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President & CEO, SEB

A background image of the London skyline, featuring the Houses of Parliament and Big Ben. The image is partially obscured by a large, wavy green graphic element that flows across the top and bottom of the slide. The text is overlaid on the right side of the image.

BoA Merrill Lynch
Banking & Insurance
CEO Conference
London

5 October 2011

SEB today

1

Stability



2

Sustainable growth



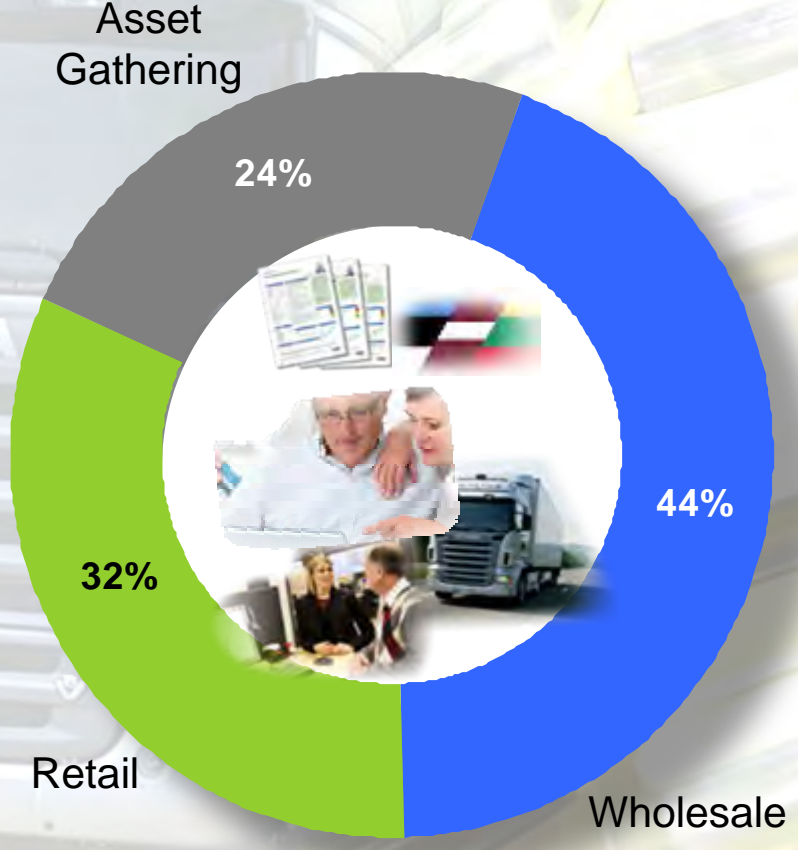
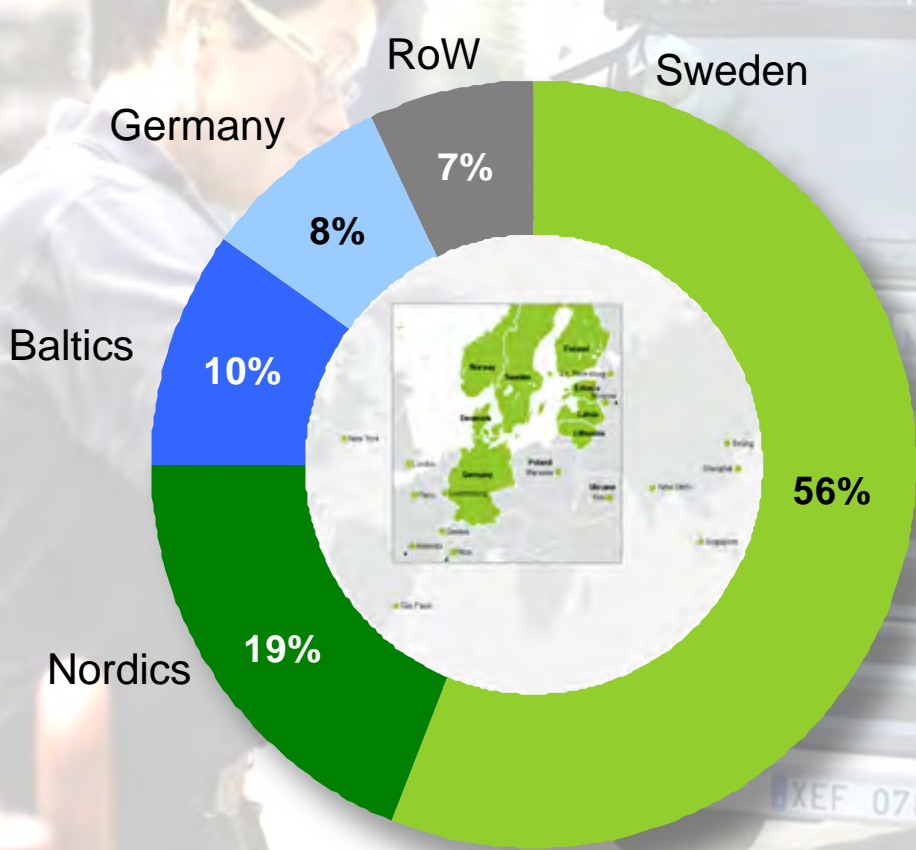
3

