

Nordea Investor Day in London

May 11, 2017





Nordea Personal Banking

Business Areas Presentation Day

Topi Manner

May 11, 2017

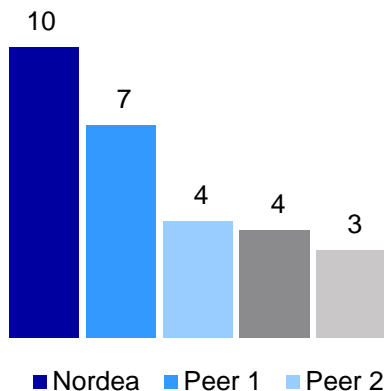


Starting from a strong position

Largest Nordic customer base

Retail & Private Banking customers

Millions



Strong local market position

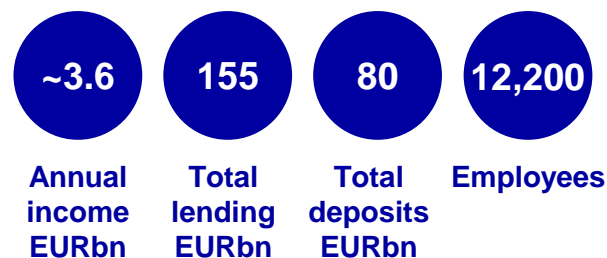
Market share household lending



#1 position across Nordics

Sizeable books and staff to leverage

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



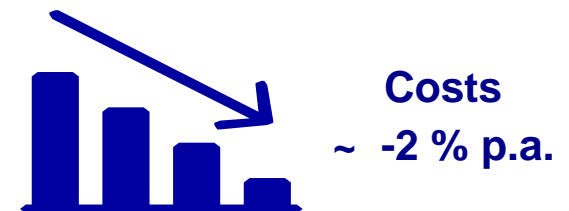
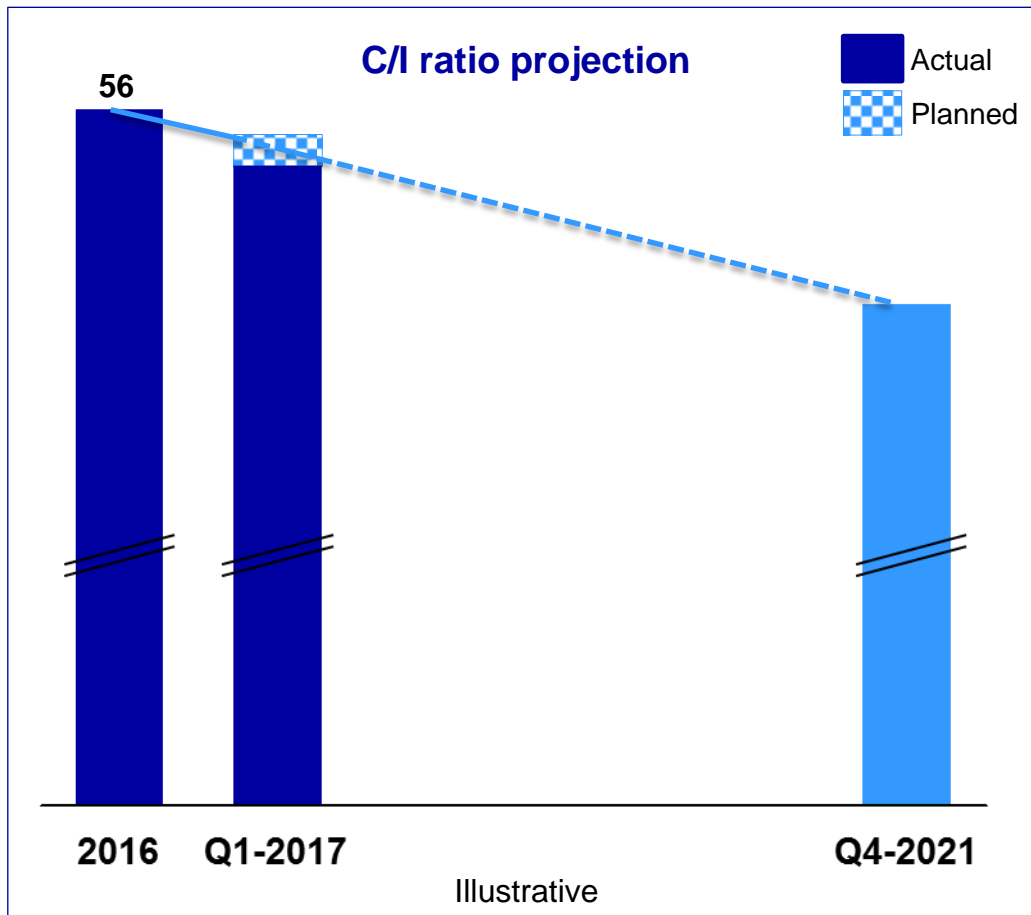
Anywhere and anytime



