

Nykredit Group

Investor presentation

May 2025

Nykredit



Nykredit Group key highlights

Denmark's largest lender

- AAA country with strong fiscal balances and low unemployment
- 45% market share on mortgage lending

Resilient, low-risk business model

- Main focus is lending to homeowners/SME's as well as wealth management
- 93% of the loan book is prime mortgage loans – of which 81% residential

Strong distribution network

- 580 branches across partners and Nykredit
- Risk sharing via 41 partner banks

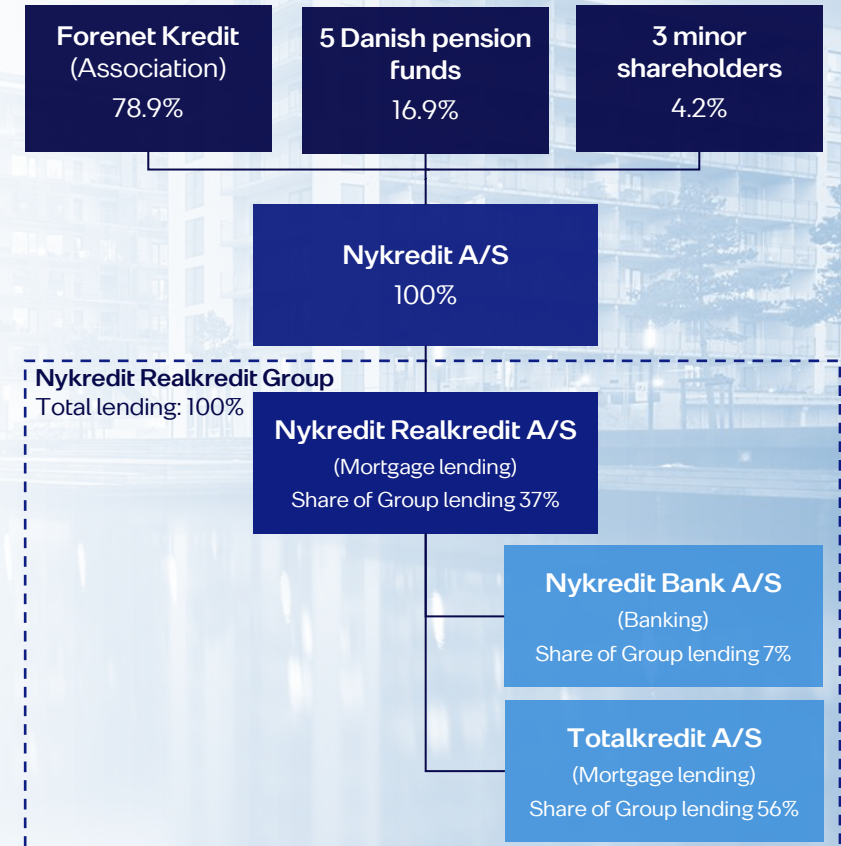
Mutual ownership provides competitive edge

- Customer association owning 80% of the Group
- The association supports the business with capital and customer benefits

Robust funding model

- Mortgage lending funded entirely by covered bonds
- ~75% of issued bonds placed domestically

Group structure



Our strategy – Winning the Double 2.0



Satisfied and loyal full-service customers through a strong wealth management setup offering a more attractive and broader product portfolio



A **solid Totalkredit alliance** through even stronger relationships with several small and medium-sized Totalkredit partner banks



The customer-owned and responsible financial provider, giving priority to corporate responsibility on an equal basis with the strategy's other objectives



Joint development and scaling benefits strengthen Nykredit and our Totalkredit partner banks



Agenda

- **Nykredit Group business update**
- Tender offer for Spar Nord Bank A/S
- Ownership and capital
- Danish housing market and credit performance
- Liquidity and funding
- Corporate responsibility

Highlights of Q1 2025



Very satisfactory results for Q1 2025

- Profit after tax of DKK 3.0bn delivering 11.4% ROE
- Growth in NII, NFI and Wealth Management income
- Continued growth and increasing market shares across mortgage and bank lending



Nykredit is expanding its competitiveness in the market

- Nykredit's tender offer for Spar Nord is on track. Final approval from the Danish competition authority is the only issue pending
- Nykredit raised customer discounts for personal customers from 20bp to 25bp
- Totalkredit partnership agreement updated and future-proofed



Strong capitalisation and credit quality

- Credit quality remains strong across the board
- Large individual impairment provisions were made for a few business customers due to specific circumstances
- CET1 ratio of 20.7%, which is 470bp above the capital policy target




Continued volume growth and increasing income diversification

- Strong business performance and increasing market shares across the board
- Volume growth driven by:
 - Mortgage lending to retail, SME and large corporate customers
 - Bank lending to SME and large corporate customers

Core income composition



Volume growth in all business areas

	Volume growth Q1 '25 vs Q1 '24	Market share Q1 '25 vs Q1 '24
 Mortgage lending	+4.1% +59bn ↑	45.6% +0.8% ↑
 Bank lending	+15.1% +14bn ↑	8.5% +0.8% ↑
 Assets under Management	-2.3% -11bn ↓	19.3%* +0.3% ↑

* Retail mutual funds.

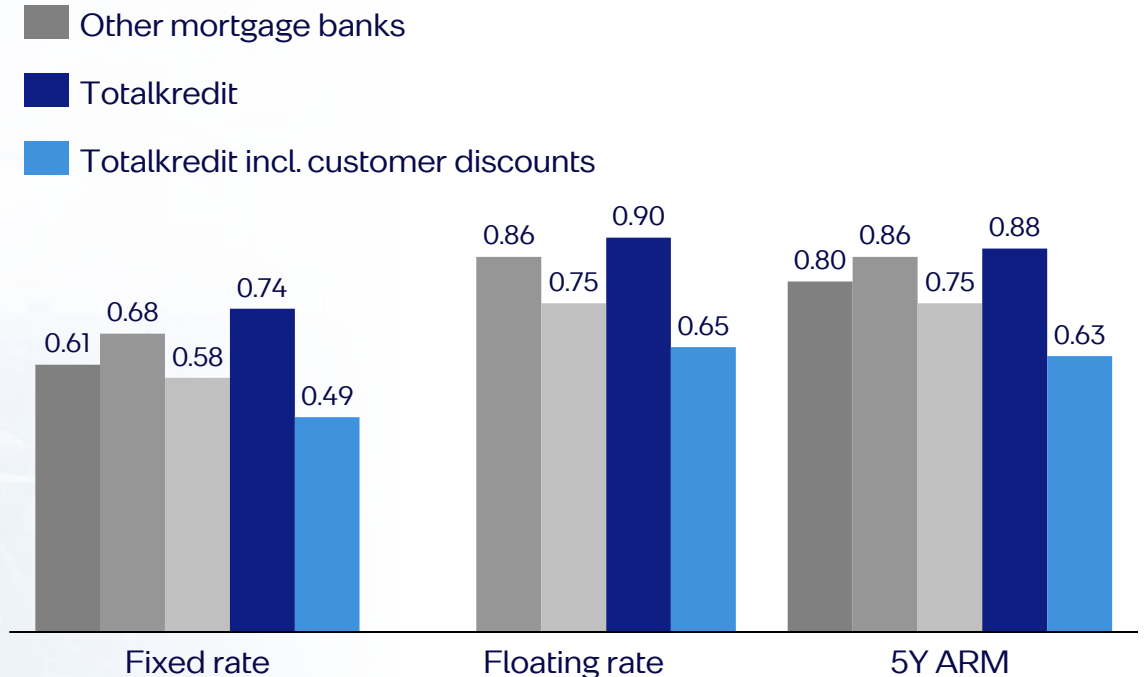
Group income statement

DKKm	Q1 2024	Q1 2025	Change	
Net interest income	3,011	3,039	1%	Volume growth more than compensated downward pressure on deposit margin
Net fee income	728	754	4%	High activity in both bank lending and mortgage lending
Wealth management income	668	713	7%	Increased despite slightly decreased AuM
Customer benefits and capitalisation costs	462	185	-60%	Decline driven by lower interest on equity
Trading and investment portfolio	1,143	744	-35%	Positive value adjustments of strategic bank equities and spread tightening on bonds
Total income	6,012	5,434	-10%	
Costs	1,647	1,671	1%	Increasing costs of payroll, performance bonuses and IT investments while cost efficiencies and end of payments to the resolution fund has reduced costs
Impairment charges	-53	34		Driven by a few large impairments on business customers, not by macro. Underlying credit quality remains strong
Legacy derivatives	52	46	-11%	
Profit before tax	4,470	3,775	-16%	
Profit after tax	3,544	3,000	-15%	Delivering 11.4% ROE

Our customer benefit program is the main driver of Nykredit's competitive edge

- On 15 January 2025 Nykredit increased customer discounts for all private customers to 25bp from 20bp
- In response Realkredit Danmark and Nordea Kredit has lowered margins – but only for new customers with certain loan types
- The increase in customer discounts is a result of Nykredit's strong stable earnings and unique mutual ownership model
 - Nykredit's customer discounts to personal customers are now guaranteed until end-2028
- The customer discounts programme is sponsored by Nykredit's majority owner Forenet Kredit:
 - Secures our customers the cheapest loans...
 - ...while Nykredit maintains the highest profitability in the market

Totalkredit has the lowest net prices on virtually all loan types*



93.5% of Totalkredit's gross lending since January 2024 has had the lowest margins in the market with the 25bp discount

*Margins for loans to owner-occupied dwellings, Fully amortizing with 0-80% LTV

Stable Net Interest Income despite lower interest rates

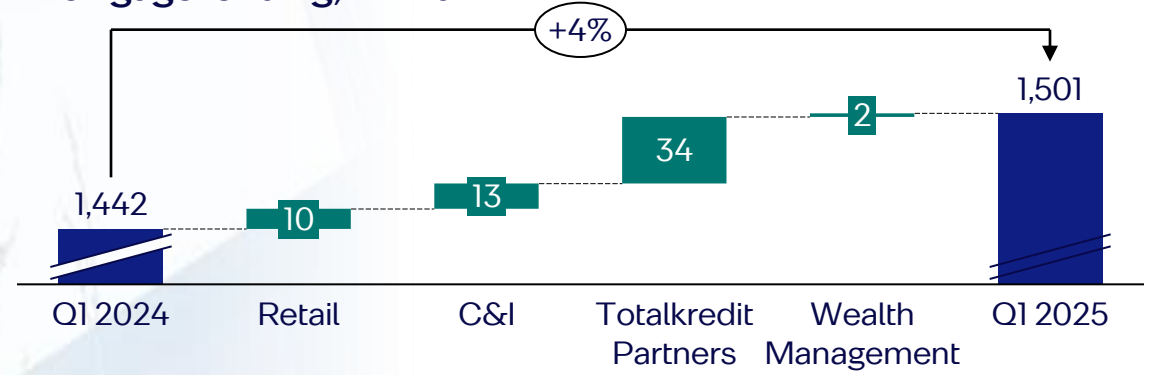
- NII stable at DKK 3.0bn due to combination of continued volume growth and lower deposit margins due to lower interest rates
- Average margins on the mortgage loan portfolio was unchanged at 77 bps.
- Nykredit's NII sensitivity is structurally low as mortgage lending with stable margins makes up 93% of Nykredit's loan portfolio