Continuous improvement



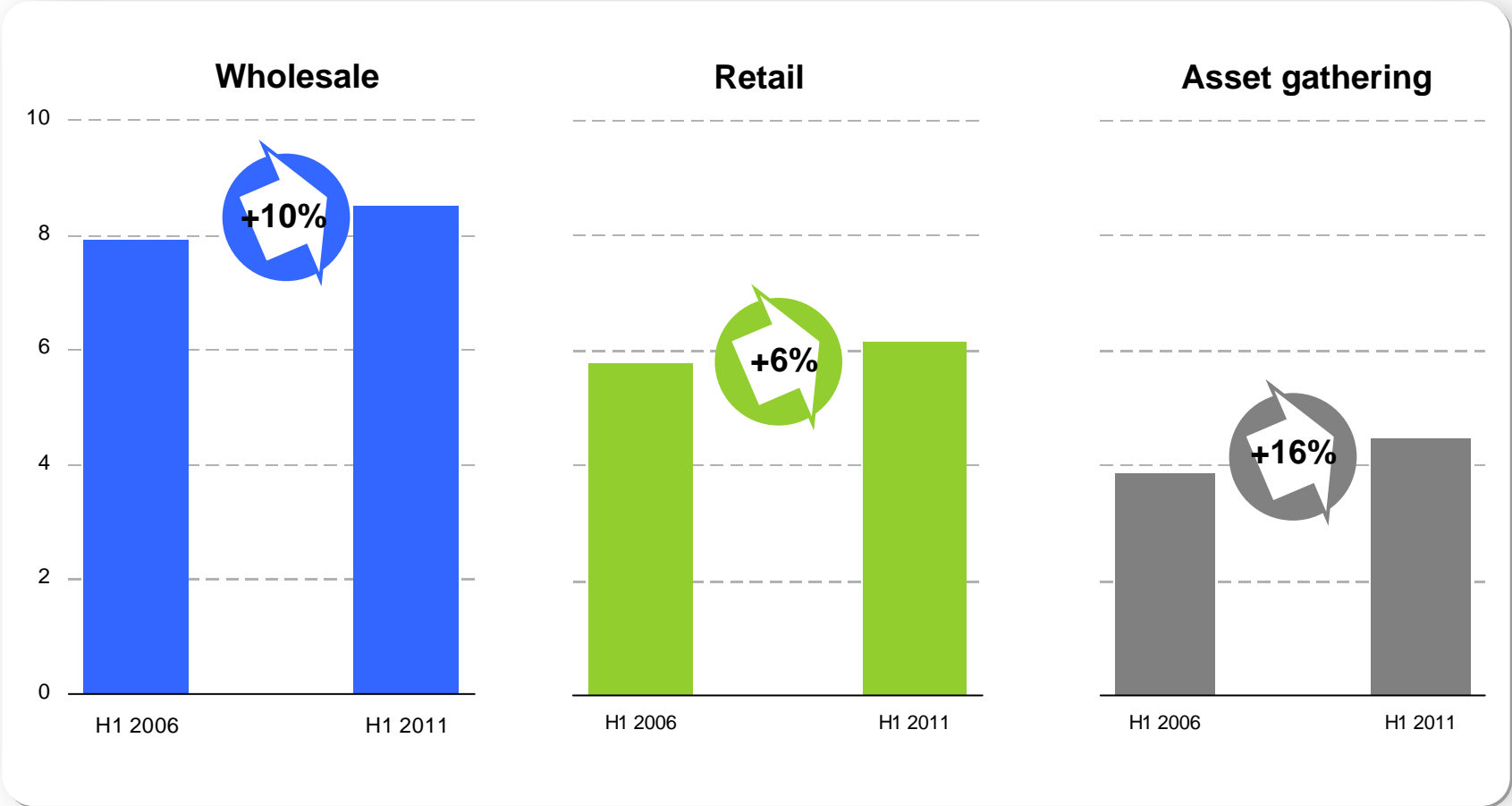
Relationship bank with diversification

Share of operating income H1 2011



Stable growth in all business areas

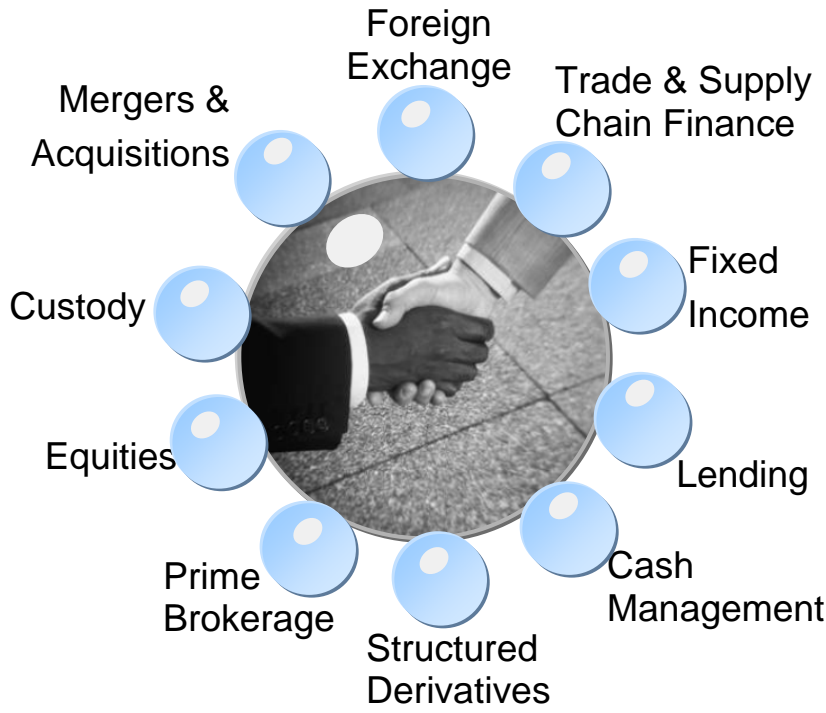
Income, SEK bn



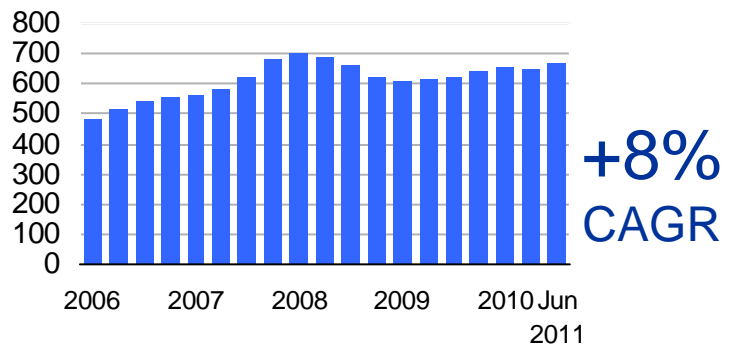
Wholesale franchise

We work close to our customers

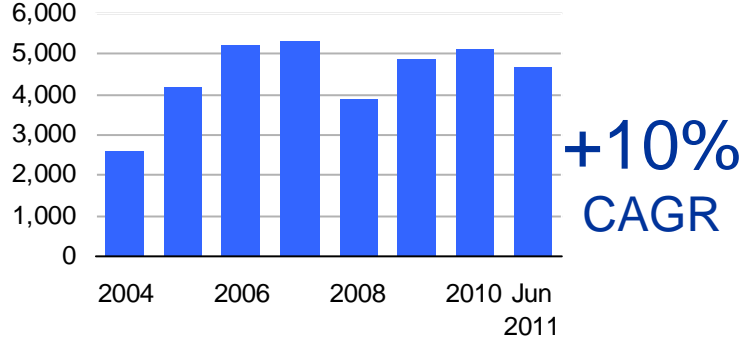
Leading product offering



Corporate portfolio (SEK bn)



