 1,772m impacted by increased lending and guarantee commissions, but also a decline in payment commission income and largely unchanged AuM.

Net gains/losses increased by 17% to EUR 460m reflecting the successful selling of Capital markets products to corporate customers.

Total expenses increased by 4% to EUR 3,002m. Loan losses were positive at EUR 55m.

The number of employees in Nordic banking increased by 456 during 2007. The increased number of employees supported the growth strategy and was mainly related to Growth Plan Sweden, the regional banks in Norway and increased staff in the Contact Centres.

Operating profit increased by 2% to EUR 3,016m. RAROCAR was 26% (25%). The cost/income ratio continued to improve and dropped to 50% (52%).

#### Nordic Banking, operating profit by market

			Nordic l	0		0	Nordic	Banking		Banking		ordic
	]	Fotal	Deni	nark	Fir	land	Noi	way	Sw	veden	Fun	ctions
EURm	2007	2006	2007	2006	2007	2006	2007	2006	2007	2006	2007	2006
Net interest income	3,666	3,328	1,036	956	1,065	927	544	511	984	900	37	34
Net fee and commission income	1,772	1,731	489	511	509	464	170	166	604	600	0	-10
Net gains/losses on items at fair va	lue 460	393	155	125	111	98	80	74	114	95	0	1
Equity method	25	15	25	15	0	0	0	0	0	0	0	0
Other operating income	40	79	2	9	11	28	7	4	15	5	5	33
Total income incl. allocations	5,963	5,546	1,707	1,616	1,696	1,517	801	755	1,717	1,600	42	58
Staff costs	-1,140	-1,064	-360	-341	-292	-283	-163	-149	-300	-279	-25	-12
Other expenses	-1,836	-1,784	-462	-433	-455	-439	-283	-279	-632	-634	-4	1
Depreciations etc.	-26	-28	-2	-9	-2	0	-4	-6	-8	-8	-10	-5
Expenses incl. allocations	-3,002	-2,876	-824	-783	-749	-722	-450	-434	-940	-921	-39	-16
Profit before loan losses	2,961	2,670	883	833	947	795	351	321	777	679	3	42
Loan losses	55	276	1	153	60	28	7	103	-26	-1	13	-7
Operating profit	3,016	2,946	884	986	1,007	823	358	424	751	678	16	35
Cost/income ratio, %	50	52	48	48	44	48	56	57	55	58		
RAROCAR, %	26	25	27	26	38	33	18	19	24	23		
Other information, EURbn												
Lending	207.2	182.1	62.7	54.5	47.5	42.4	37.2	30.4	59.8	54.8		
Deposits	110.1	99.3	31.6	28.1	30.4	26.4	18.8	16.6	29.3	28.1		
Economic capital	7.3	6.7	2.2	2.0	1.9	1.6	1.3	1.1	2.0	2.0		

### Institutional and International Banking

Institutional and International Banking has the global customer responsibility for financial institutions and shipping, offshore and oil services companies. In addition, Nordea's banking activities in Poland, the Baltic countries and Russia are a part of Institutional and International Banking. The activities comprise full-service banking operations in these markets.

#### Result 2007

The business activity within IIB was on a high level during 2007 and solid growth was recorded in all divisions. The market turmoil had an impact on some of the customer segments within the Financial Institutions Division, but less so for the other divisions.

Total income reached EUR 868m for the year, down 6% following higher business volumes, but negatively affected by other income, which was lower than 2006, due to the capital gain of EUR 199m from IMB share sales last year. On a comparable basis, total income was up 12%. The profit and loss statement of Orgresbank was consolidated as of the second quarter and the bank contributed with a total income of EUR 63m.

Net interest income increased by 21% on a comparable basis, ie excluding Russia, supported by high growth in lending as well as deposit volumes. Lending volumes increased by 35% on a comparable basis and deposits grew by 52%. Net commission income reached EUR 257m in 2007, up 8% on a comparable basis. The customer activity continued to be on a high level throughout the year. Net gains/losses at fair value increased by 26%, with strong performance in all areas.