**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

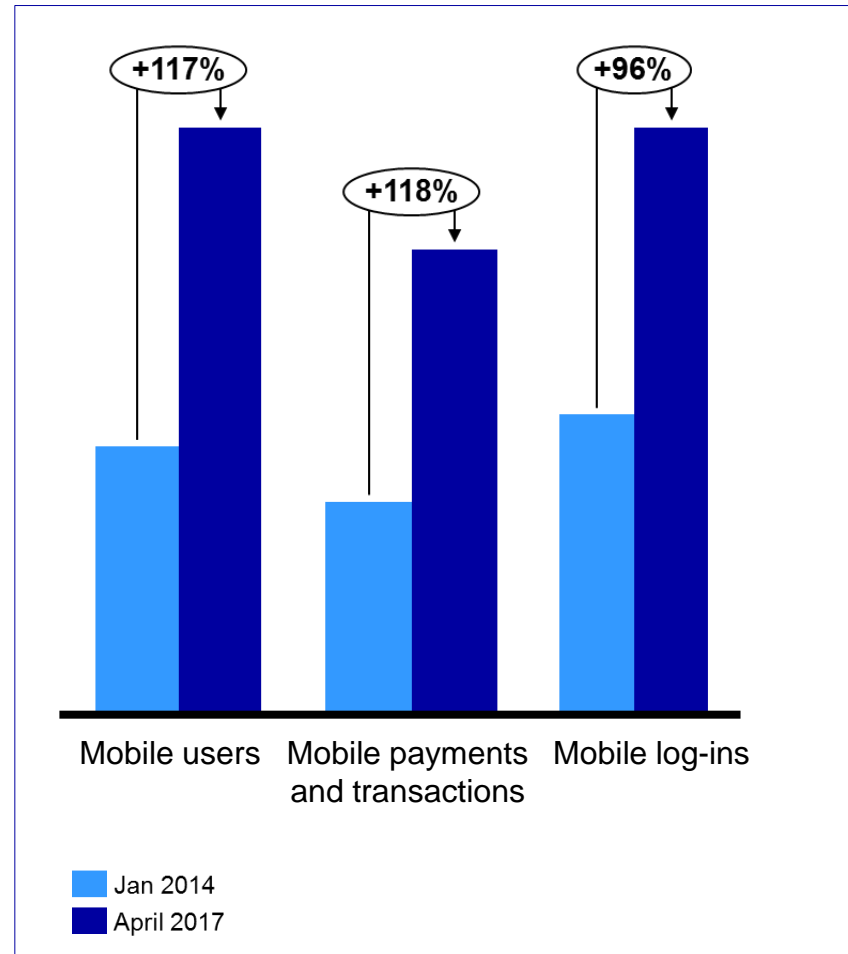
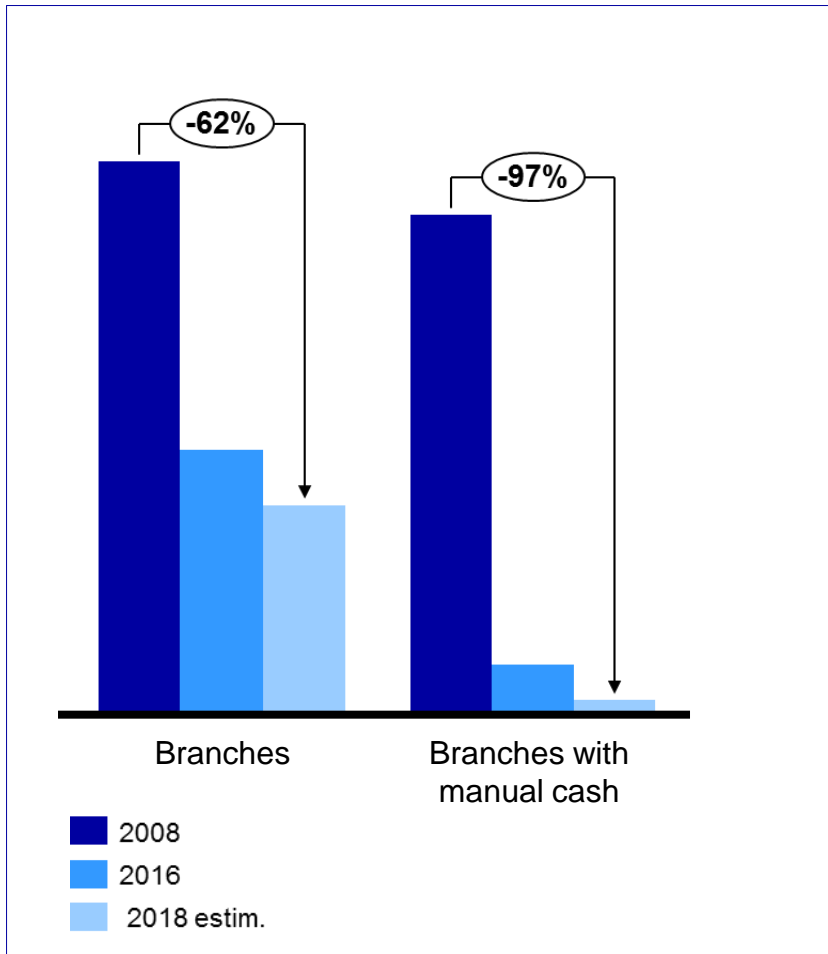
Consumer Banking