Assets under custody (SEK bn)



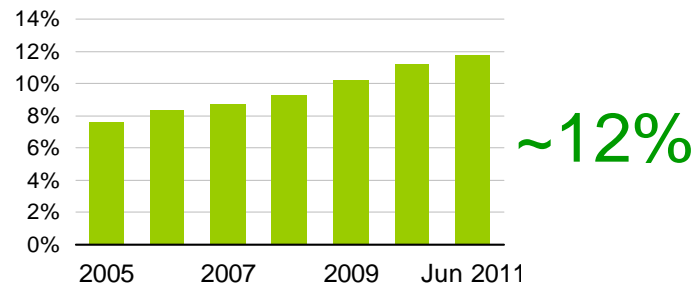
Retail franchise

Simplicity and accessibility

Availability



SME market share



Offerings



Retail deposits



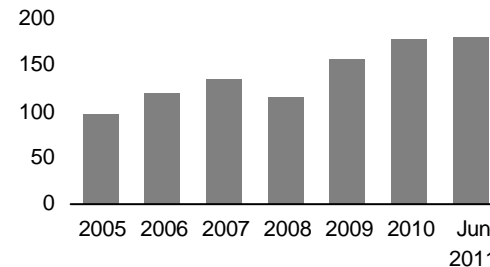
Asset gathering

Full range of savings products through bancassurance model



Unit-linked AuM

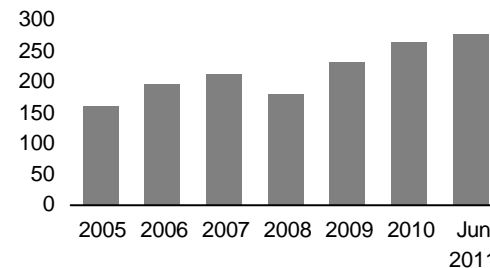
(SEK bn)



+13%
CAGR

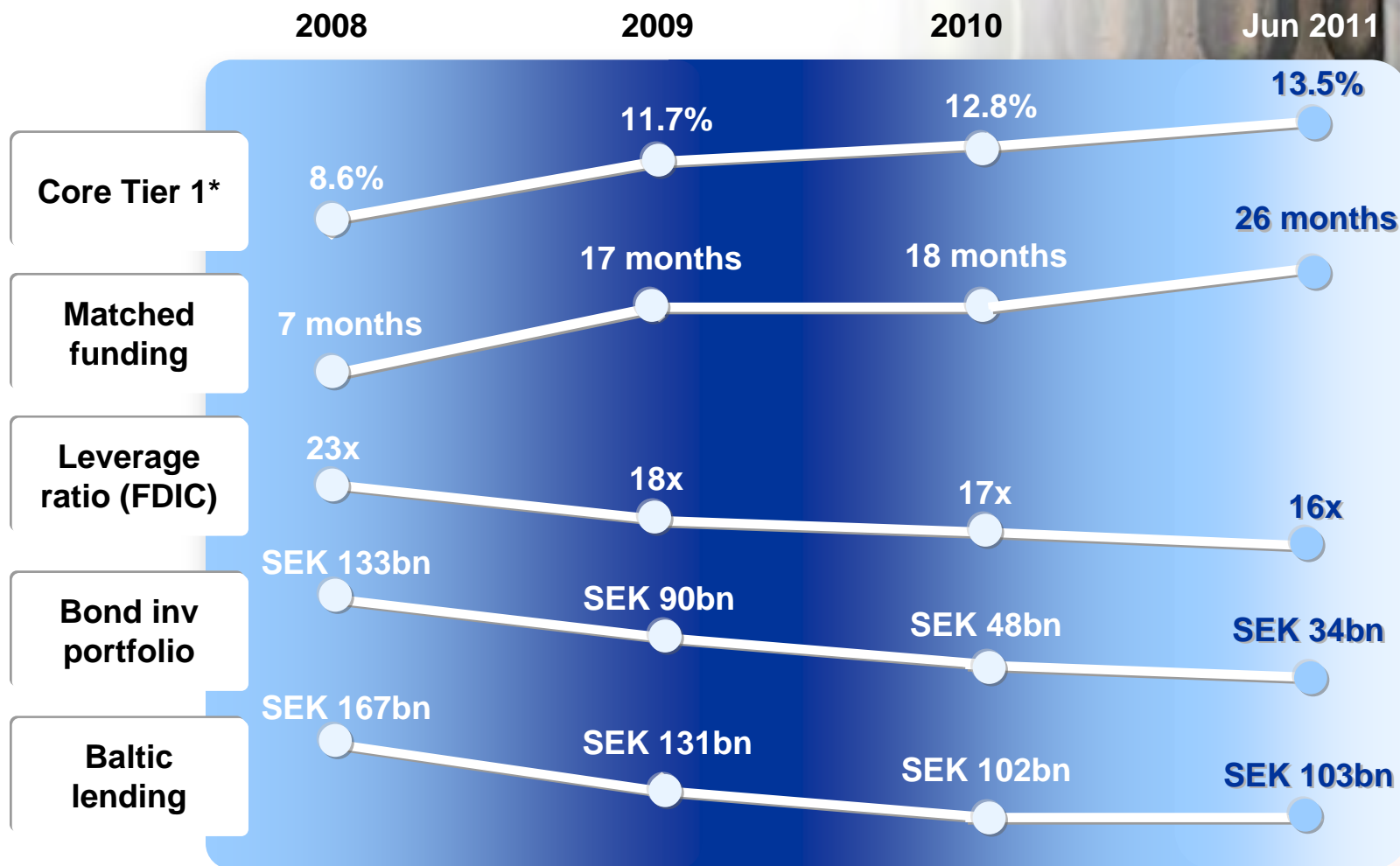
Private Banking AuM

(SEK bn)



