

The background of the slide is a photograph of a woman in a light pink sweater using a smartphone. She is wearing several gold rings and a gold bracelet. The background is blurred, showing a crowd of people. The text 'Transform to Accelerate Growth' and 'Johan Torgeby' is overlaid on the image in a large, white, sans-serif font.

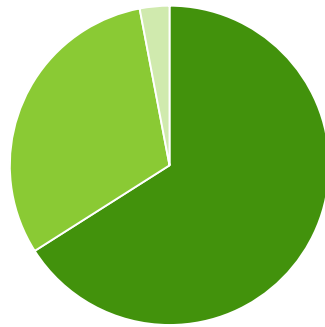
Transform to Accelerate Growth

Johan Torgeby

SEB in a Position of Strength

SEB operating profit 2017

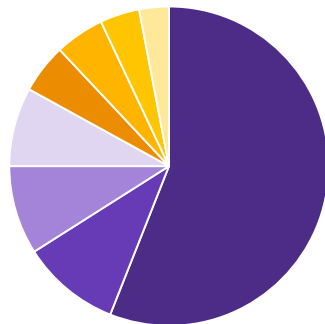
Based on customer segment



- Corporate customers & institutions
- Private customers
- Non-customer driven

SEB operating profit 2017

Based on geography



- Sweden
- Baltics
- Denmark
- Norway
- Finland
- Great Britain
- Germany
- Other

¹ Before IAC; ROE after IAC at 20.5 per cent

ROE (%)¹



C/I

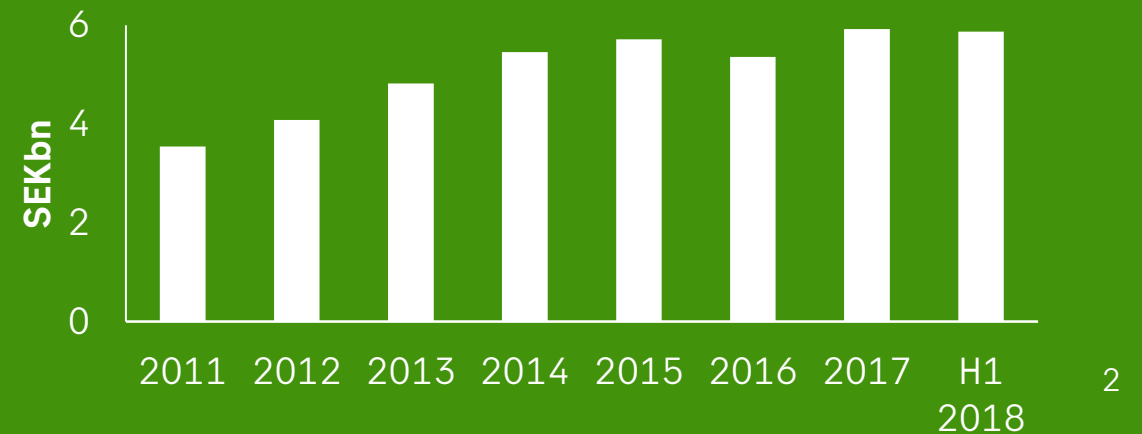


CET 1 (%)