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



Fast access to advisor



Smooth home buying



Multi-channel savings and investment advice

Simplifying for a flexible and efficient Digital Factory



- Short time to market
- Optionality
- Scale benefits

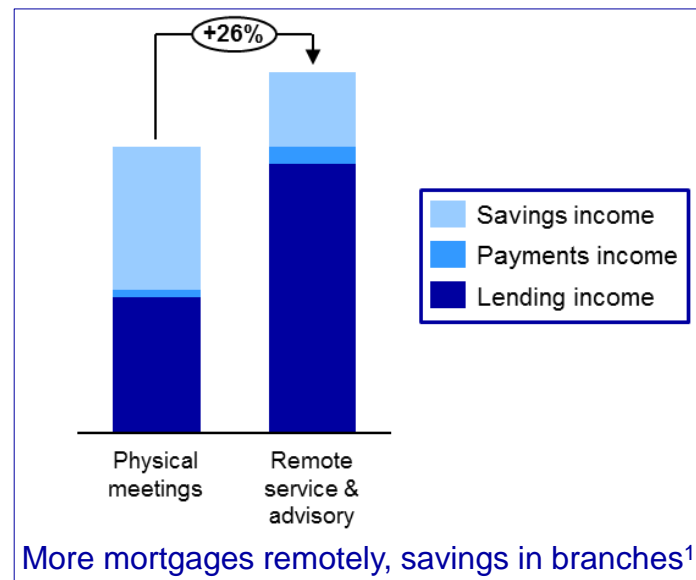
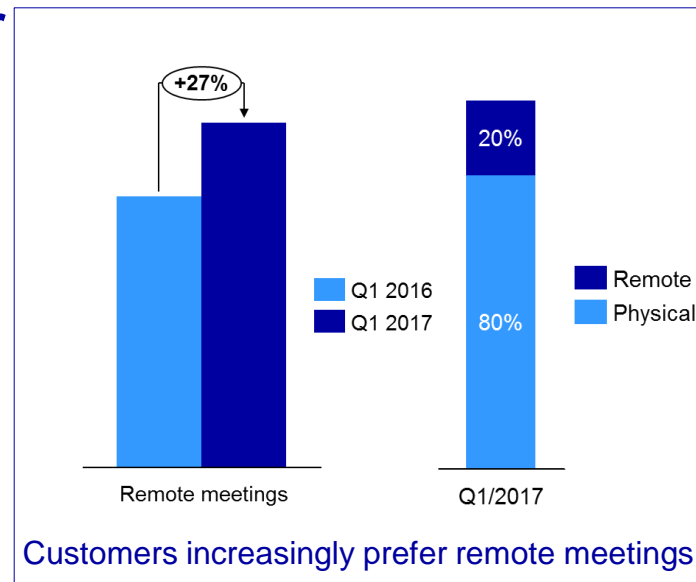
Remote service & advisory drive higher customer satisfaction and productivity