+11%
CAGR

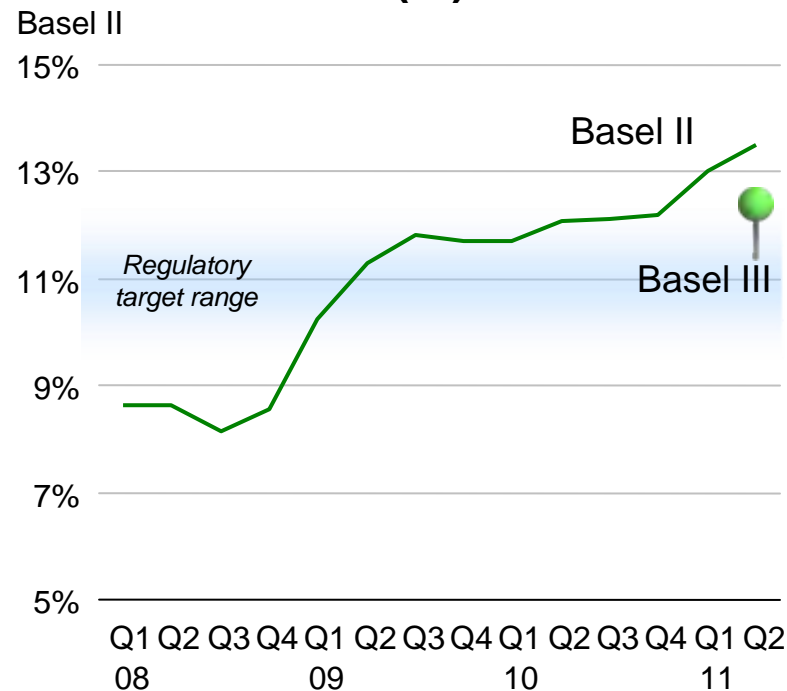
Balance sheet strength



* Basel II without transitional floor; 2010 pro forma for disposal of German retail

Strong capital situation

Core Tier 1 ratio (%)

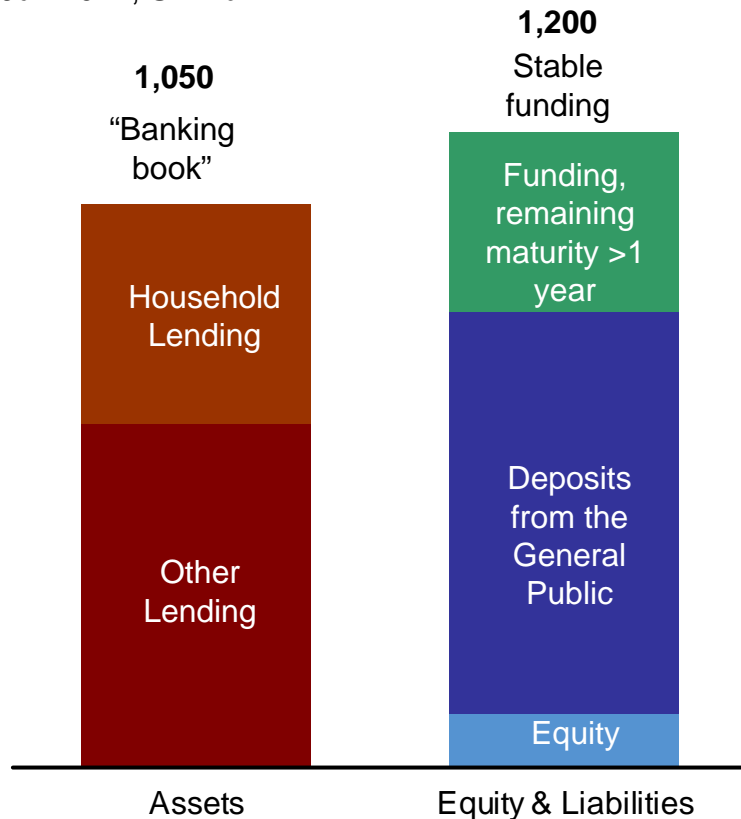


- ✓ Strong capital formation
- ✓ Maintain buffer to minimum regulatory levels
- ✓ Capacity to issue additional tier 1 instruments and return capital to shareholders in future

Solid funding and deposit situation

Balance sheet structure

Jun 2011, SEK bn



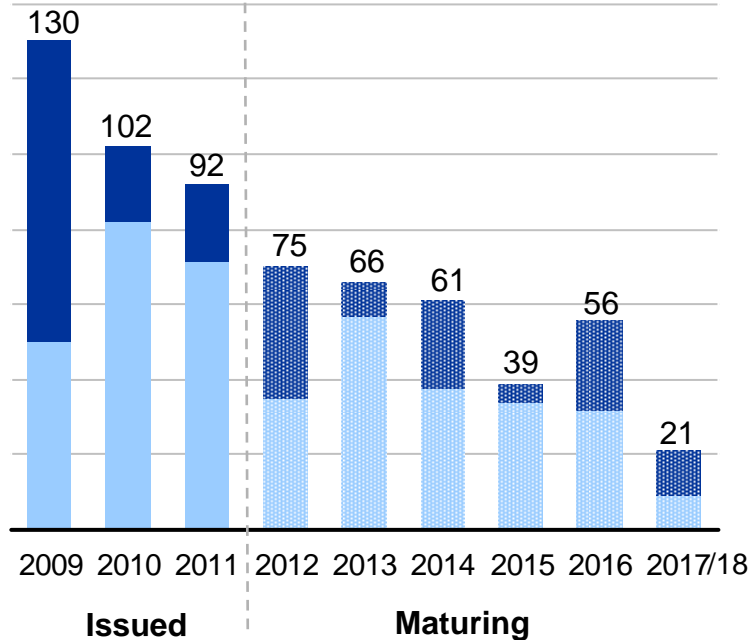
+150bn more stable funding

- ✓ Structurally sound balance sheet
- ✓ Loan-to-deposit ratio excluding household mortgage lending 100%
- ✓ Unutilised capacity for covered bonds SEK ~100bn