Net Interest Income, DKKbn

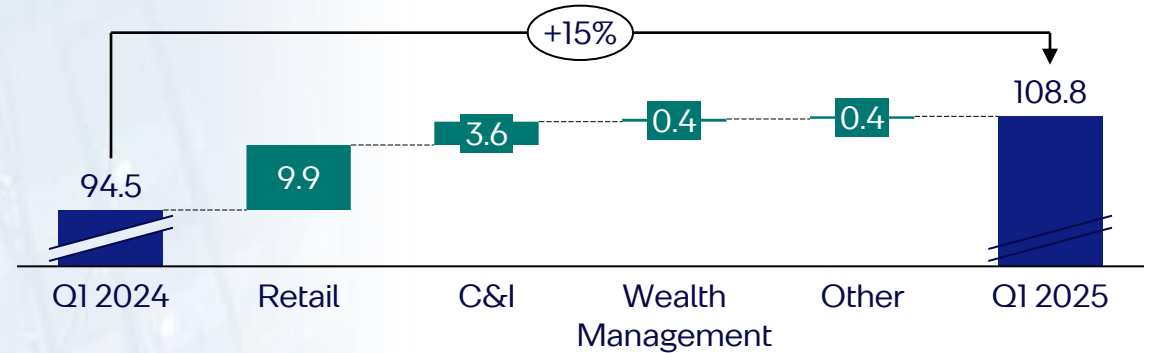


* Note: Nominal values

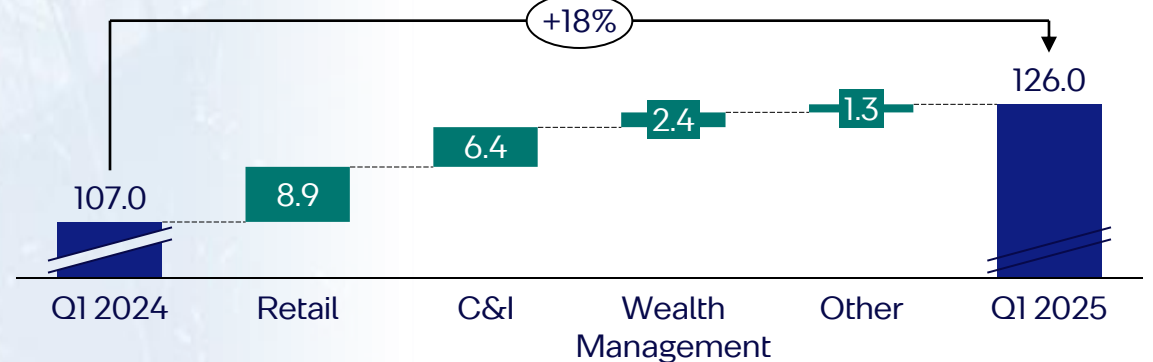
Mortgage lending, DKKbn*



Bank lending, DKKbn*



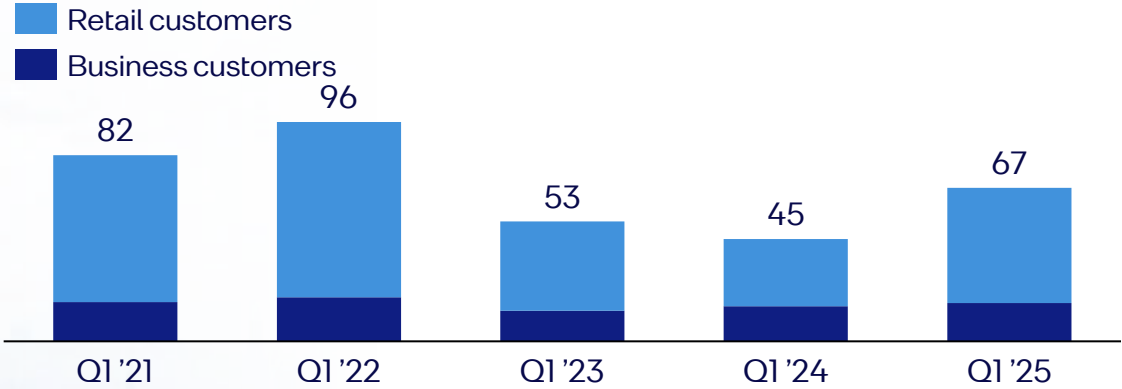
Deposits, DKKbn*



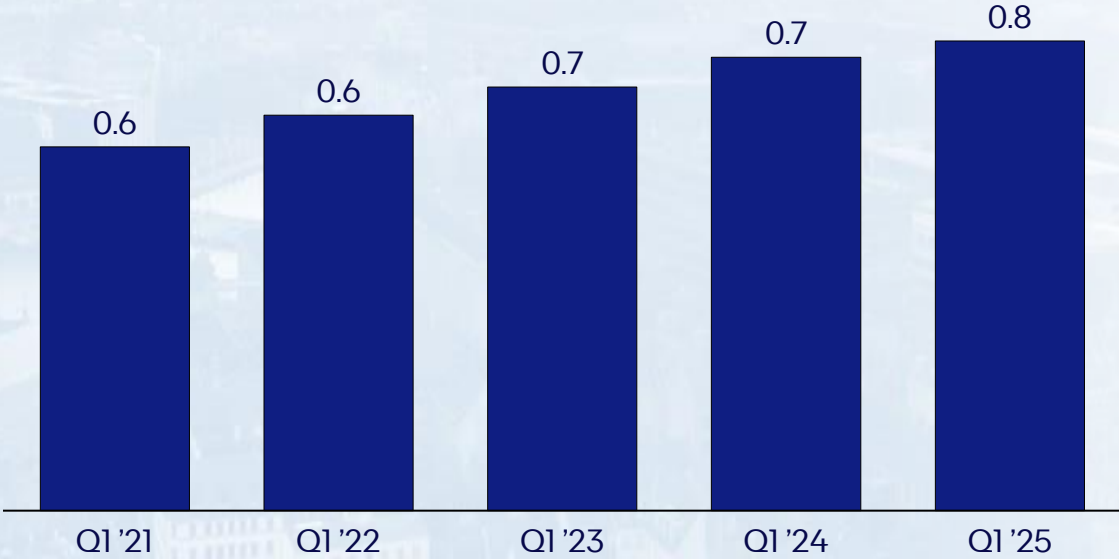
Net Fee Income up 4% due to higher mortgage activity

- The increase in NFI was driven by higher mortgage activity and higher funding income
- Gross new mortgage lending was up 49% compared to Q1 2024
- Higher NFI across all business areas

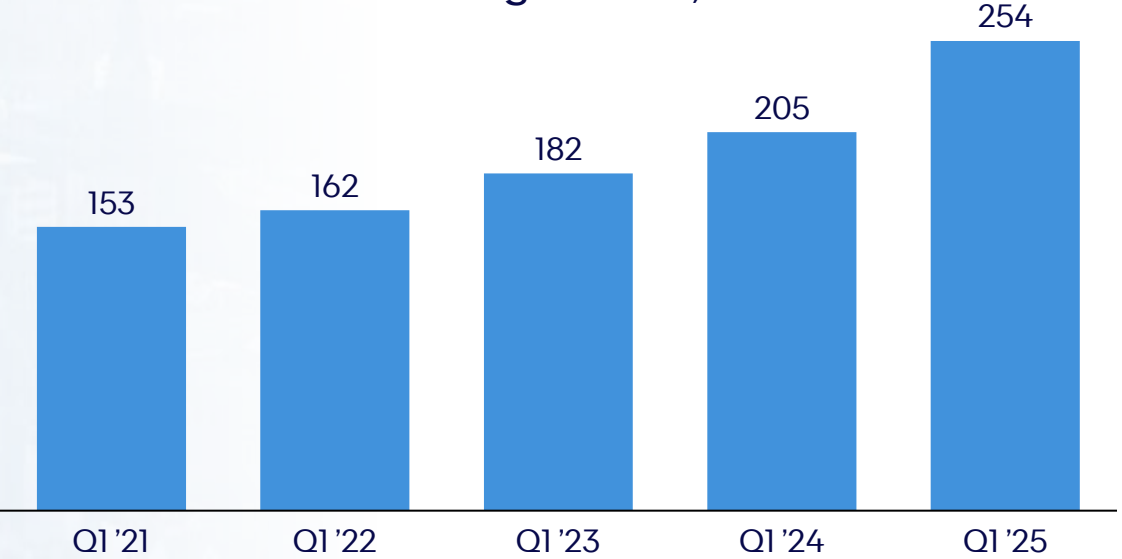
Gross new mortgage lending, DKKbn *



Net Fee Income, DKKbn



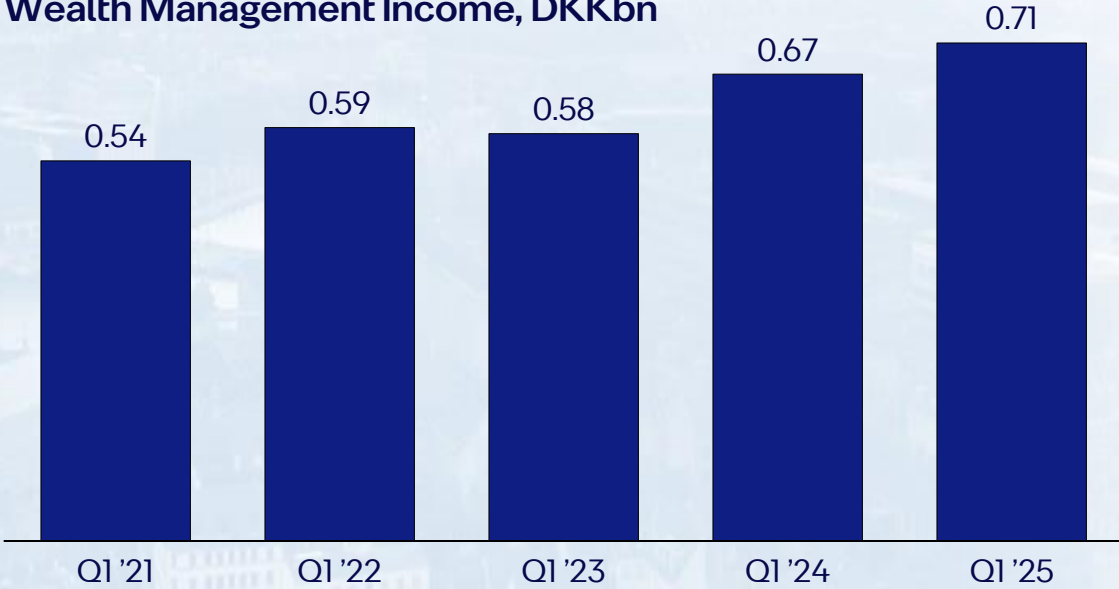
Net Fee Income from banking activities, DKKm