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

**More
specialised
customer
service &
advisory roles**

**Productivity
improvement both
for customers and
Nordea**

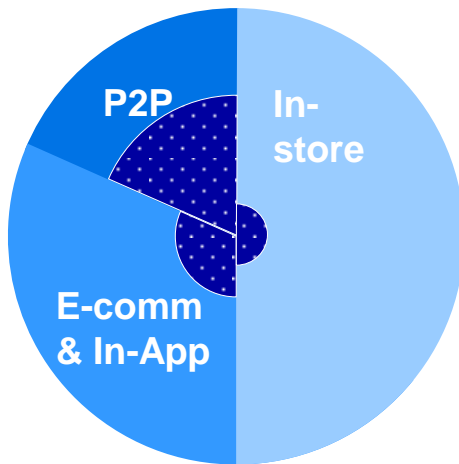
**Already significant and
increasing income**



Mobile payments: Well-positioned for growth

Easy payments and value-added services through Nordea Wallet

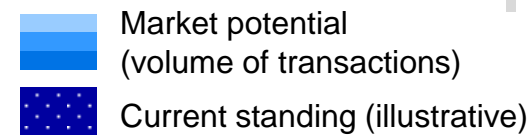
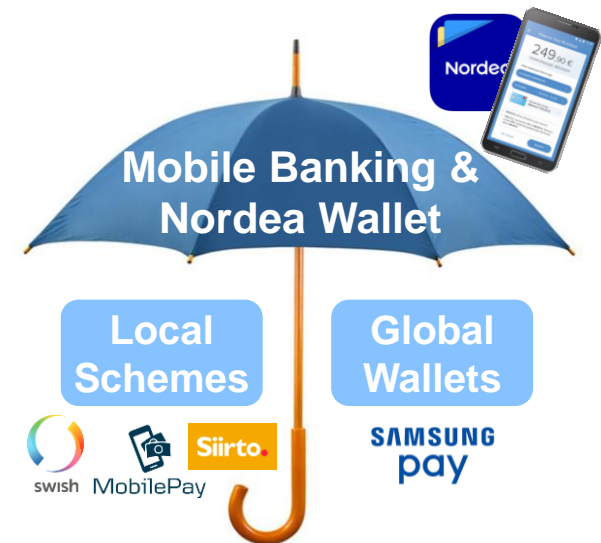
Large market potential to grow



Key drivers for Nordea

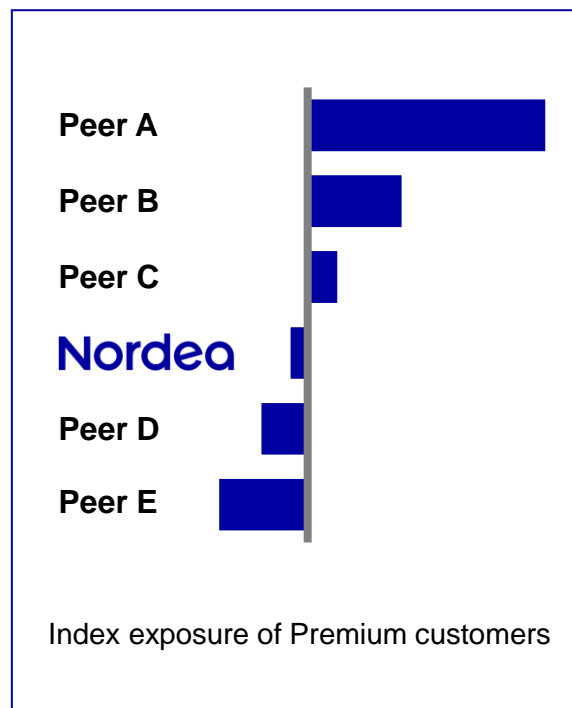
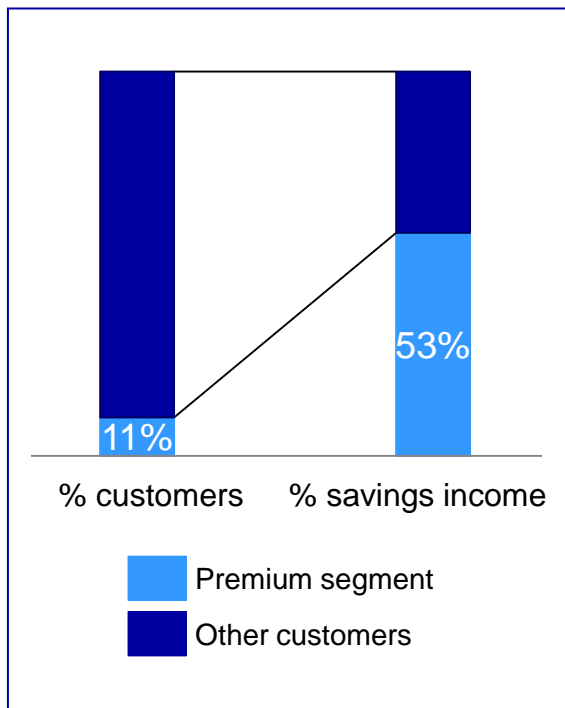
- Data to support relationship model
- Secure customer experience and loyalty in PSD2 world
- Offer data-driven value-added services
- Strategic optionality