Resilient long-term funding position

Funding raised with original maturity >1 year

Senior unsecured bonds
Swedish covered bonds



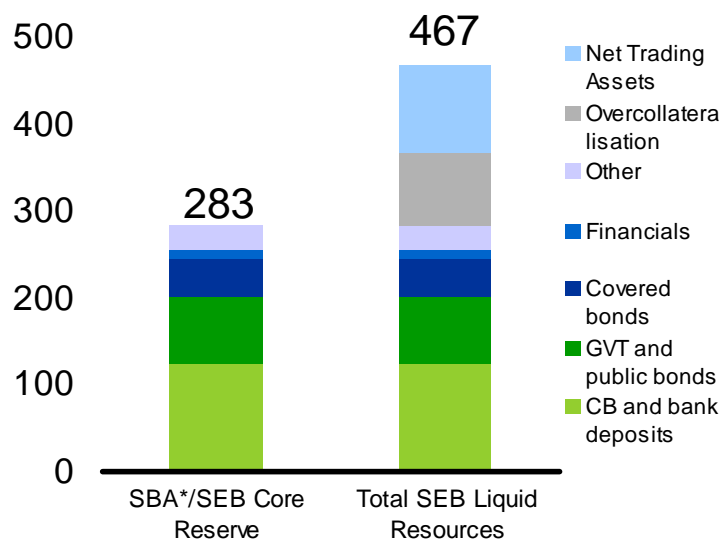
- ✓ Reduced long-term debt dependence for current lending due to proactive pre-funding
- ✓ Additional issuance will be primarily driven by loan growth
- ✓ Opportunistic issuance in the senior unsecured and covered bond markets

Resilient liquidity position

Liquid assets

SEK bn

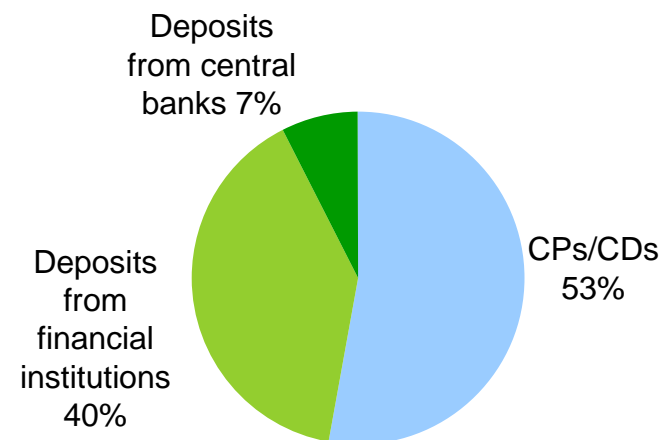
SEK 467bn



Short-term funding

SEK bn

SEK 360bn

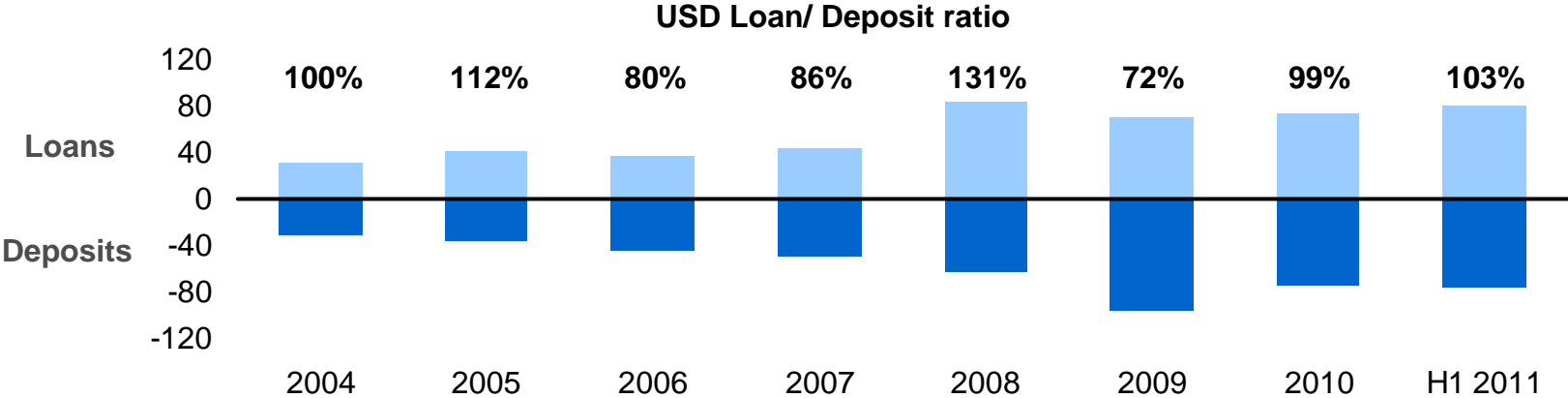


* Swedish Bankers Association (Bankföreningen)