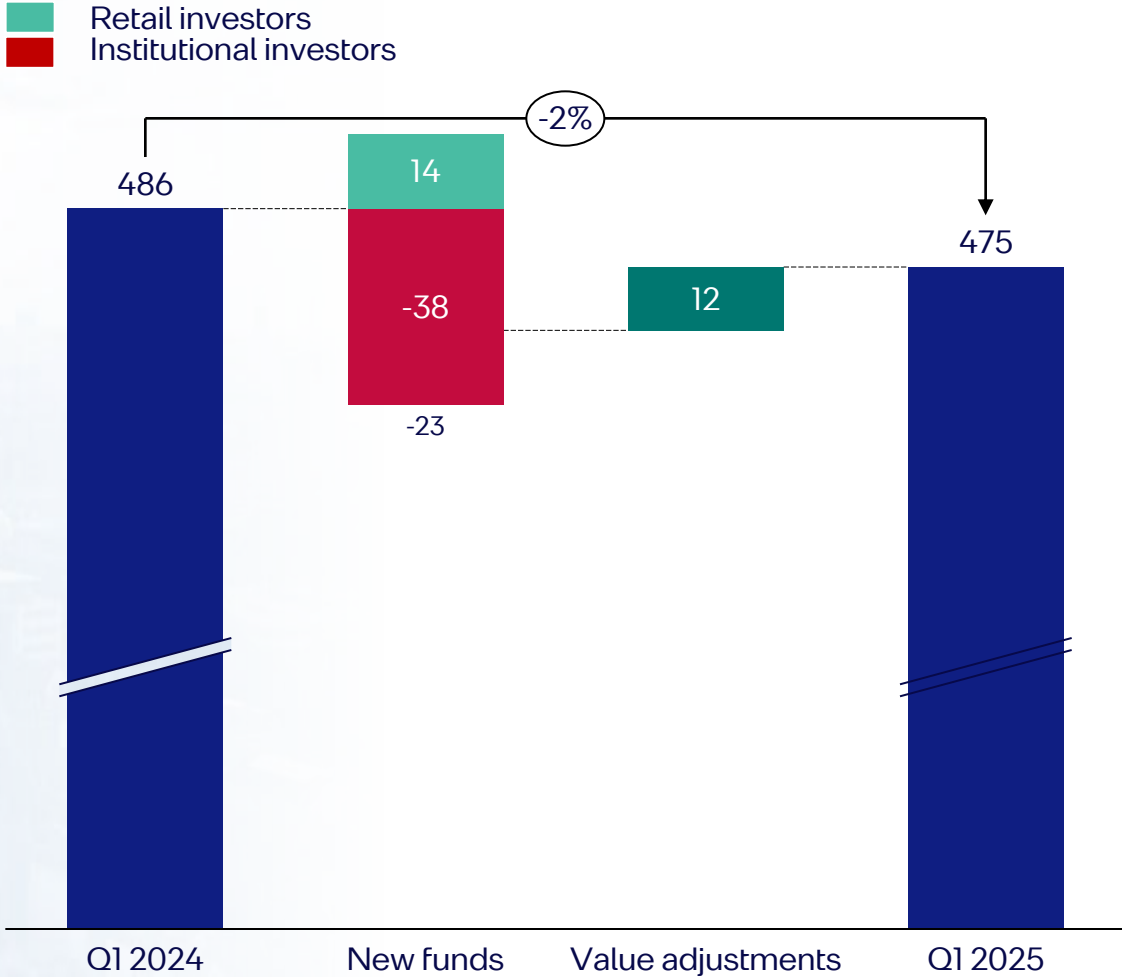
Wealth Management Income up 7% despite decreasing AuM

- Increase in Wealth Management Income of 7%
- Assets under Management down 2% since Q1 2024
 - Net inflows of DKK 14bn from retail investors and net outflows of DKK 38bn from institutional investors
 - Positive value adjustments of DKK 12bn
- The decrease in new funds has had a minimal impact on Wealth Management Income

Wealth Management Income, DKKbn



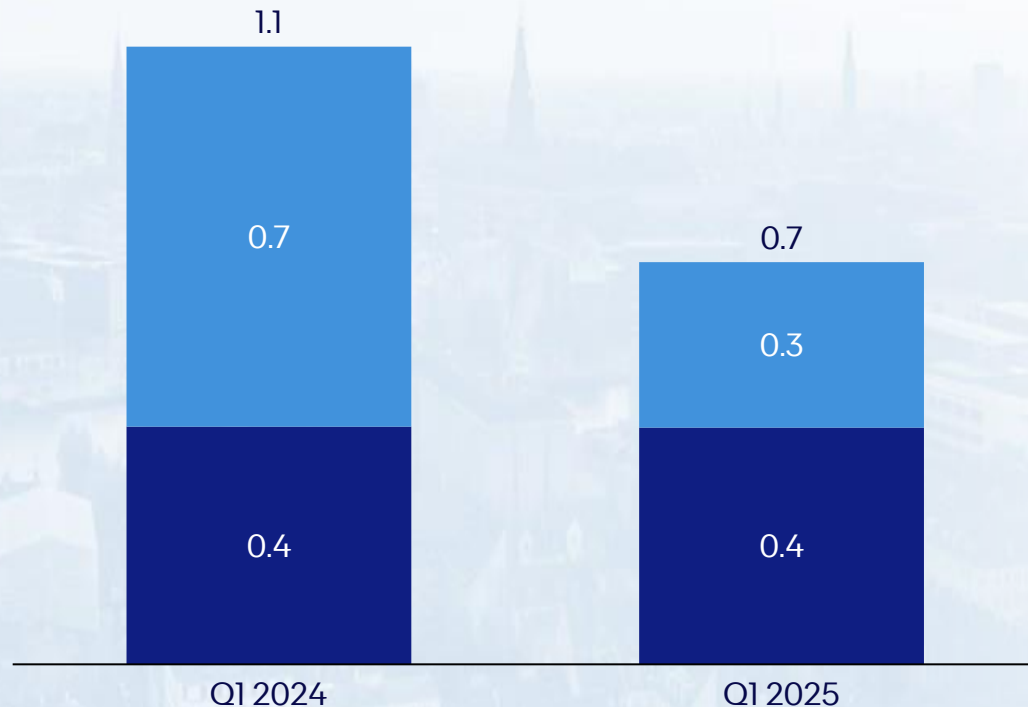
Assets under Management, DKKbn



Strong trading and investment portfolio income

Trading and investment portfolio income, DKKbn

- Income from portfolio of bank equities
- Other investment portfolio income

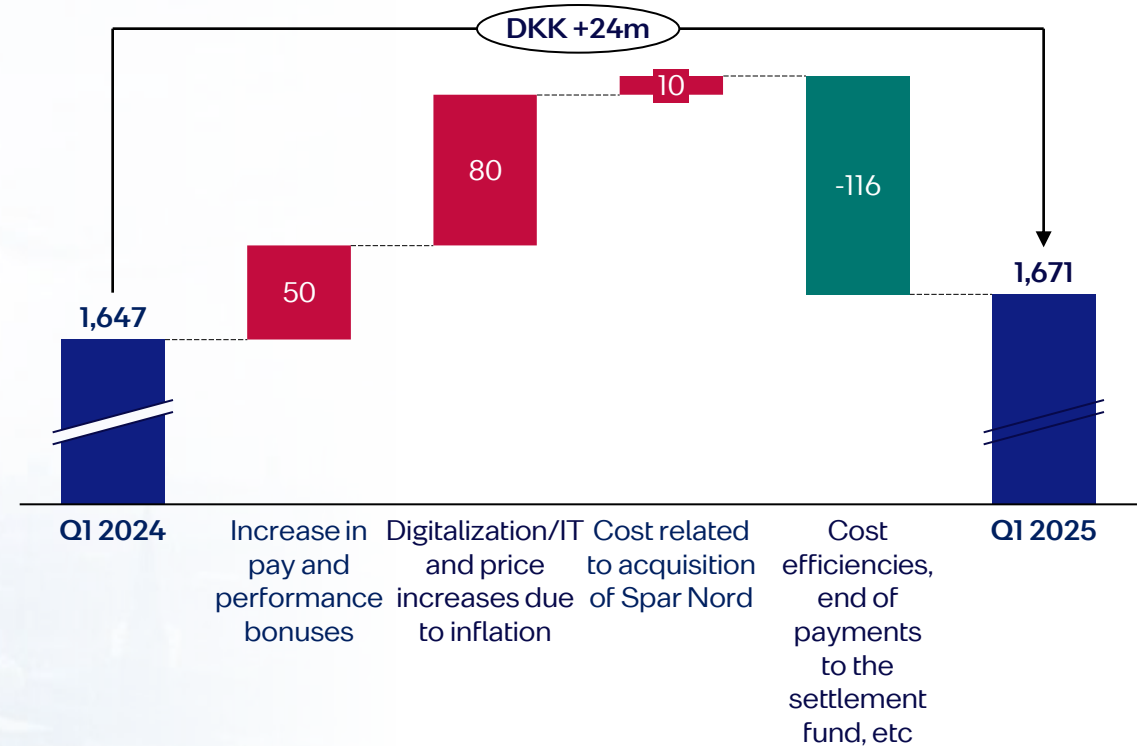


- Trading and investment portfolio income amounted to DKK 0.7bn in Q1 2025
- Income from portfolio of bank equities of DKK 0.3bn driven by positive value adjustments
- Other investment portfolio income of DKK 0.4bn driven by lower credit spreads on bond portfolio and positive value adjustments on swaps
- From 22 October 2024, we have ceased recognising fair value adjustments on the Spar Nord shares and have transitioned to recognizing our share of the results using the equity method, as Spar Nord is now considered an associated company
- Additional value adjustment of Spar Nord shares stemming from Nykredit's tender offer has not been included, but will be recognised along with goodwill and restructuring costs at closing of the transaction

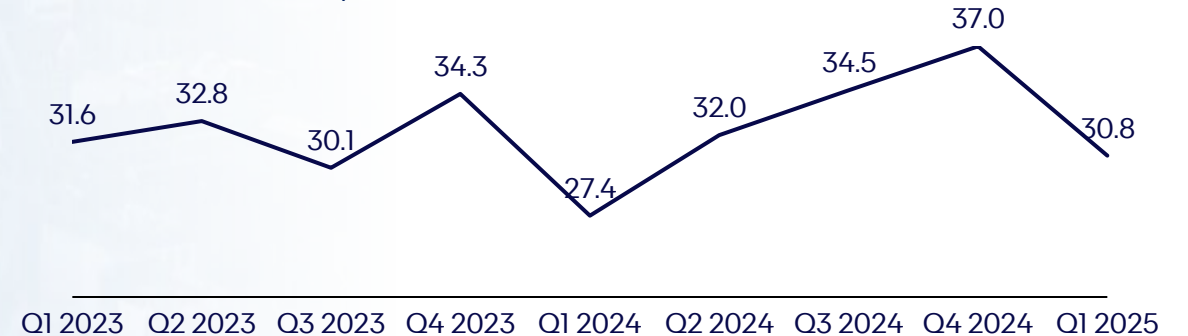
Cost development

- Costs are up 1.5% or DKK 24m compared to Q1 2024
- Increase in pay and performance bonuses amounting to DKK 50m
- Investments in digitalization/IT and price increases due to inflation amounting to DKK 80m, including strategic investments in Nykredit's it-infrastructure and Wealth Management platform
- Cost efficiencies and savings across Nykredit, end of payments to the settlement fund, etc. totaling DKK 116m
- The average number of full-time employees increased by 67 to 3,931 (from Q1 2024) due to refilling of vacant positions and hires in connection with the abovementioned strategic investments
- Cost/income ratio of 30.8% which is well below Nykredit's target of 40%

