

Chair of the Board of Directors

Anders Sundström's speech at AGM 2015

Dear shareholders,

Nice to see that so many have come here today.

We can continue to be pleased about being shareholders of Swedbank. We have yet another successful year behind us and good prospects for future challenges. We continue to deliver solid results and have a very good share development while the capitalization is among the best in Europe.

For a number of years, we have focused on making the bank profitable and reducing the risk. We have been successful at that and our most important task now is to create more value for customers, thereby building a stronger relationship.

By way of introduction, I would still like to point out that we operate in an environment characterized by more uncertainty and anxiety than for a very long time. How will the crises going on around the world develop in addition to being the humanitarian disasters that they already are? What consequences will the climate changes we see lead to? What will a negative interest rate actually mean for the public economy? We have a society without inflation, perhaps even deflation. There is none of us who have really been through this before. For those of us who deal with savings and loans, this is a fundamental question as is doing everything we can to contribute to positive social development.

A bank can never be stronger than the society it operates in. The rapid technological development means that the banking sector is undergoing major changes. New regulations have opened up parts of the financial market to new entrants, and the consumers' position has been strengthened when it has become easier to compare and choose between different players.

Our responsiveness to the expectations of our stakeholders is crucial to Swedbank's success. Therefore, I would like to dwell a moment on the various stakeholders we have, namely **Owners & Investors, Employees, the Society and Customers.**

Owners & Investors

The confidence in the capital market we deserve through transparency, low risk, good cost control and stable profitability. Our owners see that Swedbank lives up to it and also are confident that we understand the challenges and opportunities we face. Our financial goals and the returns we generate shall be market competitive.

A large percentage of our shareholders consist of pension savers. They use Swedbank to ensure a good pension. Another large group of owners are savings banks and savings banks' foundations that use Swedbank to contribute to local community development.

If I look at the economic value created by Swedbank in 2014 and how it was distributed, nearly SEK 5b were in taxes, SEK 1.2b in charge for the deposit insurance and stabilization fund, SEK 4b in profits that were reinvested in the bank, and SEK 12.5b in the proposed dividend to

shareholders. Swedbank stands in other words for large economic value creation that is widely shared, both by society and shareholders.

Employees

We have the obvious ambition that our more than 14,000 employees shall reflect the diversity of the markets in which we operate, and we are actively working to live up to it. We have in the projects Young Jobs (Unga jobb) and A Job at Last (Äntligen jobb) found talents that we would not be done in the traditional recruitment process. I know that the Group Executive Management of Swedbank constantly reassess how to define and looks at skills, all to be able to utilize all the knowledge and dedication of our employees.

We want our employees to be attracted to that we are a modern bank with social engagement and ask for a good working environment with excellent development opportunities, stimulating tasks and leaders who see the big picture.

Society & surrounding world

We engage in society and business environment, whether it is in local community development, digitization, or is about financial stability at a national level. For the good of society, we promote a stable and sound financial market. Swedbank is an important part of society, not least for the financial sustainability of society in our home markets Sweden, Estonia, Latvia and Lithuania.

The stakeholder group includes government authorities and regulators, which put high demand on transparent and accurate communication. Banks are also becoming more regulated and on the whole, this is positive. The fluctuations in the economy are so large that proper buffers are needed, something that Swedbank live up to.

Customers

Swedbank has 8 million retail customers and over 600,000 corporate customers. To create added value for customers is our absolute focus, and it is also a prerequisite for Swedbank to create value for other stakeholders. When we listened to our customers, they are in many cases satisfied with our individual products, but perceive a lack in the ability to really manage to put it together into a whole. An overall whole that is based on the customers' specific financial situation and everyday economy.

It is the customer's full relationship with us as a bank that is important. Relationships that sometimes are personal meetings, sometimes take place via phone and sometimes digitally – all from a holistic offering to our customers based on their needs.

Of course we must dare to challenge and renew ourselves, and sometimes make decisions that may be difficult at present, but where our belief is that they will strengthen our customer relationships and maintain our profitability in the long term. This includes everything from new services and offerings to the margin and price changes that digitization leads to and which is required to be a competitive option.

Our task in Swedbank is to constantly see the complete needs of the customer. This holistic approach is particularly necessary when the competition is increasing with new entrants that zero in on specific parts, such as mortgages, savings or payments. It is also in the light of this overall picture that we engage in the issue of household debt and the housing crisis.

Many of our customers expect that we help drive the society towards sustainable development and we do this through our sustainability efforts close to business. How we work, descriptions in our annual report can tell.

We actively listen to our customers and to what is said in the media. Sometimes we deserve criticism. Then we have to think very carefully. Because then we have one single task: to adjust and correct as soon as possible. It is the fastest and best way for us to evolve and improve.

But all that is said is not correct. Sometimes we have to stop and question the criticism. That's why we want a fair and transparent review of the allegations that the Swedish Shareholders' Association has expressed in their campaign against Robur. We want to hear the case before a court of law.

We do so, not to challenge those customers who participate. On the contrary, our aim is to do everything to make sure that a legal process is not unnecessarily affecting any of them.

To conclude, I want to comment on the impact of the urbanisation on Swedbank and the Savings banks in Sweden. Urbanisation does not just focus on Stockholm, but also the urban drift and concentration to many cities and towns throughout Sweden. Swedbank and the Savings banks have the same sound values as a starting point, and it is important that customers feel at home no matter where they are or where they move in our banking system. As long as we and the Savings banks collaborate and renew ourselves in step with our customers, we have every opportunity to be a strong customer-oriented banking alternative in the market together.

Dear shareholders, I believe we have reason to be proud. Currently, Swedbank has a market capitalisation of over SEK 250b. This clearly shows that we are enjoying a lot of confidence and we are happy about that.

With these words, I once again welcome you and declare that the Swedbank Annual General Meeting opened.