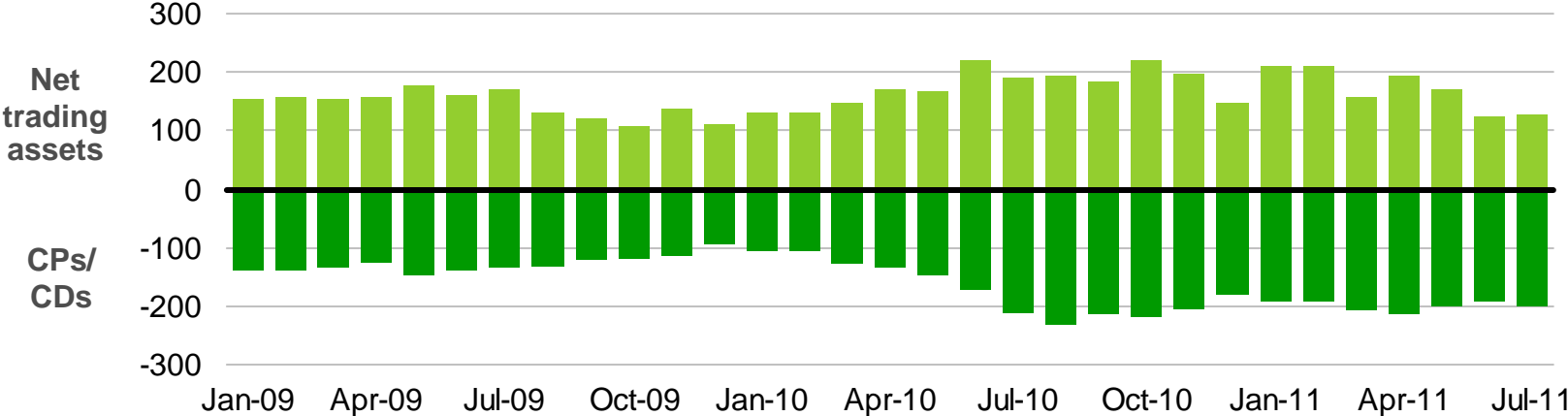
Liquidity Coverage Ratio exceeds 100%

USD lending funded by USD deposits

SEK bn

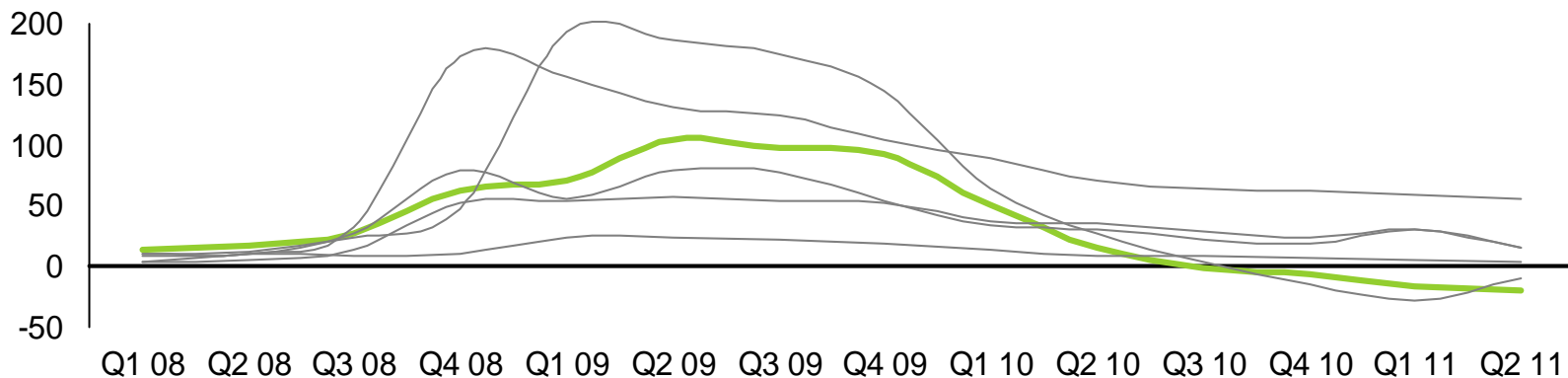


Trading assets move in tandem with CP and CD programmes

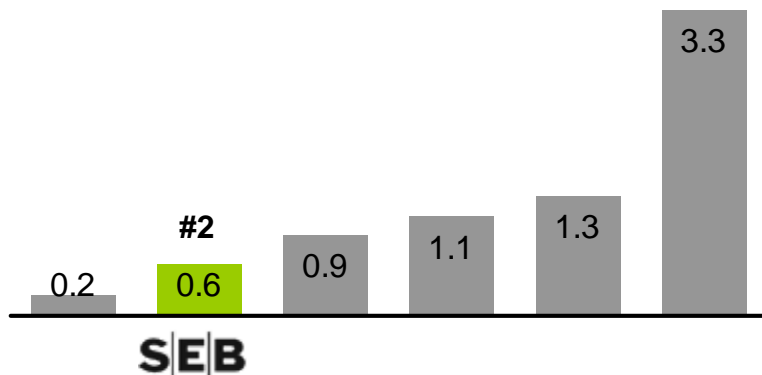


High asset quality

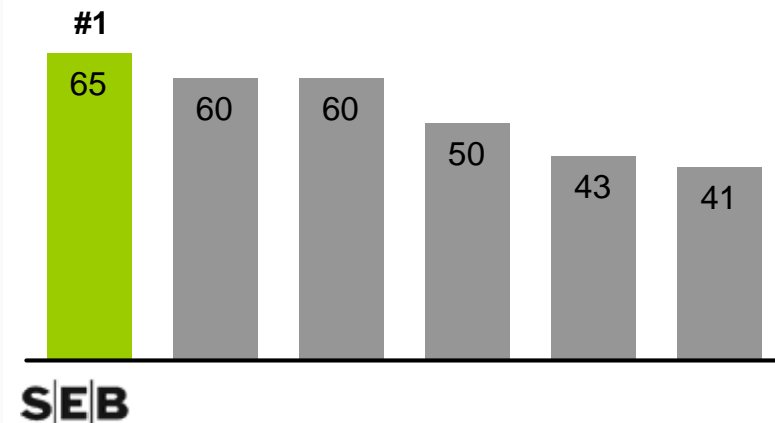
Loan loss ratio by quarter (bps)



Net level impaired loans H1 2011 (%)



Reserve ratio H1 2011 (%)



Note: Reported figures (definitions vary slightly).

