

Esteemed Shareholders, Ladies and Gentlemen, I wish you all a warm welcome to Swedbank's Annual General Meeting for 2011.

I wish you all a warm welcome to Swedbank's Annual General Meeting for 2011. I am especially pleased to welcome my fellow shareholders today, since it is the first time as Chair of the Board of Directors of Swedbank. It also feels much more pleasant to be in attendance this year with a result for the year that is nearly 18 billion kronor better than a year ago. I say this with the greatest sense of humility. This was made possible by you, our shareholders, who have seen the potential in Swedbank.

After many years in and with the bank, I know it fairly well. Both its strengths and weaknesses. But the bank's core purpose still remains the same. Swedbank is and will be a bank for the many households and businesses.

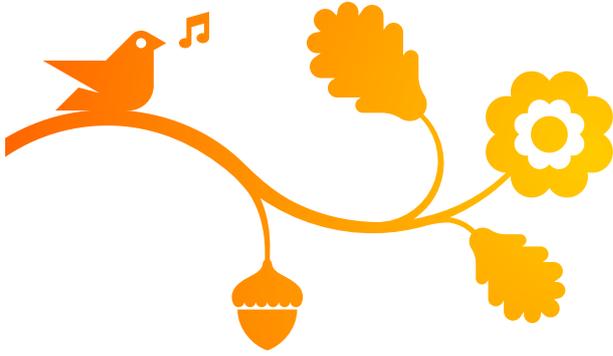
And don't forget our 17 500 employees, whose business acumen and great commitment are constantly helping the bank to grow. They are the ones who make a difference. There is a great sense of confidence today about the bank's future among our employees in Sweden, the Baltics and other countries.

It is the responsibility and obligation of the Board of Directors and management to ensure that the bank is in the best position to serve its customers.

2010: a year of change

2010 was a special year. Our memories are short. We can't forget that we recently made it through a very difficult financial crisis and global recession. We all feel a little shaken by what we are now seeing in the world's third-largest economy, Japan, which is suffering a tremendous tragedy both economically, but much more so on a human level. Developments in North Africa are a source of both concern and hope. With that said, I would like to discuss what we on Swedbank's board focused on in 2010.

- Together with management, we have laid down the guidelines for the bank's **strategy in the coming years**. Michael will discuss this very shortly. It can be summarized with the phrase "a sound and sustainable financial situation for the many households and businesses" – based on the bank's history since 1820 and its role in today's society and economy.
- Another priority has been to **put our balance sheet in order**. We have reduced our risks, and now we have to stick to our approach to risk and risk management.



- The bank is currently very **well capitalized**. One of the best capitalised banks in Sweden and one of the strongest in Europe from this perspective. Our stress tests also show that we remain strong.
- One of our focuses was on “**putting our house in order**,” by which I refer to our corporate governance structure and compliance.
- We are happy that our **Baltic operations** have recovered faster than expected. We have a new strategy for the Baltic countries, which are also our home markets.
- We have reviewed our **financial targets**. The target is a 15% return on equity. The core Tier 1 capital ratio will remain above 13% in 2013. In the long term it will not fall below 10%. We have proposed that the Annual General Meeting raise the dividend from 40% to 50% of after-tax profit as of next year’s annual meeting.
- Together with management, the Board has devoted considerable time to designing a new **performance-based pay system**. An effective, viable compensation system is an important component for stability and risk taking in the bank. It has to be clear, consistent and results-based. It should help us to recruit and retain the competencies that the bank needs. And it has to fall in line with the bank’s values. I will return to this later in the agenda.

Lastly

There is no lack of challenges going forward, but 2010 was a year in which we laid the foundation to strengthen our market position financially and in terms of servicing customers. We have a history to be proud of, a unique combination of professionalism and community engagement, and can expect an exciting future ahead of us.

Again, I wish you a warm welcome.

I hereby declare the 2011 Annual General Meeting open.