Total expenses amounted to EUR 394m in 2007, up 10%, excluding Orgresbank. Main drivers behind the increase are a higher number of FTEs and increased variable salaries, but also investments within New European Markets. The number of fulltime equivalents (FTEs) was approx. 4,200 by the end of 2007.

The growth in number of staff in 2007, equals to approx. 1,800 FTEs, mainly attributable to New European Markets.

Profit before loan losses amounted to EUR 474m in 2007, down 21% and on a comparable basis, profit before loan losses was up 13%. Operating profit decreased by 17% or increased 20% on a comparable basis, also attributable to positive net loan losses, positively affected by reversals in the transfer risk reserve and negatively affected by an increased groupwise provision for the Baltic countries. Orgresbank contributed with an operating profit of EUR 25m, with a strong fourth quarter. The RAROCAR was 38% in 2007 and the C/I-ratio was 45%.

#### Institutional and International Banking, operating profit by main area

			Finai	ncial	Shippi	ng, Oil	Ne	ew				
			Institu	itions	servio	ces &	Euro	pean	of w	hich		
	То	tal			Intern	ational	Mar	kets	Ru	ssia	Oth	ner
EURm	2007	2006	2007	2006	2007	2006	2007	2006	2007	2006	2007	2006
Net interest income	424	304	65	50	170	155	168	77	56	-	21	22
Net fee and commission income	257	232	136	119	54	45	57	32	7	-	10	36
Net gains/losses on items at fair value	178	141	138	133	13	17	26	14	-1	-	1	-23
Equity method	1	30	0	0	0	0	0	0	0	-	1	30
Other operating income	8	212	0	9	0	3	4	2	1	-	4	198
Total income incl. allocations	868	919	339	311	237	220	255	125	63	-	37	263
Staff costs	-143	-100	-31	-30	-37	-32	-72	-34	-26	-	-3	-4
Other expenses	-243	-214	-143	-140	-13	-11	-67	-40	-12	-	-20	-23
Depreciations etc.	-8	-8	0	0	0	-2	-7	-7	-1	-	-1	1
Expenses incl. allocations	-394	-322	-174	-170	-50	-45	-146	-81	-39	-	-24	-26
Profit before loan losses	474	597	165	141	187	175	109	44	24	-	13	237
Loan losses	5	-19	0	0	2	3	-1	-5	1	-	4	-17
Disposals of tangible and intangible asset	s 0	0	0	0	0	0	0	0	0	-	0	0
Operating profit	479	578	165	141	189	178	108	39	25	-	17	220
Cost/income ratio, %	45	35	51	55	21	20	57	65	62			
RAROCAR, %	38	66	64	54	38	43	23	19	19			
Other information, EURbn												
Lending	24.6	17.0	1.9	1.5	11.1	9.4	9.8	4.6	1.6	0.0	1.8	1.5
Deposits	30.9	20.0	20.3	13.0	6.7	4.5	3.7	2.3	0.6	0.0	0.1	0.1
Economic capital	1.0	0.6	0.2	0.2	0.4	0.3	0.4	0.2	0.1	0.0	0.0	0.0

### Asset Management and Life, product dimension result

Assets under Management (AuM) were EUR 157.1bn end of 2007, down EUR 1.0bn from end of 2006. The decrease was due to overall net outflow of EUR 2.4bn while financial market development contributed positively to AuM growth. However, the financial market volatility in the second half year of 2007 lowered the positive effect of market appreciation considerably.

The growth success of Private Banking continued in 2007 with net inflow of EUR 4.3bn. Nordic Private Banking grew significantly in 2007 with approx. 150 new colleagues net and 13,000 new customers, an increase by 16% from last year.

In spite of volatile equity markets and a general increase in interest rate, the full-year investment return ended at a level of 3.6%, reflecting a balanced asset mix. The financial buffers were only down EUR 46m compared to last year ending at EUR 2,231m, or 10% of the Life provisions. Nordea has a satisfactory level of buffers in all markets.

Total income in Asset Management was EUR 761m in 2007, up 4% compared with last year. Income growth was dampened by lower AuM. The product result was EUR 380m, up 4%.

The Life & Pensions product result for 2007 was an all time high at EUR 274m, up 13%.