Change in costs from Q1 2024 to Q1 2025, DKKm



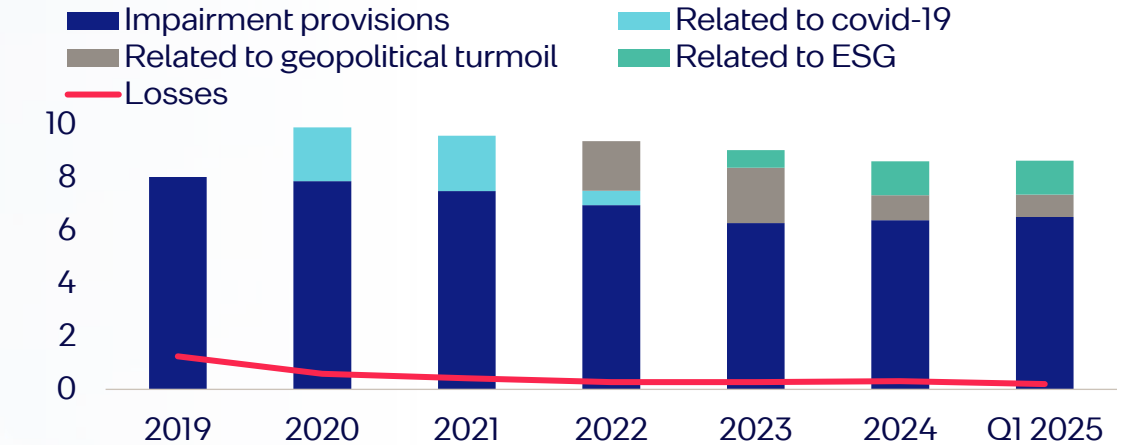
Cost/income ratio, %



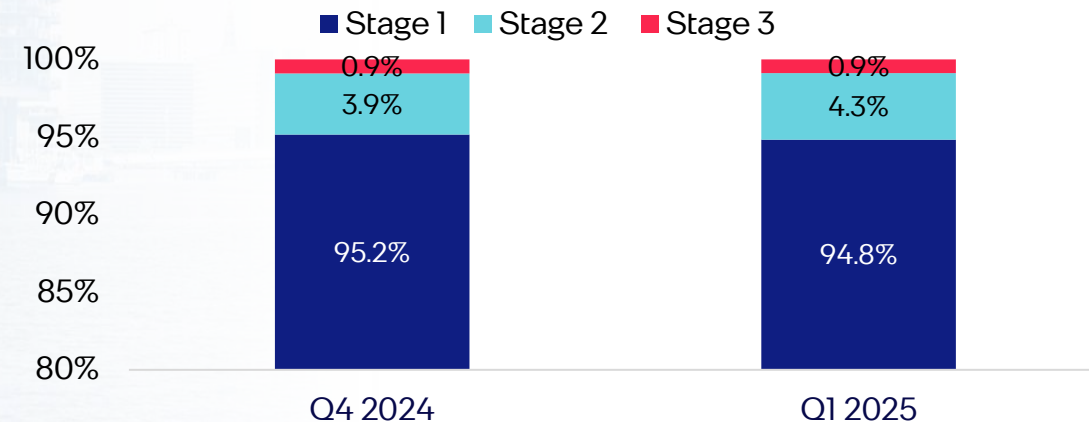
Strong buffer for potential headwind

- Virtually no losses incurred in the past four years
- Total loan impairment provisions amounted to DKK 8.6bn at Q1 2025, stable from Q4 2024
- In Q1 2025, provisions for macroeconomic and geopolitical uncertainty were reduced by DKK 0.1bn to DKK 0.9bn
 - The impacts from high interest rates and inflation in recent years are now fully reflected in the models
 - Improved outlooks for both private and business customers have overall reduced the risks
- In Q1 2025, provisions related to ESG were stable at DKK 1.3bn, buffering against potential losses from carbon taxes, the Energy Performance of Buildings Directive (EPBD), and extreme weather
- Stable distribution of loan portfolio across stages – of which 95% in stage 1 and less than 1% in stage 3

Nykredit Group's total loan impairment provisions, DKKbn



Nykredit Group's loan portfolio by stages



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Nykredit has launched a tender offer for Spar Nord

Transaction



Recommended tender offer for all outstanding shares in Spar Nord Bank A/S (with commitments from more than 80%* of the share capital)

Consideration



DKK 210 per share, corresponding to a premium of 49% compared to the closing price on 9 December 2024. The offer price has subsequently been increased to DKK 210.50

Synergies



The level of synergies is expected to be in line with similar domestic M&A transactions and to be realised gradually towards 2027

Timetable



Closing expected in first half of 2025, depending on approval from all relevant authorities

Delisting and compulsory acquisition



Nykredit will delist Spar Nord Bank A/S and complete compulsory acquisition of remaining shares as soon as possible

Indicative timeline



10 December 2024

Announcement of intention to acquire Spar Nord



8 January 2025

Launch of tender offer after approval by the Danish FSA



18 February 2025

Tender offer subsequently extended



20 & 21 May 2025

Expected expiry of the extended offer period and publication of preliminary results



During H1 2025

Expected completion of tender offer, subject to approval from all relevant authorities

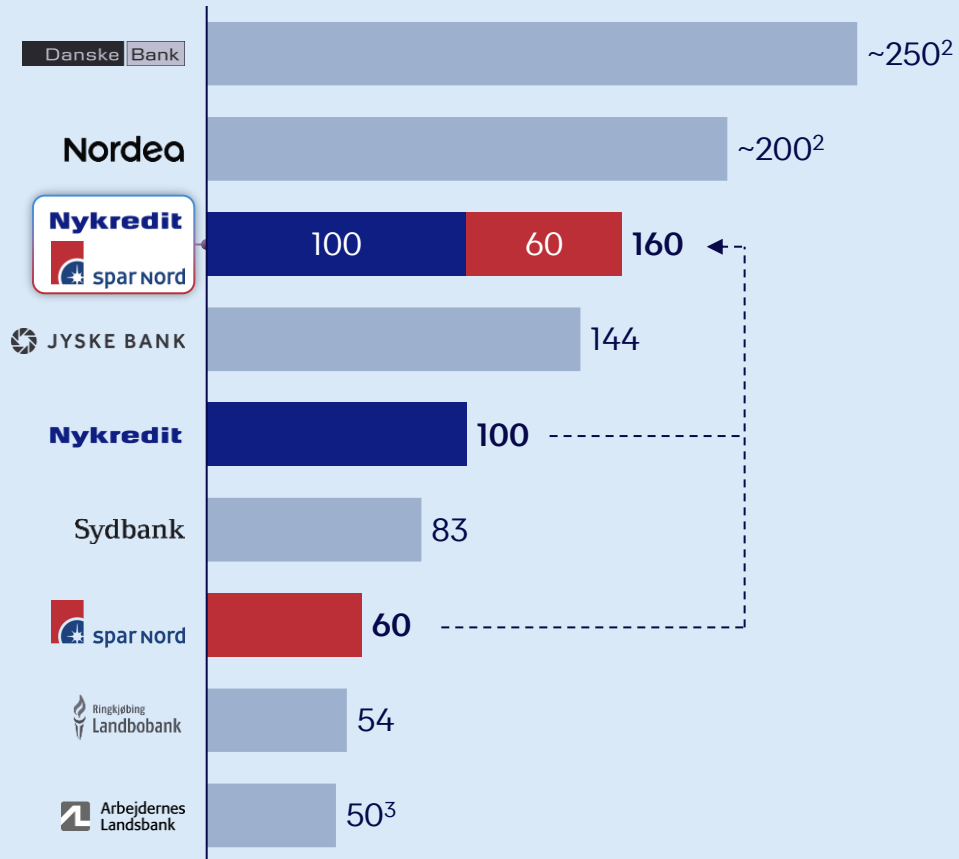


After completion of tender offer

Delisting of Spar Nord Bank A/S and beginning of integration period

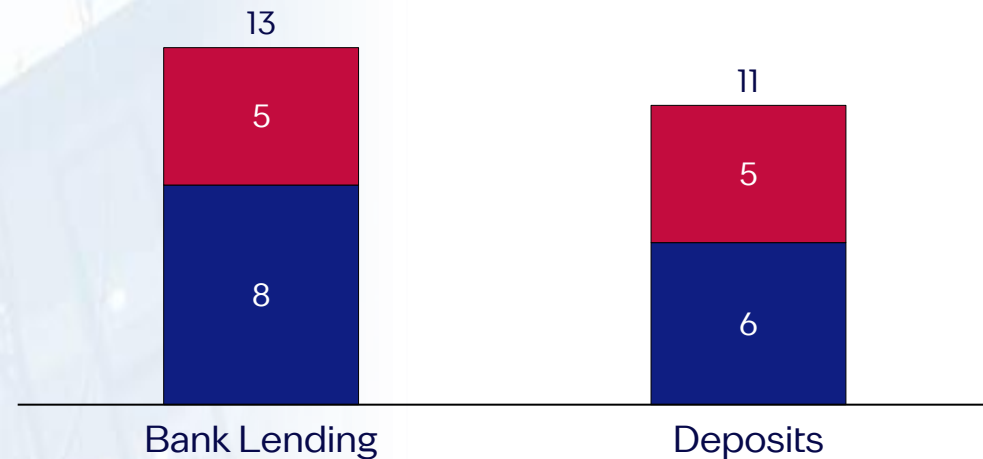
The merger will make Nykredit Bank the third largest bank in Denmark...

Bank lending, end of Q3 2024, DKKbn¹



Market shares^{1,4}, %

■ Spar Nord ■ Nykredit



We gain scale to increase competition against large listed competitors, in a changing Danish bank market

Creating Denmark's mutually owned bank – a leading bank with the competitive power to compete with the large listed competitors



Nykredit



Third largest bank in Denmark with ~100 branches



Delisting of Spar Nord and merger to create scale and avoid getting "stuck in the middle"



Increase ability to compete with large, listed competitors



Diverse customer composition



A mutually-owned alternative with ForeningsFordele



For the benefit of customers, owners and debt investors

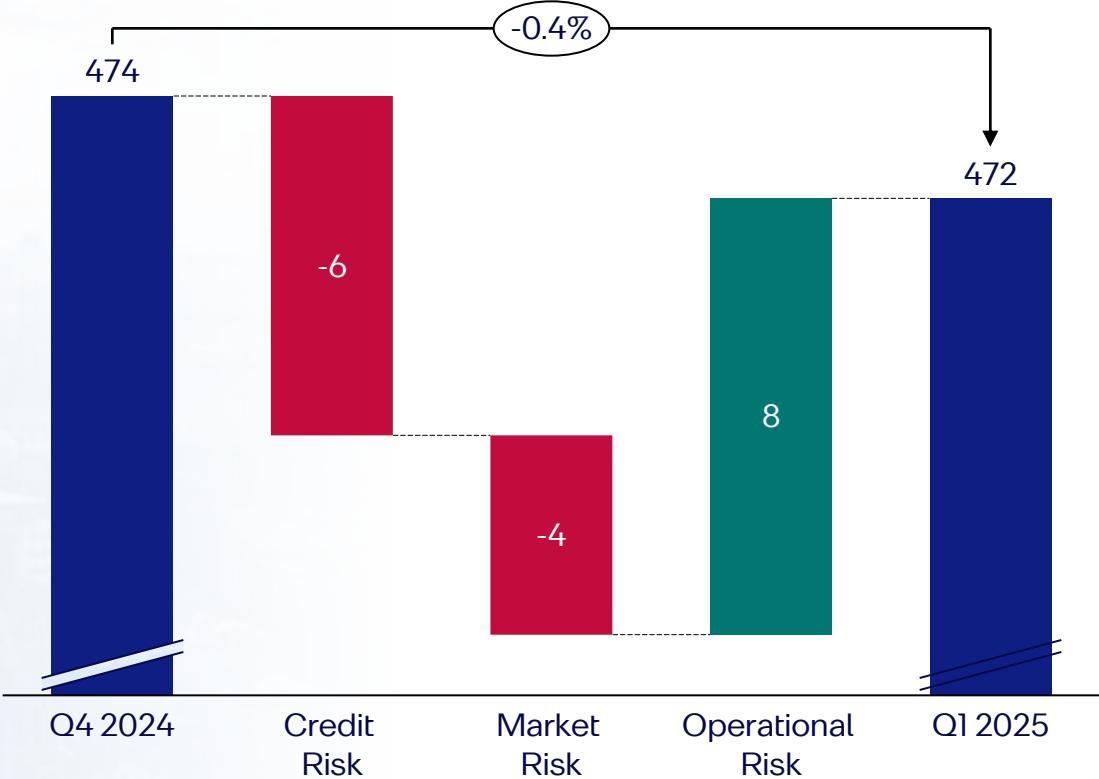
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Small decrease in risk exposures in Q1 2025