Our solution



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

Segment already drives significant savings & investment income

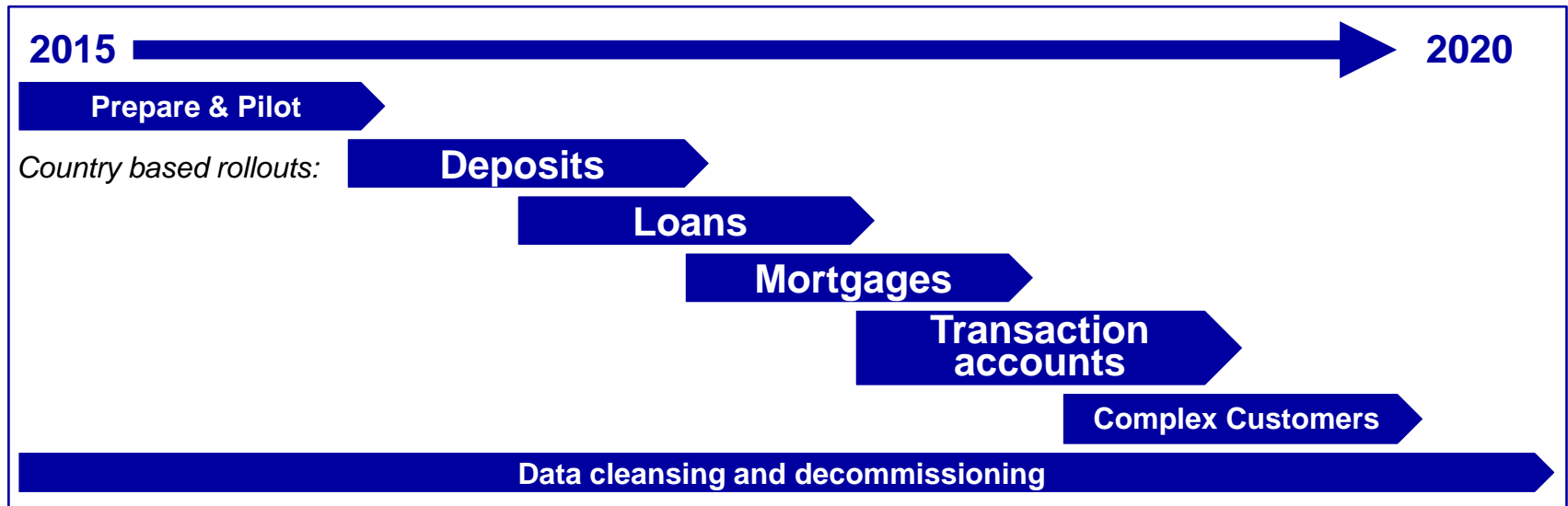


- Further penetration opportunity within existing customer base
- Opportunity to reach natural market share in this segment

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

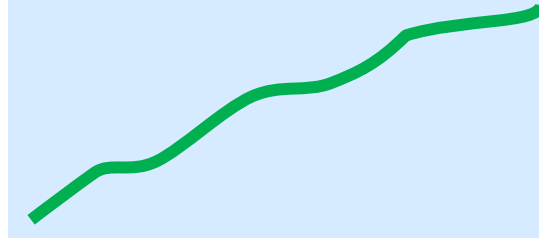
Credit risk well diversified across the Nordic countries

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!

Topi.Manner@nordea.com