The market consistent embedded value (MCEV), the method by which Nordea measures value creation in its Life business, was EUR 3,189m at the end of 2007 compared to EUR 2,873m end 2006. Value of new business was EUR 194m reflecting a good premium income from new sales.

#### Volumes and inflows - Asset Management

		2007		2006
EURbn	2007	Inflow	2006	Inflow
Nordic Retail funds	34.4	-2.7	37.2	-4.1
European Fund Distribution	3.6	-1.8	5.7	-1.6
Private Banking Activities				
Nordic Private Banking	45.7	3.7	42.3	5.7
International Private Banking	9.6	0.6	9.2	-0.1
Institutional customers	24.9	-2.5	26.1	3.2
Life & Pensions	38.8	0.3	37.6	1.0
Total	157.1	-2.4	158.1	4.1



### **Risk, Liquidity and Capital management**

Risk, liquidity and capital management are key success factors in the financial services industry. Exposure to risk is inherent in providing financial services, and Nordea assumes a variety of risks in its ordinary business activities, the most significant being credit risk related to lending and other main risks being market risk, operational risk and liquidity risk.

The maintenance of risk awareness in the organisation is incorporated in Nordea's business strategies. Nordea has clearly defined risk, liquidity and capital management frameworks, including policies and instructions for different risk types and for the capital structure.

#### Prudent risk management

The Chief Risk Officer (CRO) is responsible for the Group's credit, market, operational and liquidity risk management framework, including policies, instructions and guidelines as well as for the credit decision process and the credit control processes.

Each customer area, product area and risk-taking unit is primarily responsible for managing the risks in its operations, including identification, control and reporting.

Capital requirement and RWA

Credit risk is the risk of loss if counterparts of Nordea fail to fulfil their agreed obligations and that the pledged collateral does not cover Nordea's claims.

Market risk is the risk of a loss in the market value of portfolios and financial instruments or an adverse effect on earnings or equity capital as a result of movements in financial market variables.

Operational risk is defined as the risk of direct or indirect loss, or damaged reputation resulting from inadequate or failed internal processes, from people and systems, or from external events.

#### Strong liquidity position

Liquidity risk is the risk of being able to meet liquidity commitments only at increased cost or, ultimately, being unable to meet obligations as they fall due.

Nordea's liquidity management is based on policy statements, which stipulate that Nordea's liquidity management reflects a conservative attitude towards liquidity risk. Nordea strives to diversify the Group's sources of funding and seeks to establish and maintain relationships with investors in order to manage the market access.

A broad and diversified funding structure is reflected by the strong presence in the Group's four domestic markets in the form of a strong and stable retail customer base and the variety of funding programmes.

#### Efficient use of capital

The Chief Financial Officer (CFO) is responsible for the capital planning process, including capital adequacy reporting and for liquidity and balance sheet management.

Nordea strives to attain efficient use of capital through active management of the balance sheet with respect to different asset-, liability- and risk categories. The goal is to enhance returns to the shareholder while maintaining a prudent risk and return relationship.

The capital adequacy ratios, Tier 1 ratio and Capital ratio, are calculated as Tier 1 capital and Capital base respectively in relation to the Group's risk weighted amounts (RWA), calculated in accordance with the Basel II framework. RWA is a measure of the risks in assets and financial instruments.

Nordea aims at a Tier 1 capital ratio above 6.5% and a total capital ratio not lower than 9%. Nordea maintains its target capital via its dividend and share buy-back policy as well as active management of its risk profile.

	31 Dec 2007	31 Dec 2007	31 Dec 2006
	Capital	Basel II	Basel I
EURm	requirement	RWA	RWA
Credit risk	12,556	156,952	176,329
IRB foundation	6,709	83,865	-
- of which corporate	5,899	73,736	-
- of which institutions	744	9,302	-
- of which other	66	827	-
Standardised	5,387	67,342	-
- of which retail	3,953	49,414	-
- of which sovereign	19	243	-
- of which other	1,415	17,685	-
Basel I reporting entities	460	5,745	-
Market risk	284	3,554	9,069
Operational risk	878	10,976	-
Subtotal	13,718	171,482	185,398
Additional capital require	ement		
according to transition ru	les 2,649	33,103	-
Total	16,367	204,585	185,398