- In Q1 2025, the risk exposure amount decreased by DKK 2.0bn or 0.4%
- Credit risk decreased slightly due to CRR3, despite higher lending volumes
- Market risk decreased due to reduced interest rate risk
- Operational risk increased due to yearly update as well as CRR3
- Basel IV REA impact estimate
 - No material impact expected from FRTB in 2026
 - In 2033 (post transitional arrangements), Nykredit expects increasing risk exposure amounts due to Basel IV output floors

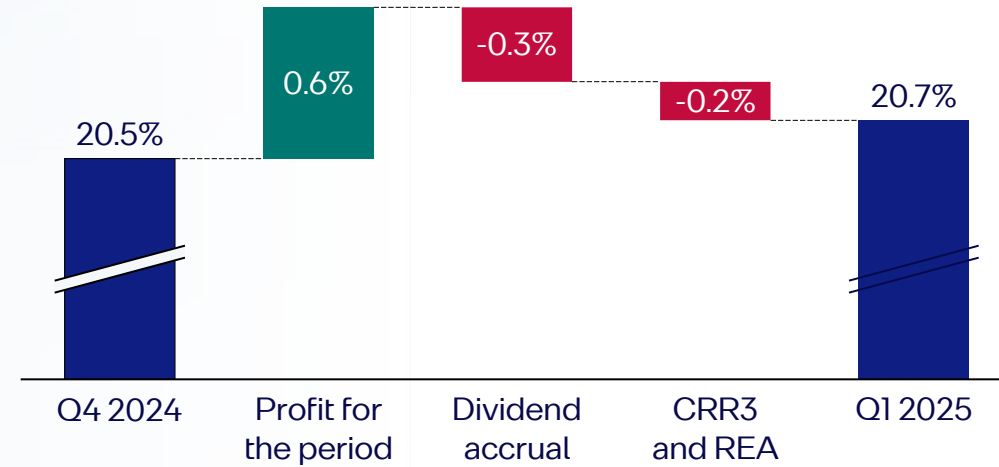
Risk Exposure Amount (REA), DKKbn



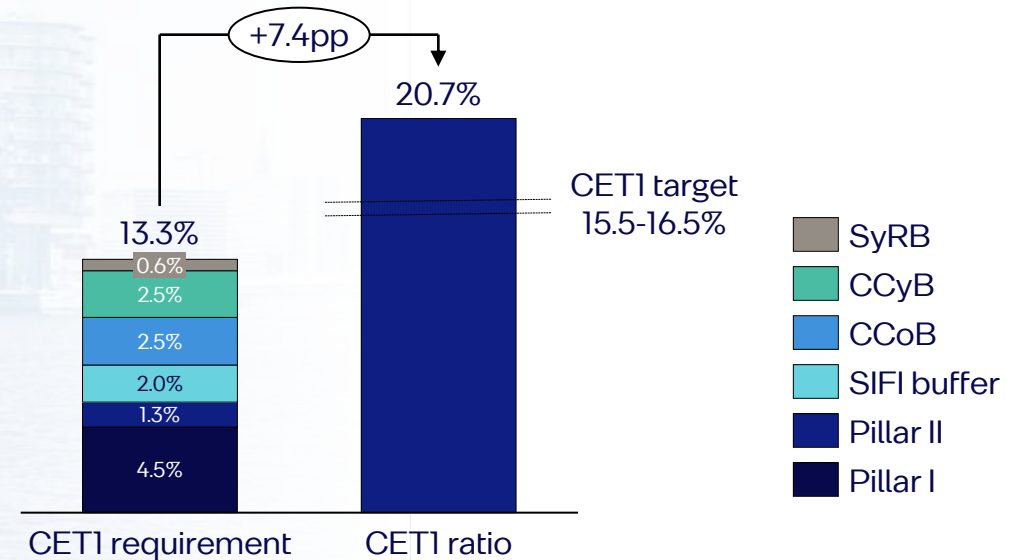
Strong capitalisation

- Nykredit has a robust capitalisation, with a CET1 capital ratio of 20.7%, which is some 470bp above capital policy targets
- Nykredit's capital policy target includes a buffer for a severe macro stress
- Capital commitments from owners correspond to a potential further CET1 buffer of approx 640bp
- Due to Nykredit's tender offer for Spar Nord, no dividends has been distributed for 2024 in order to maintain a strong capital position
- Upon closing of the Spar Nord transaction, the existing CET1-buffers relative to the capital policy will be largely utilised
- The CET1 ratio will remain within or slightly above capital targets in the short term. CET1 buffers comfortably above capital policy targets will accumulate in subsequent years.

CET1 capital ratio



CET1 capital requirement and ratio



Financial guidance and targets

With the Spar Nord tender offer we aim to create a strong, mutually owned alternative to the largest listed banks.

We will update financial targets and guidance after closing of the Spar Nord acquisition.

2025 – 2027 accounts will be impacted by the Spar Nord integration due to integration costs, synergies etc.

Upon closing of the Spar Nord transaction, the CET1 ratio of Nykredit will be close to the capital target.

The CET1 ratio will remain within or slightly above capital targets in the short term. CET1 buffers comfortably above capital policy targets will accumulate in subsequent years.

Guidance and targets

DKK 9.25 - 10.00bn

Profit after tax guidance for 2025

>8% p.a.

Return on Equity target

<40%

Cost/Income ratio target

15.5-16.5%

CET1 target

50%

Dividend target, however no dividends has been paid for 2024 due to the Spar Nord tender offer

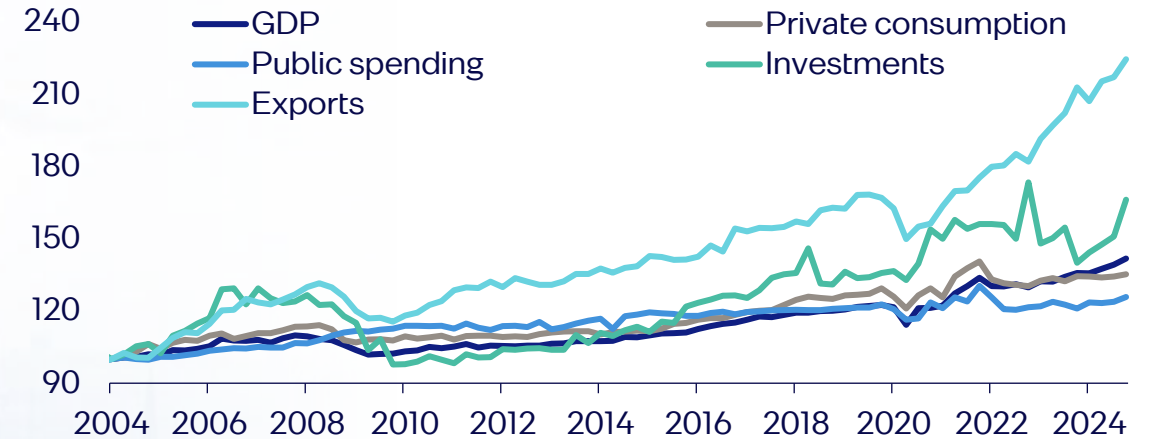
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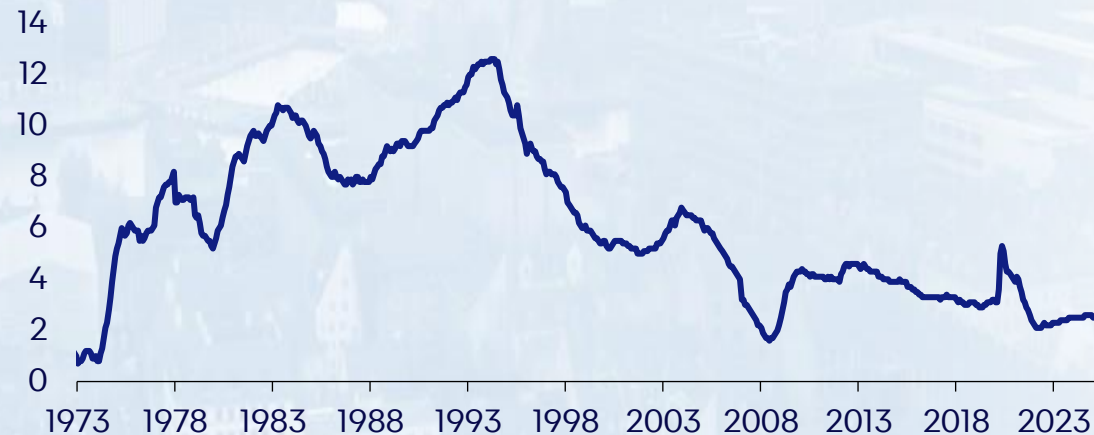
Danish economy is resilient, supported by strong employment

- The Danish economy has showed strong growth since covid
- Growth in real wages and exports supports the Danish economy
- Unemployment rate remains low at 2.9% in March 2025
- GDP growth of 3.7% in 2024, and 3.5% expected in 2025
- Inflation is under control and stands at 1.5% in March 2025
- Public finances are very robust – both from a historical and international perspective

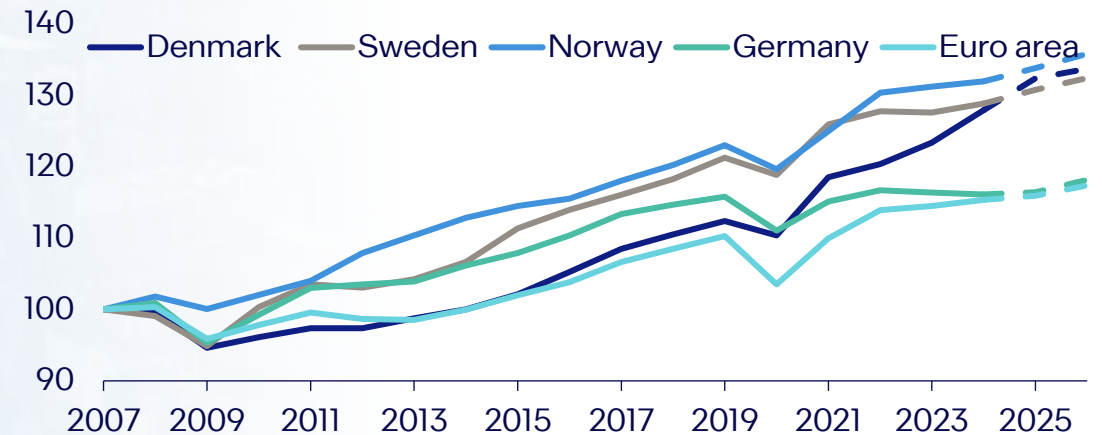
Components of GDP growth, Denmark, 2004 = 100



Unemployment rate (FTE, seasonally adjusted)