SEB today

1 Resilience and flexibility from strong balance sheet and earnings diversification



2 Sustainable growth



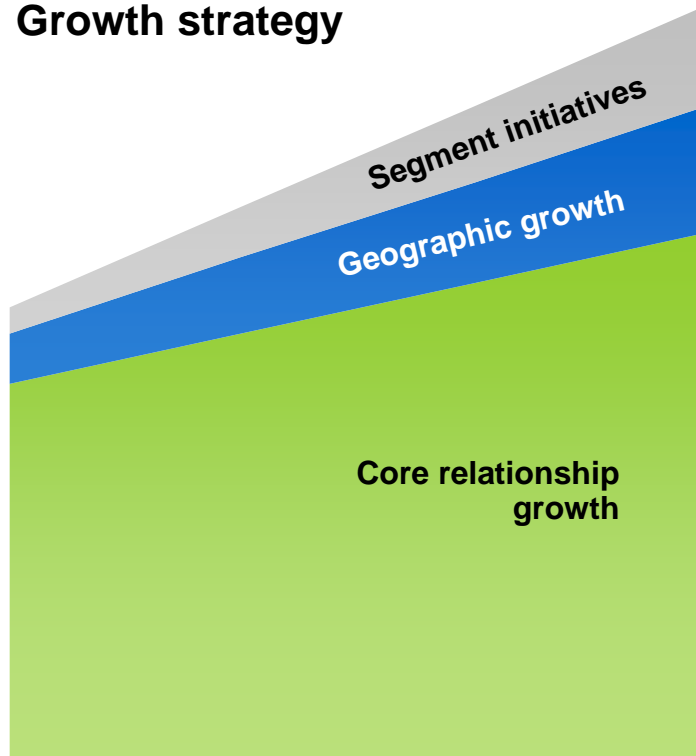
3 Continuous improvement



Priorities for 2011-2013

– Growing in areas of strength

Growth strategy



Segment initiatives

- SME
- Savings



Geography

- Nordic and German corporate expansion



Core relationships

- Continue to excel and strengthen core markets



Expansion targets until end of 2012



Germany



New clients:

+200



Loans and commitments:

+50bn



Nordics



New clients:

+200



Loans and commitments:

+150bn

Incremental from wholesale expansion

RoBE



>15%



C/I



<0.5

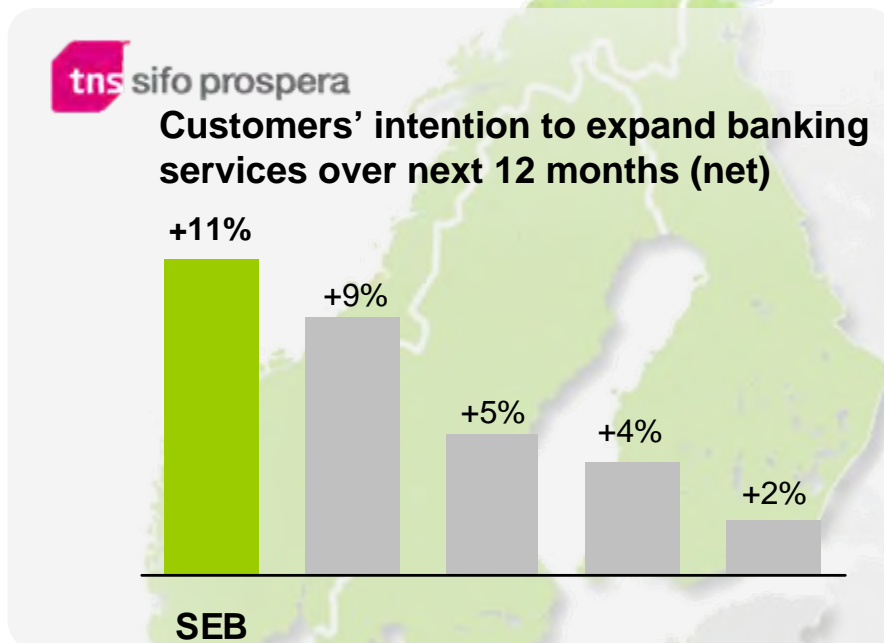
Progress of wholesale expansion H1

Nordic and German expansion* continues

 **Large cap clients:**  **+136**

 **Loans and commitments:**  **+91bn**

 **Client executives:**  **+94**



Best Bank
Best M&A House
Best Cash Management House



Top FX-provider
No 1 Equity House



Best Sub-custodian Bank
Best Supply Chain Finance Provider

* Statistics since launch of expansion 1 Jan 2010

Source: Corporate Banking year-end 2010 Nordics

SEB today

1 Resilience and flexibility from strong balance sheet and earnings diversification



2 Sustainable growth opportunities in unique customer franchise



3 Continuous improvement



Efficiency focus continues

Cost management programme 2007-2009

- Communicated externally
- Savings invested in front

Continuous improvement 2009-2011

- Continuation of previous programme

2006

- Key activities:
 - Staff & Support
 - Op. Excellence
 - IT
 - Procurement

2009

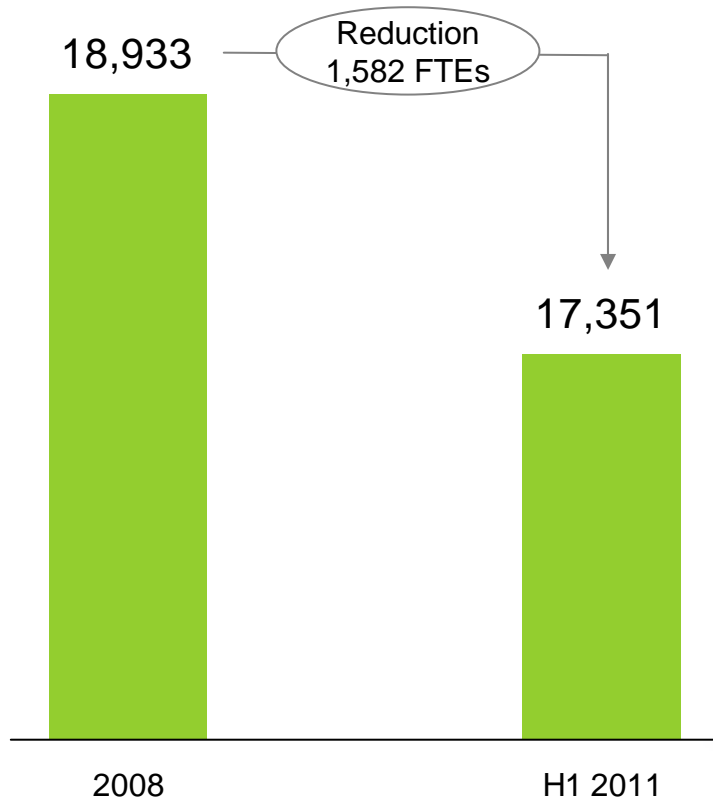
2011

- Key activities:
 - Net 500
 - Group Staff
 - Procurement
 - Baltic & Germany restructuring

FTE impact from efficiency measures

FTE development 2008-2011

Excluding German Retail



FTE actions since 2008

Sweden: 500 FTEs (gross 900)