#### Capital adequacy ratios, EURbn

3	1 Dec 2007	31 Dec 2006
RWA with transition rules	204.6	185.4
RWA Basel II (pillar 1) before transition rule	s 171.5	-
Regulatory Capital requirement with		
transition rules	16.4	14.8
Capital base	18.7	18.2
Tier 1 capital	14.2	13.1
Tier 1 ratio with transition rules (%)	7.0%	7.1%
Tier 1 ratio before transition rules (%)	8.3%	-
Capital ratio with transition rules (%)	9.1%	9.8%

# **Income statement**

Group			
EURm	2007	2006	Change %
Net interest income	4,282	3,869	11
Net fee and commission income	2,140	2,074	3
Net gains/losses on items at fair value	1,187	1,036	15
Equity method	41	68	-40
Other income	236	318	-26
Total operating income	7,886	7,365	7
Staff costs	-2,388	-2,251	6
Other expenses	-1,575	-1,485	6
Depreciation of tangible and intangible assets	-103	-86	20
Total operating expenses	-4,066	-3,822	6
	2 0 2 2	0 5 4 0	
Profit before loan losses	3,820	3,543	8
Loan losses	60	257	
Disposal of tangible and intangible assets	3	8	
Operating profit	3,883	3,808	2
Income tax expense	-753	-655	15
Net profit for the year	3,130	3,153	-1
Business volumes, key items			
EURbn	2007	2006	Change %
Loans and receivables to the public	244.7	214.0	14
Deposits and borrowings from the public	142.3	126.5	12
of which saving deposits	40.8	33.6	21
Assets under management	157.1	158.1	-1
Technical provisions, Life	32.1	30.8	4
Equity	17.2	15.3	12
Total assets	389.1	346.9	12
Ratios and key figures			
	2007	2006	
Earnings per share (EPS), EUR	1.20	1.21	
Earnings per share (EPS), after full dilution, EUR	1.20	1.21	
Share price, EUR	11.42	11.67	
Total shareholder return, %	6.4	32.3	
Proposed/actual dividend per share, EUR	0.50	0.49	
Equity per share <sup>1)</sup> , EUR	6.58	5.89	
Shares outstanding, millions	2,593	2,591	
Shares outstanding after full dilution, millions	2,594	2,591	
Return on equity, %*	19.1	21.4	
Cost/income ratio, %*	52	53	
Tier 1 capital ratio, %	7.0	7.1	
Total capital ratio, %	9.1	9.8	
Tier 1 capital, EURm	14,230	13,147	
Risk-weighted amounts <sup>2)</sup> , EURbn	205	185	
Number of employees (full-time equivalents, FTEs)	31,721	29,248	
Risk-adjusted profit, EURm	2,417	2,107	
Economic profit, EURm	1,585	1,412	
Economic capital, EURbn	10.2	9.3	
EPS, risk-adjusted, EUR	0.93	0.81	
RAROCAR, %	23.6	22.7	
MCEV, EURm	3,189	2,873	

Equity excluding minority interests and revalutation reserves.
 RWA according to Basel I for the year 2006.

\* For comparison reasons two major non-recurring items have been excluded. For 2007 the refund from the Finnish deposit guarantee system of EUR 120m and for 2006 the capital gain from the IMB sale of EUR 199m, both reported as Other income.

# **Balance sheet**

F ..

Group EURm	31 Dec 2007	31 Dec 2006
Assets		
Cash and balances with central banks	5,020	2,104
Treasury bills and other eligible bills	8,503	6,678
Loans and receivables to credit institutions	24,262	26,792
Loans and receivables to the public	244,682	213,985
Interest-bearing securities	35,472	29,066
Financial instruments pledged as collateral	4,790	10,496
Shares	17,644	14,585
Derivatives	31,498	24,207
Fair value changes of the hedged items in portfolio hedge of interest rate risk	-105	-37
Investments in associated undertakings	366	398
Intangible assets	2,725	2,247
Property and equipment	342	307
Investment property	3,492	3,230
Deferred tax assets	191	382
Current tax assets	142	68
Retirement benefit assets	123	84
Other assets	7,724	10,726
Prepaid expenses and accrued income	2,183	1,572
Total assets	389,054	346,890
Liabilities		
Deposits by credit institutions	30,077	32,288
Deposits and borrowings from the public	142,329	126,452
Liabilities to policyholders	32,280	31,041
Debt securities in issue	99,792	83,417
Derivatives	33,023	24,939
Fair value changes of the hedged items in portfolio hedge of interest rate risk	-323	-401
Current tax liabilities	300	263
Other liabilities	22,860	22,177
Accrued expenses and prepaid income	2,762	2,008
Deferred tax liabilities	703	608
Provisions	73	104