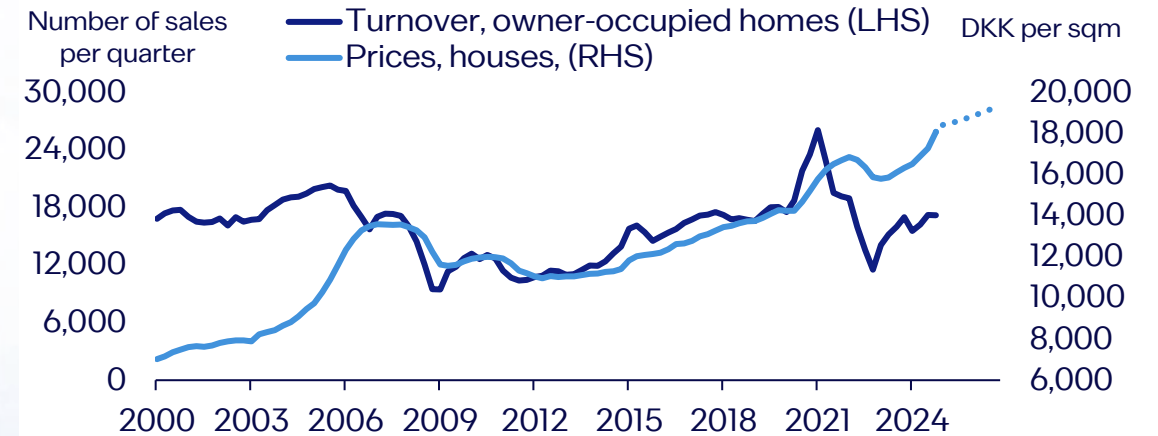
GDP by country, 2007 = 100 (Forecast 2024)



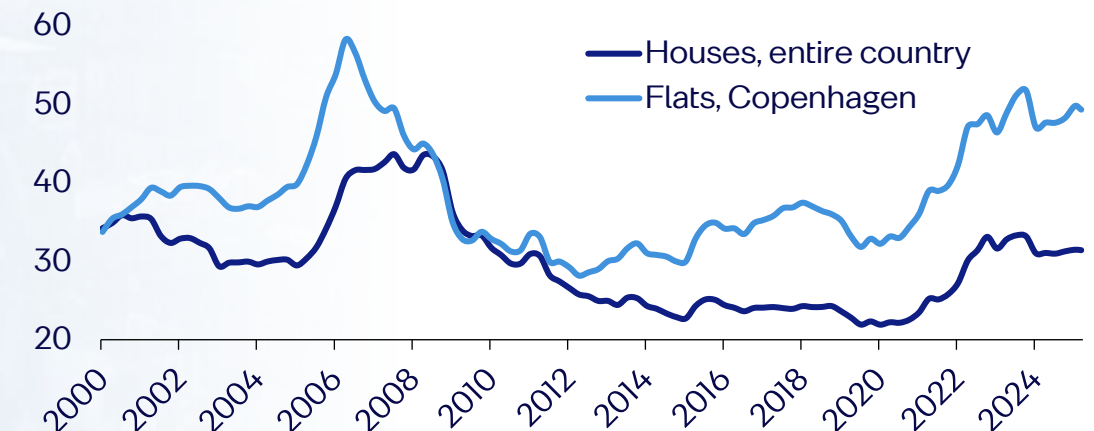
Healthy Danish housing market

- The Danish housing market is in excellent condition
 - House prices were up approx 5% through 2024, and flats approx 7%
 - Sales activity increased steadily during 2024 in all Denmark and is back at pre-covid levels
- Lower interest rates, low unemployment and continued progress in real wages provide a strong foundation for the housing market, with prospects for further price increases
 - Nykredit expect house prices on national level to increase with approx 4% in 2025, and flats with approx 3%
- Stable housing burden around 30% for houses, as house price increases are offset by lower interest rates and rising wages

Home sales per quarter and price development



Housing burden, % of disposable income



93% of Nykredit's total lending is secured by mortgages



- Credit exposure dominated by low-risk mortgage lending to residential properties in Denmark
- Bank and mortgage lending to business customers has increased, driven by customers with high ratings

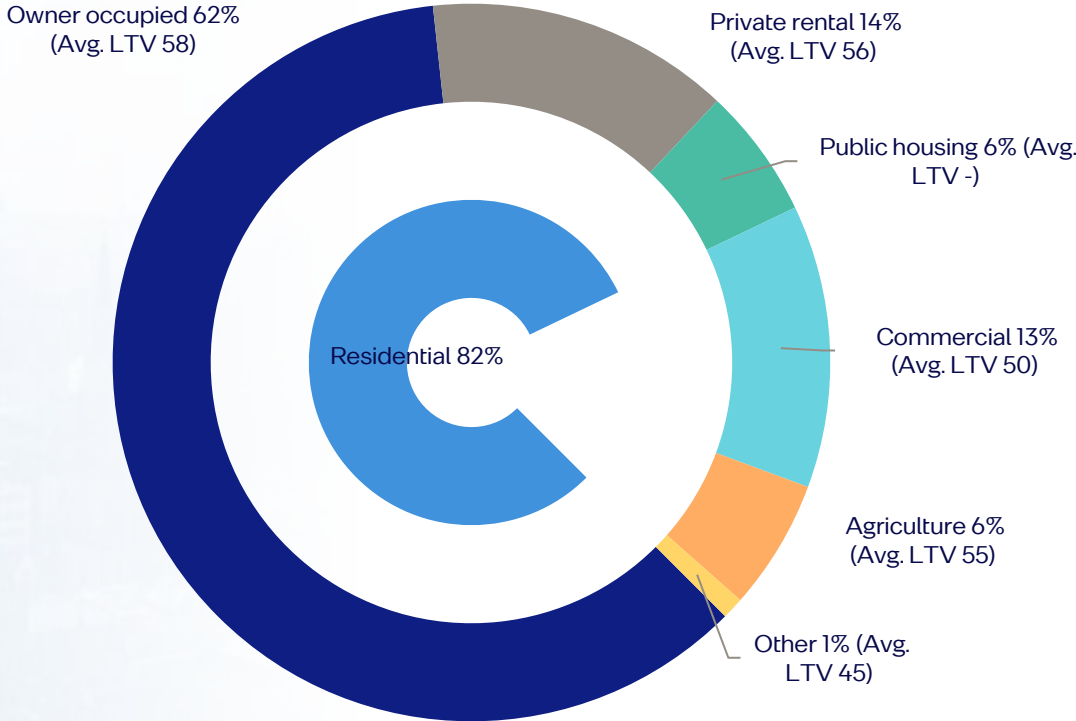


- Some sectors within commercial real estate are particularly exposed to export markets and a potential decline in international trade



- Strong focus on customers' solvency ratio, debt service and interest rate sensitivity
- LTV levels remain low and have declined over the past years

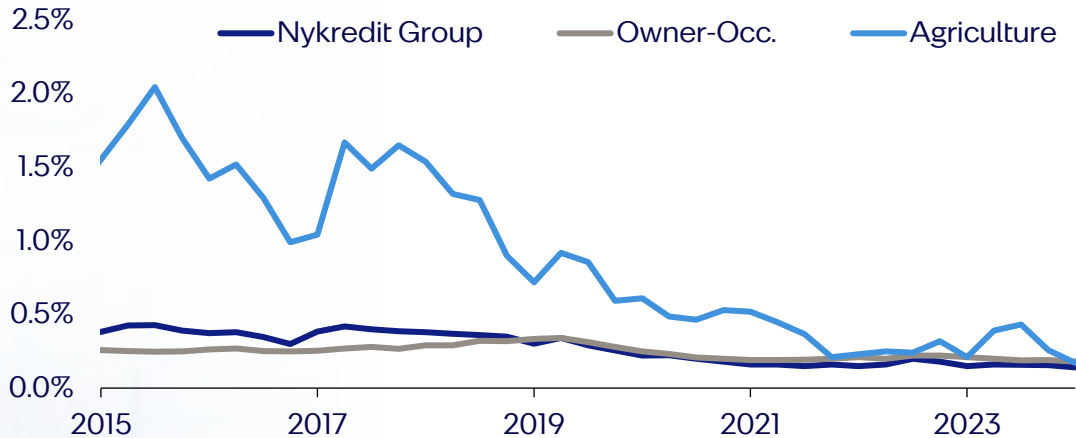
Mortgage lending by property type



Credit quality remains strong

- Unemployment and property prices are key drivers of Nykredit's credit risk
 - The unemployment rate remains very low at 2.9% in March 2025
 - Danish households are still very robust with large accumulated savings
- Some commercial customers in certain sectors might be challenged

