

SEB creates value

Customer centricity, long-term perspectives and financial strength form the foundation for meeting the expectations of customers, employees and society at large. Ultimately, this creates value for the shareholders.

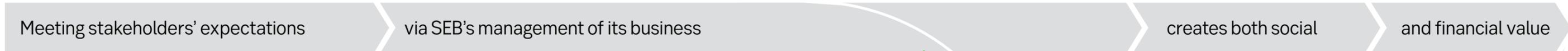
Value creation based on trust

Banks play a fundamental role in society by acting as an intermediary providing, and advising on, a wide range of financing and savings solutions, risk management and payment services for all types of customers. SEB's operations impact – and is impacted by – customers, shareholders, employees and society. Without their trust, the bank cannot function. This is why the bank adapts to a changing environment, acts in accordance with regulations and

expectations, and strives to provide services that are insightful, transparent and accessible on customers' terms.

In addition, high ethical standards are being upheld internally in order to maintain the stakeholders' trust. SEB's Code of Conduct, internal rules and procedures are in place, supported by a culture based on openness, business acumen and SEB's core values.

▶▶ [Read more about the Code of Conduct on p. 28 and on sebgroup.com](#)



Customers
1.7 million corporate and private customers
 The customers' needs are at the core of the bank's business. Customers' high expectations on service and quality advice as well as sustainable solutions drive the bank's business development and offerings.



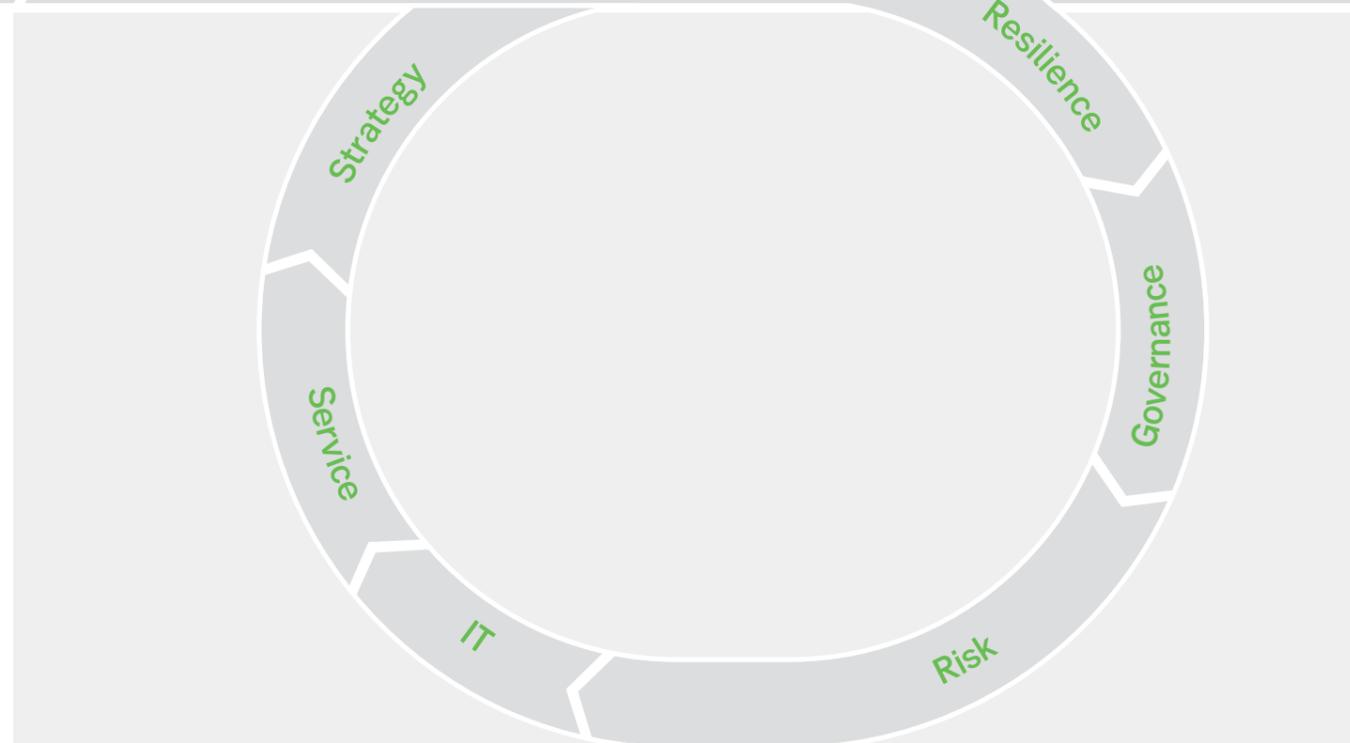
Shareholders
269,000 shareholders
 The capital provided by SEB's shareholders is a prerequisite for conducting the bank's business. The shareholders expect a competitive and sustainable return on their capital. Many of the major owners have a long-term perspective on their engagement in the bank.



Employees
15,000 employees
 SEB's employees build and deepen customer relationships. Their commitment, skills and continuous learning are key success factors for the bank's business and future development.



Society
Society at large
 Banks play an integral role in society and are vital for creating economic growth and social value. With this comes an expectation that the bank takes great responsibility for how it acts, to enable society to continue to develop in a sustainable way.



Strategy

Long-term strategy
 SEB's strategy is built on developing deep customer relationships with a long-term perspective.
 ▶▶ [See p. 9.](#)

Service

Customer-oriented offering
 Proactive quality advice and a holistic offering are provided at the customers' convenience, based on customer insights.
 ▶▶ [See p. 16–21.](#)

IT

Secure and functional IT
 The IT structure promotes stability in the daily operation and agile development of products and services.
 ▶▶ [See p. 48 and p. 7 in the Sustainability Overview.](#)

Resilience

Financial strength
 Financial strength gives the resilience and flexibility required to serve customers over the long term.
 ▶▶ [See p. 9, 32 and 44.](#)

Governance

Solid corporate governance
 Corporate governance is based on clear allocation of responsibility, a well developed structure for internal control and owner involvement.
 ▶▶ [See p. 52.](#)

Risk

Sound risk culture
 To meet customers' needs SEB assumes and manages risks. SEB knows its customers well and risks are mitigated by prudence, risk awareness and expertise throughout the organisation.
 ▶▶ [See p. 44.](#)

For customers

By providing proactive advice and a wide range of convenient services, SEB supports its customers' long-term aspirations and adds value in all phases of life of individuals and development stages of companies and institutions.
 ▶▶ [See p. 16–21.](#)

For shareholders

Dividends and potential increases in market value over time contribute to shareholders' financial security and enable new investments. SEB's competitiveness is increased and long-term risks are reduced through the integration of environmental, social and governance aspects.
 ▶▶ [See p. 29.](#)

For employees

The employees take part in, and value, the opportunities for learning and further development that are integrated in SEB's business. Employees also participate in the many partnerships that SEB supports to help communities develop and prosper.
 ▶▶ [See p. 26.](#)

For society at large

SEB intermediates financial solutions, provides payment services and manages risks, which together promote economic growth and prosperity. SEB pays taxes and fees according to local rules where it operates. SEB takes responsibility as a provider of financing and as an asset manager and works proactively with environmental, social and governance issues.
 ▶▶ [See p. 22.](#)

Total distribution of financial value **SEK 58.2bn** for 2017