 Provisions
 73
 104

 Retirement benefit obligations
 462
 495

 Subordinated liabilities
 7,556
 8,177

 Total liabilities
 371,894
 331,568

Equity		
Minority interests	78	46
Share capital	2,597	2,594
Other reserves	-160	-111
Retained earnings	14,645	12,793
Total equity	17,160	15,322
Total liabilities and equity	389,054	346,890
Assets pledged as security for own liabilities	17,841	18,136
Other assets pledged	6,304	3,053
Contingent liabilities	24,254	22,495
	97.00/	80,601
Commitments excluding derivatives	87,006	00,001
Commitments excluding derivatives Derivative commitments	3,405,332	2,538,489

### **Annual General Meeting 3 April 2008**

Nordea's Annual General Meeting (AGM) 2008 will be held on Thursday 3 April at 13.00 CET at the Aula Magna, at Stockholm University, Frescativägen 6, Stockholm.

### Visit nordea.com for further information about the Annual General Meeting 2008

#### Notification of participation etc

Shareholders who wish to participate in the AGM shall be entered in the share register maintained by the Swedish Securities Register Center (VPC AB) not later than 28 March 2008 and notify Nordea. Shareholders whose shares are held in custody therefore must temporarily re-register their shares in their own names with VPC AB in order to be able to participate. This applies for example to holders of Finnish Depositary Receipts in Finland and holders of shares registered in Værdipapircentralen in Denmark. Such re-registration must be effected in VPC AB in Sweden on 28 March 2008. This means that the shareholder in good time prior to this date must inform the trustee about this.

# Shareholders registered in VPC AB in Sweden

Notification of participation in the AGM must be made to Nordea Bank AB (publ) at the latest on 28 March 2008 at 13.00 Swedish time at the following address: Nordea Bank AB (publ), Custody Operations, A 204, SE- 105 71 Stockholm, or by telephone +46 8 614 97 10, or by fax +46 8 791 76 45, or on Nordea's web page www.nordea.com.

#### Holders of Finnish Depositary Receipts (FDR) in Finland

Notification of participation in the AGM and re-registration of shares to VPC AB must be made at the latest on 27 March 2008 at 12.00 noon Finnish time to Nordea Bank Finland Plc, 2698 Corporate Actions, 00020 Nordea, or by telephone +358 200 35352 or +358 200 15151 or fax +358 9 637 256, or on Nordea's web page www.nordea. com.

#### Shareholders registered in Værdipapircentralen in Denmark

Notification of participation in the AGM and re-registration of shares to VPC AB must be made at the latest on 27 March 2008 at 12.00 noon Danish time to Nordea Bank AB (publ), c/o VP Investor Services, Helgeshøj Allé 61, P.O. Box 20, DK-2630 Taastrup, or by telephone +45 4358 8866 or fax +45 4358 8867, or on Nordea's web page www.nordea. com

This Summary contains forward-looking statements that reflect management's current views with respect to certain future events and potential financial performance. Although Nordea believes that the expectations reflected in such forward-looking statements are reasonable, no assurance can be given that such expectations will prove to have been correct. Accordingly, results could differ materially from those set out in the forward-looking statements as a result of various factors. Important factors that may cause such a difference for Nordea include, but are not limited to: (i) the macroeconomic development, (ii) change in the competitive climate and (iii) change in interest rate level. This report does not imply that Nordea has undertaken to revise these forward-looking statements, beyond what is required by applicable law or applicable stock exchange regulations if and when circumstances arise that will lead to changes compared to the date when these statements were provided.