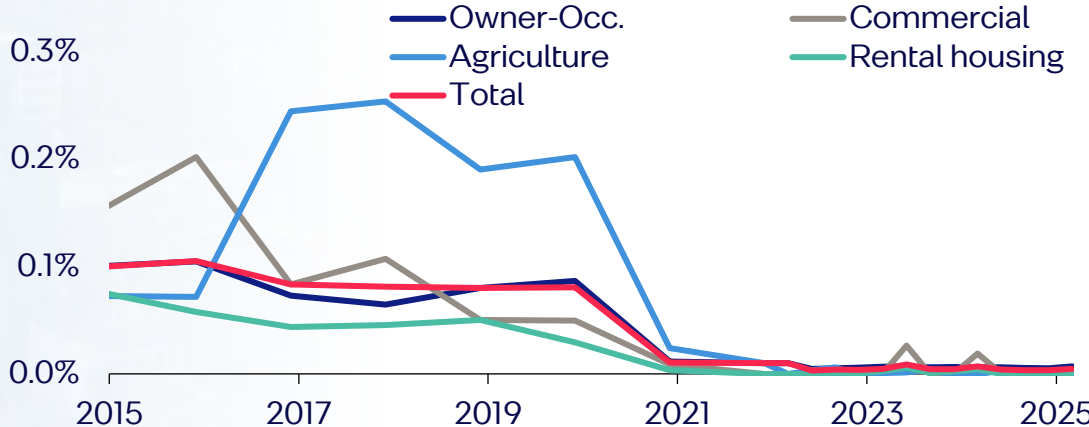
75-day mortgage arrears to latest term



Average LTV, private residential properties

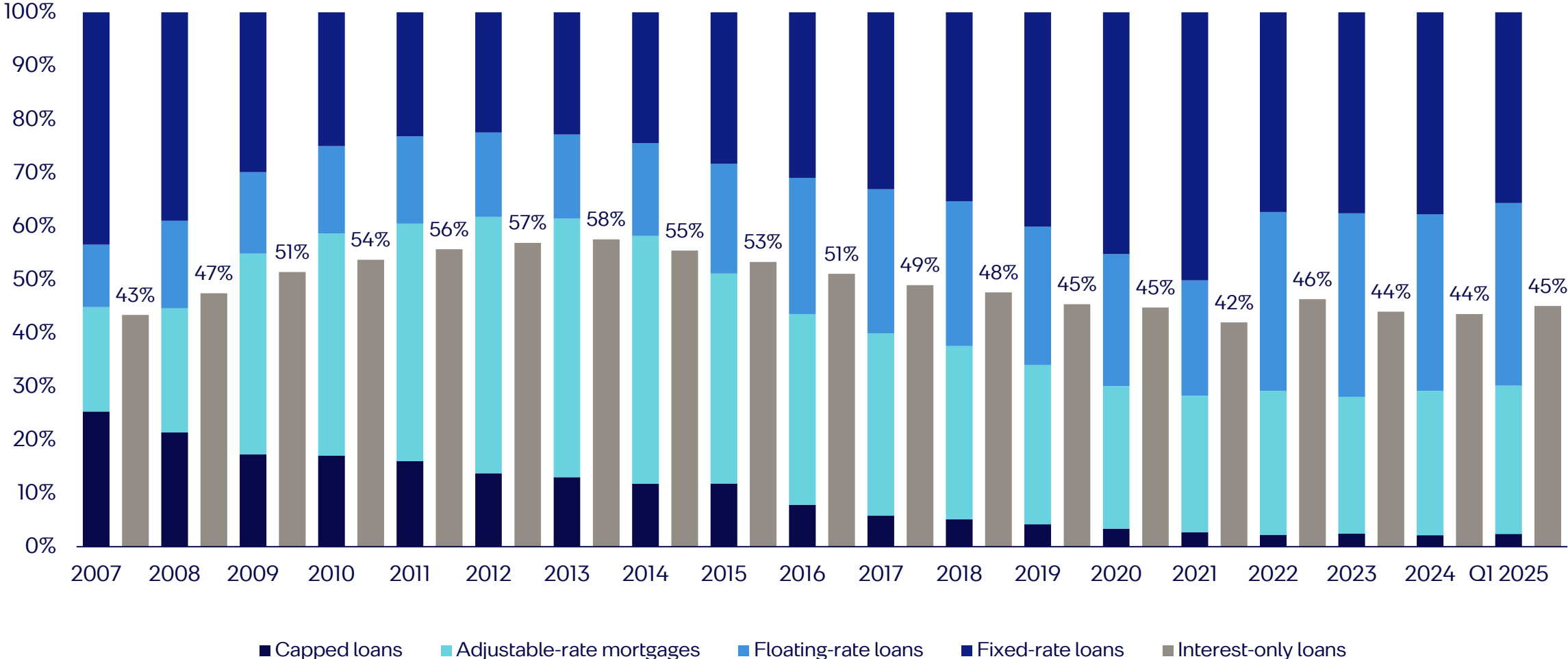


Incurred losses as a % of debt



Fixed-rate mortgage loan still makes up 36% of the loan stock

Mortgage stock by loan type



Macro prudential measures

Regulatory capital buffers

- Restrictions on new lending for households:
 - Opting for variable-rate loans and interest-only loans
 - With debt-to-income ratio in excess of 4
 - Owning multiple homes
 - With disposable income below a threshold
 - With LTV above 60%
- Restrictions for rental properties and project development:
 - The property must generate positive liquidity
 - Capacity to withstand an increase in vacancy rates, lower rental income, higher interest rates etc
 - Require sufficient down payment
 - Credit institutions must be particularly cautious when financing new property projects

Regulatory capital buffers

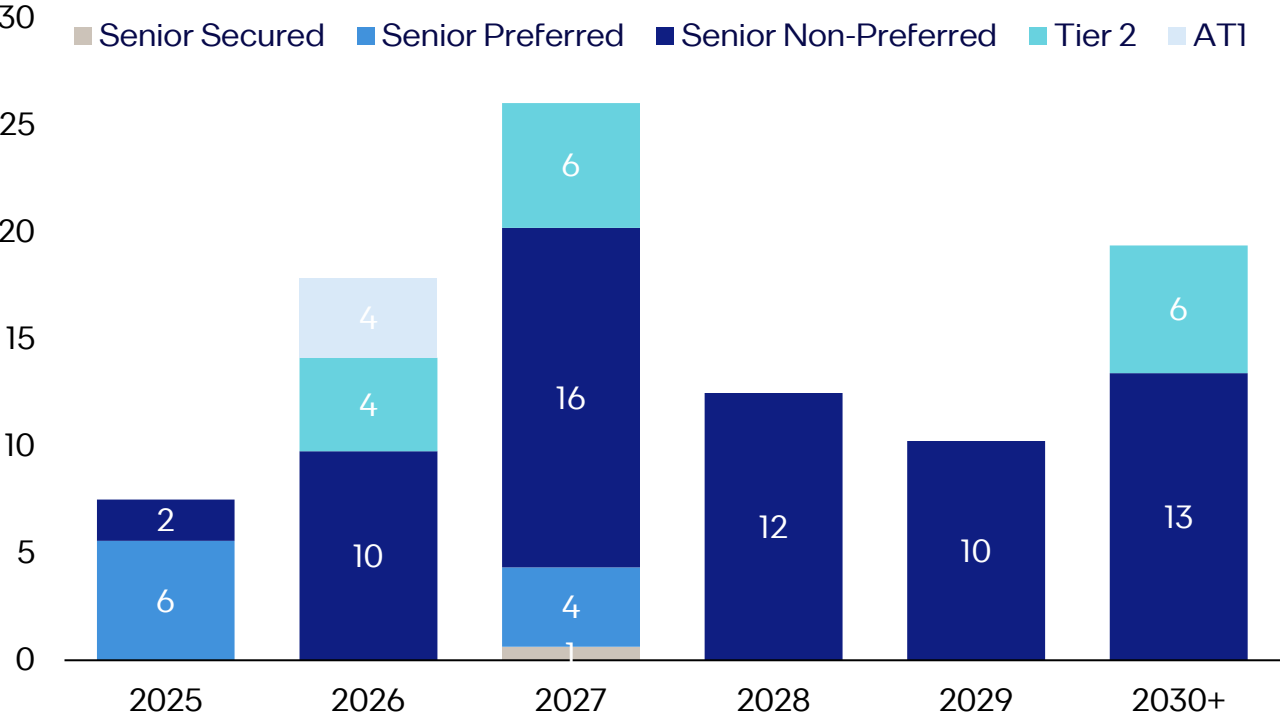
- The countercyclical buffer (CCyB) is re-activated:
 - 2,5% from March 2023
- Systematic risk buffer (SyRB):
 - Activation of a systemic risk buffer of 7% of exposures to real estate companies from 30 June 2023

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Funding of the Spar Nord transaction entailed additional issuance

Maturity profile of outstanding debt and capital instruments¹, DKKbn



Funding plan

In January 2025, as a result of the Spar Nord transaction, Nykredit issued Tier2 and Senior Non-Preferred worth a total of **DKK 16.8bn**

- DKK 5.6bn (EUR 750m equivalent) in Tier2
- DKK 11.2bn (EUR 1.5bn equivalent) in Senior Non-Preferred

Funding need for the remaining part of 2025:

DKK 10-15bn
(EUR 1.5-2bn equivalent)




¹) For AT1 and Tier 2: First call dates.

Credit and ESG ratings

Nykredit's credit ratings

	S&P Global	FitchRatings
Covered bonds	AAA	-
Senior preferred debt	A+	AA-
Short-term debt	A-1	F1
Issuer rating	A+	A+
Outlook	Stable	Stable
Senior non-preferred	BBB+	A+
Tier 2	BBB	A-
Additional Tier 1	BB+	BBB

Nykredit's ESG ratings

	Score	Range
MSCI 	AAA	CCC-AAA
 SUSTAINALYTICS	10.7	100 - 0
 CDP	B	D- to A+

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- **Corporate responsibility**

We want to be the customer-owned, responsible financial provider for people and businesses all over Denmark

DEVELOPMENT AND GROWTH THROUGHOUT DENMARK – AT ALL TIMES



A GREENER DENMARK



Greener owner-occupied dwellings



Greener real estate



Greener agriculture



Greener businesses



Sustainable investments

RESPONSIBLE BUSINESS PRACTICES



Responsible business conduct



Initiatives to combat financial crime



Personal data, IT security and data ethics



A greener Nykredit



Responsible procurement









People



Diversity and inclusion

Targeting Net Zero emissions in 2050

Nykredit Group's climate targets						
Net zero by 2050						
Emissions target in 2030	 <p>Owner-occupied dwellings 75% emissions reduction</p> <p>(kgCO₂e/m²/year)</p>	 <p>Real estate Housing: 75% emissions reduction Office and retail: 65% emissions reduction</p> <p>(kgCO₂e/m²/year)</p>	 <p>Agriculture 45-55% emissions reduction</p> <p>(tCO₂e/DKKm)</p>	 <p>Businesses <i>Targets in progress</i></p>	 <p>Investments 60% emissions reduction</p> <p>(tCO₂e/DKKm)</p>	 <p>Own operations 85% emissions reduction</p> <p>(CO₂e)</p>
	<p>Oil and gas-fired boilers 85% of owner-occupied dwellings will have another heat source than oil and gas-fired boilers in 2025</p>	<p>Transition plans</p> <p>Nykredit will set targets for the number of real estate customers, agricultural customers and other business customers that must have green transition plans in place.</p> <p><i>Targets in progress</i></p>		<p>Paris alignment</p> <p>All investments must be or about to be in line with the 1.5°C goal by 2030</p>	<p>Energy consumption and heating</p> <p>The total MWh consumption must be reduced by 25% relative to the 2017 level by end-2025. In 2030, no Nykredit locations must be heated directly using fossil fuels.</p>	
Supporting targets	<p>Electric cars 50% of new car loans must be for electric cars by 2023-2025</p>					

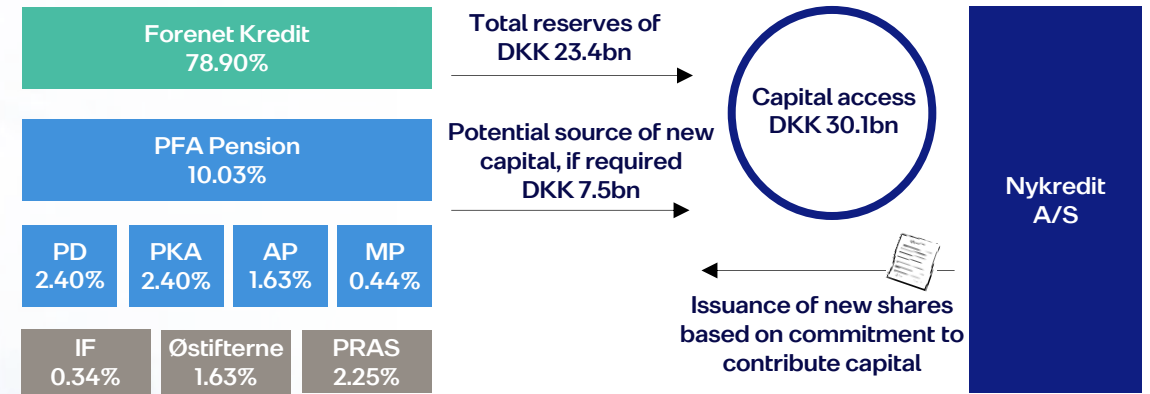
Appendix



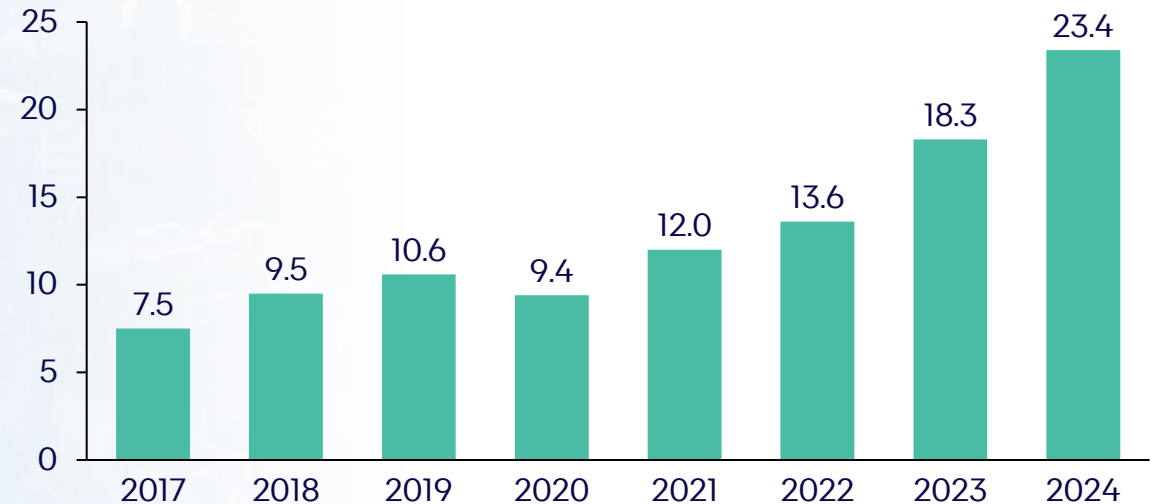
Nykredit has access to significant capital injections