SEB operating profit 2011-2018 H1

Quarterly average before credit losses



An Industry in Transformation



Customers



Technology

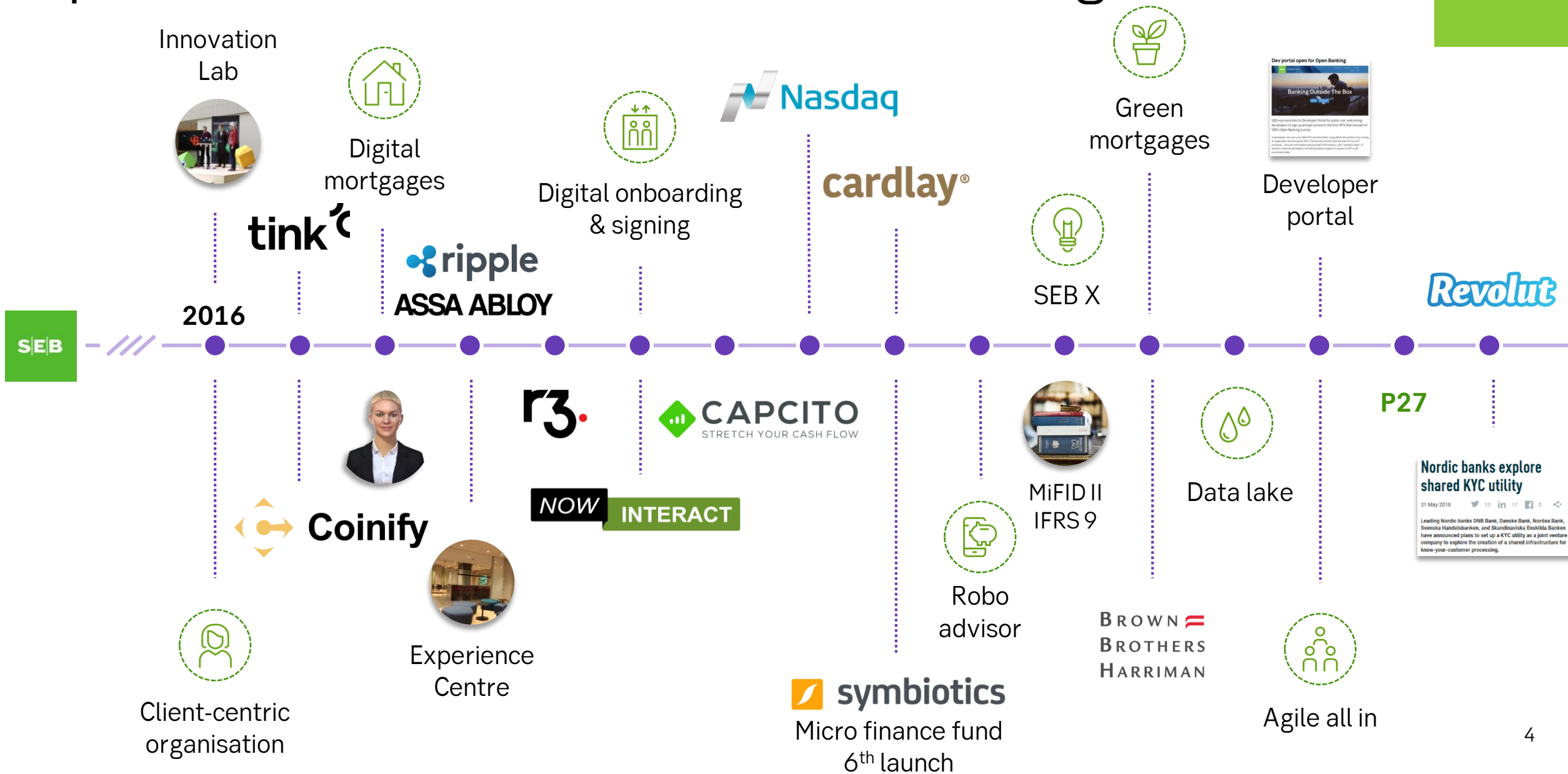


Competition



Regulation

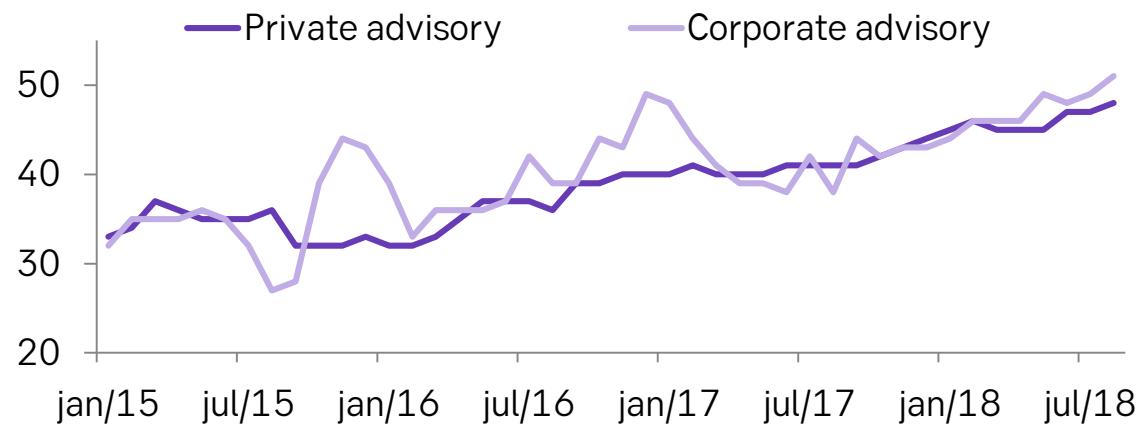
Speed of Transformation is Accelerating



...and Customers Like It

Corporate & Private Customers

Customer satisfaction (NPS)



Large Corporates & Financial Institutions

Customer satisfaction (Prospera Sweden)

	2014	2015	2016	2017
Large Corporates	1	1	1	1
Financial Institutions	1	2	1	1

The journey towards...

...**world-class service**
to our
customers continues

SEB

SEB