Baltics: 600 FTEs

Ukraine: 500 FTEs



Retail Germany divestment: 2,150 FTEs

Flat costs until 2014

Reduced underlying cost base to enable investments in growth

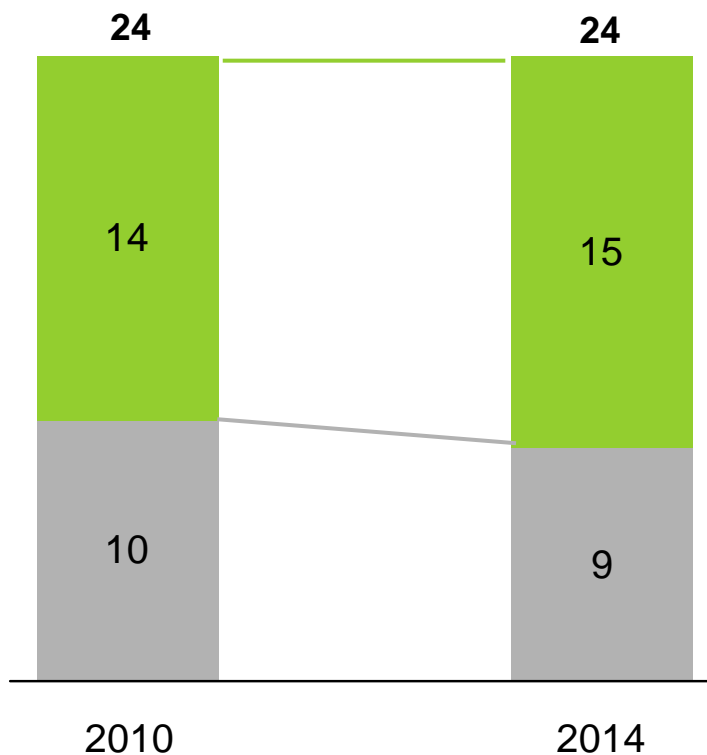
Cost base, SEK bn

Saving targets*

Front office



Support functions

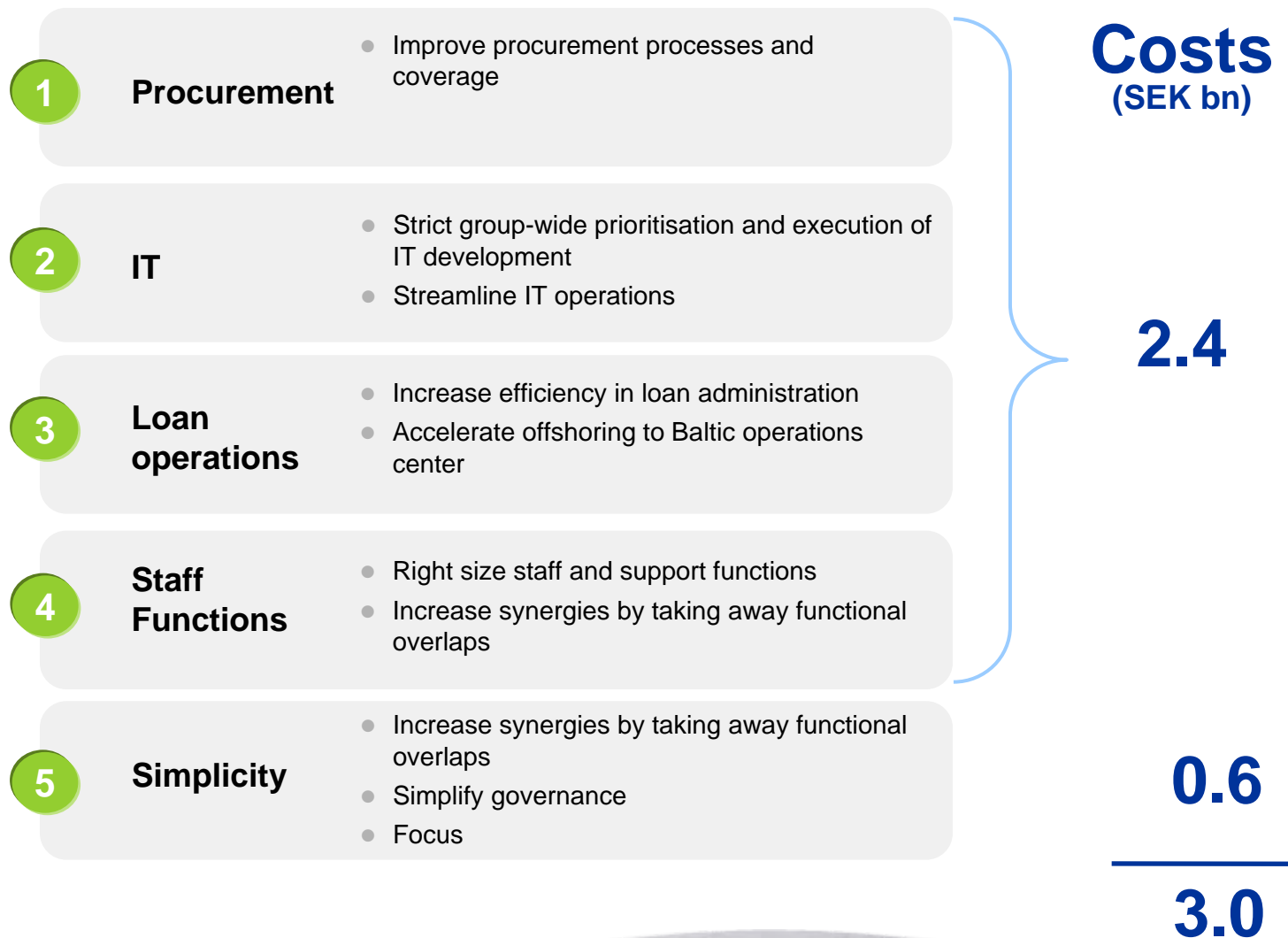


Gross savings



* Assuming 3% annual inflation

5 workstreams to save SEK 3bn



Summing up

1 Resilience and flexibility from strong balance sheet and earnings diversification



2 Sustainable growth opportunities in unique customer franchise



3 Profit protection from continuous efficiency measures to enable growth