- Nykredit has access to additional capital from its owners:
 - The mutual majority owner Forenet Kredit has total capital reserves of DKK 23.4bn at end-2024
 - Forenet Kredit is fully committed to support Nykredit
 - Five Danish pension funds (with a 16.9% combined ownership share) have committed to contributing capital if needed, in total of DKK 7.5bn
- Total capital commitment from shareholders amount to DKK 30.9bn equivalent to approx 650bps of CET1

Ownership structure and capital access, Q4 2024



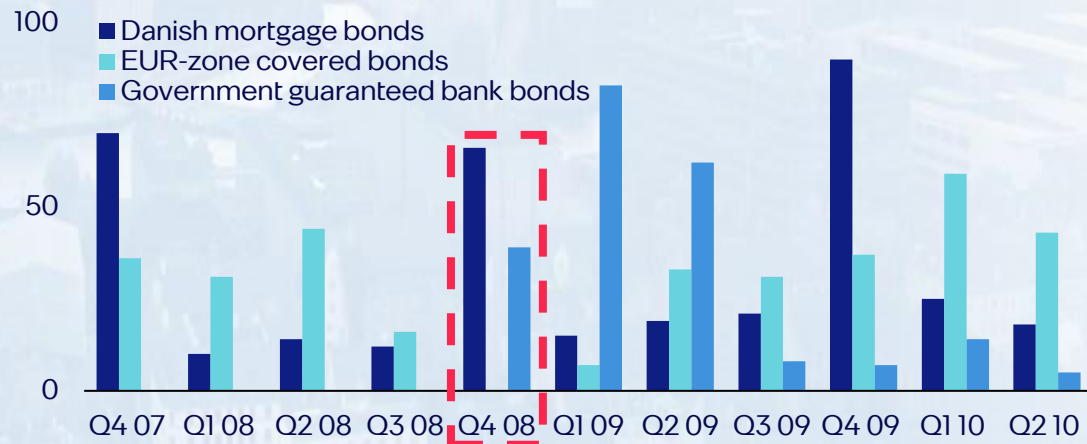
Total reserves of Forenet Kredit (DKKbn)



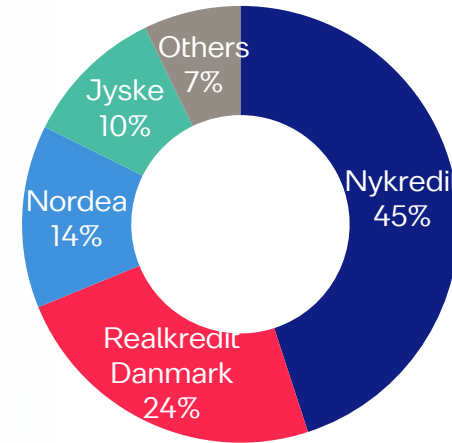
The Danish covered bond market

- 210 years of an impeccable track record
- Strong commitment from large domestic investor community
- Liquidity on par with Danish government bonds
- Very transparent market that clears daily due to tap issuance and active primary dealer, issuers, investors and analysts
- All new bonds are issued into the secondary market = no need for syndication and no pipeline risk
- The Danish covered bond market remained open for issuance and trading every day during the Global Financial Crisis
- Nykredit is the leading issuer with a 45% market share

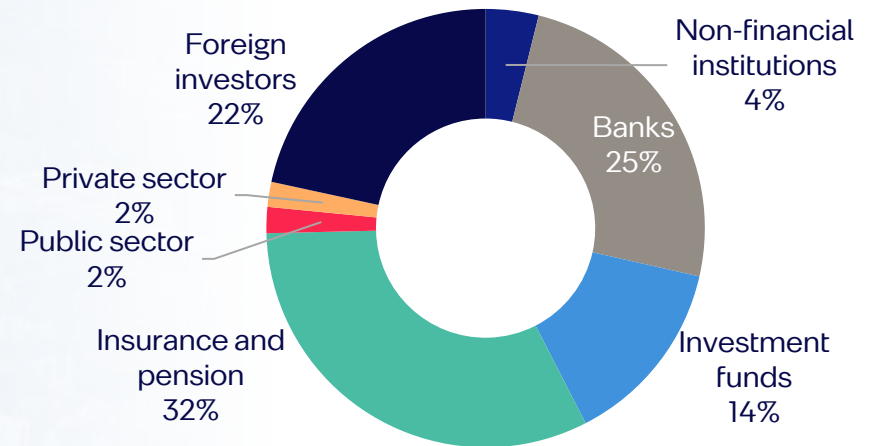
Exceptionally robust market access (EURbn)



Danish covered bond issuers (EUR 414bn)



Diversified investor base in Danish covered bonds



The Danish economy

Danish economy - key figures

	2020	2021	2022	2023	2024	2025F	2026F
Real GDP growth (2010 chained volume)	-1.8%	7.4%	1.5%	2.5%	3.6%	2.0%	1.3%
Inflation	0.4%	1.9%	7.7%	3.3%	1.4%	1.3%	1.4%
Public balance as % of nominal GDP	-0.4%	3.6%	3.4%	3.1%	2.9%	1.6%	1.3%
Gross unemployment as % of labour force	4.7%	3.7%	2.7%	2.9%	3.0%	3.0%	3.1%
Balance of payment as % of nominal GDP	7.2%	8.7%	11.7%	9.8%	13,1%		
Government EMU-debt in % of GDP	46.3%	40.5%	34.1%	33.6%	32,7%		



Source: www.statistikbanken.dk & Nykredit Markets

Nykredit benchmark transactions

Instrument	ISIN	Currency	Amount (m)	Interest type	Issue date	Maturity date	Call date
AT1	DK0030352471	EUR	500	Adjust	15-Oct-2020	Perp	15-Apr-2026
Tier 2	DK0030487996	EUR	500	Fixed	28-Apr-2021	28-Jul-2031	28-Apr-2026
Tier 2	DK0030507694	EUR	500	Adjust	29-Sep-2022	29-Dec-2032	29-Sep-2027
Tier 2	DK0030523113	EUR	750	Fixed	24-Jan-2025	24-Apr-2035	24-Apr-2030
SNP	NO0010887391	NOK	1,175	Floating	07-Jul-2020	07-Jul-2025	-
SNP	NO0010887409	NOK	1,000	Floating	10-Jul-2020	07-Oct-2025	-
SNP	NO0012428459	NOK	1,500	Fixed	03-Feb-2022	03-Nov-2026	-
SNP	DK0030522818	EUR	750	Floating	24-Jan-2025	24-Jan-2027	-
SNP	DK0009526998	EUR	750	Fixed	20-Jan-2020	20-Jan-2027	-
SNP	DK0030393665	EUR	500	Fixed	27-Feb-2024	05-Jul-2027	-
SNP	DK0030513155	SEK	1,500	Floating	06-Dec-2023	06-Dec-2027	-
SNP	DK0030484548	EUR	750	Fixed	24-Feb-2021	17-Jan-2028	-
SNP	DK0030045703	EUR	750	Fixed	20-Feb-2023	17-Jul-2028	-
SNP	DK0030522149	SEK	1,650	Floating	10-Oct-2024	10-Oct-2028	-
SNP	DK0030512421	EUR	750	Fixed	21-Nov-2023	19-Jan-2029	-
SNP	DK0030394986	EUR	500	Fixed	27-Mar-2024	09-Jul-2029	-
SNP	DK0030523386	EUR	500	Fixed	21-Nov-2024	10-Jan-2030	-
SNP	DK0030523030	EUR	750	Fixed	24-Jan-2025	24-Jul-2030	-
SNP	DK0030467295	EUR	500	Fixed	30-Sep-2024	10-Jul-2031	-
SP	DK0009529901	EUR	750	Fixed	11-Jun-2020	10-Jul-2025	-
SP	DK0030506886	EUR	500	Fixed	29-Mar-2022	12-Jul-2027	-

Totalkredit business model

41 partner banks

- More than 580 branches
- About 15,000 banking staff
- Joint IT platform

Market share of 51%* of personal mortgage lending

- Total mortgage lending of DKK 878bn
- More than 850,000 customers

Nykredit and the Totalkredit alliance

- Partner banks are responsible for customer contact, advisory services, credit assessment, etc
- Joint responsibility: Governance and development
- Totalkredit is responsible for administration, compliance, funding, IT, products, property appraisals, contact with authorities, etc



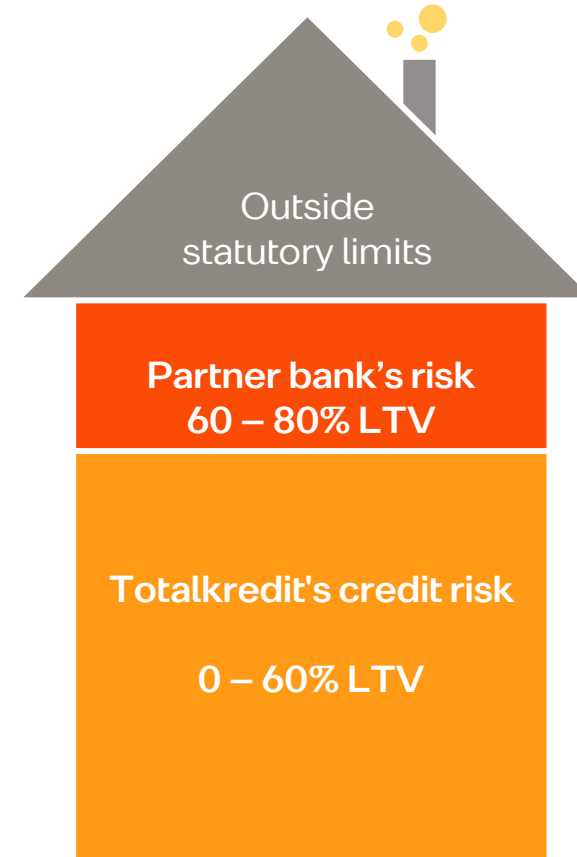
* Market share personal mortgage lending of Nykredit Group

Risk sharing model in Totalkredit

Partner banks cover part of the loan-losses in Totalkredit

- Lending originated by partner banks are covered by a risk sharing model and covers
 - Owner-occupied dwellings
 - Summer houses
 - Commercial real estate
- Partner banks bear the credit risk of the highest LTV-part of the loan
 - The general rule is that the partner bank will cover an amount equal to a quarter of the loan
 - The amount is fixed at disbursement and remains constant until maturity of the loan
 - Hence for an 80% LTV loan the credit risk from 60-80% LTV is covered by the partner bank
 - For certain loans the banks cover a larger part of the credit risk
- Risk sharing is based on Nykredit's right to set-off loan losses against commissions paid by Totalkredit to the partner bank
- The partner bank receives commissions equal to approx. 50% of margin income covering as compensations for covering credit risk and serving the customer

Risk sharing model for an 80% LTV retail mortgage loan



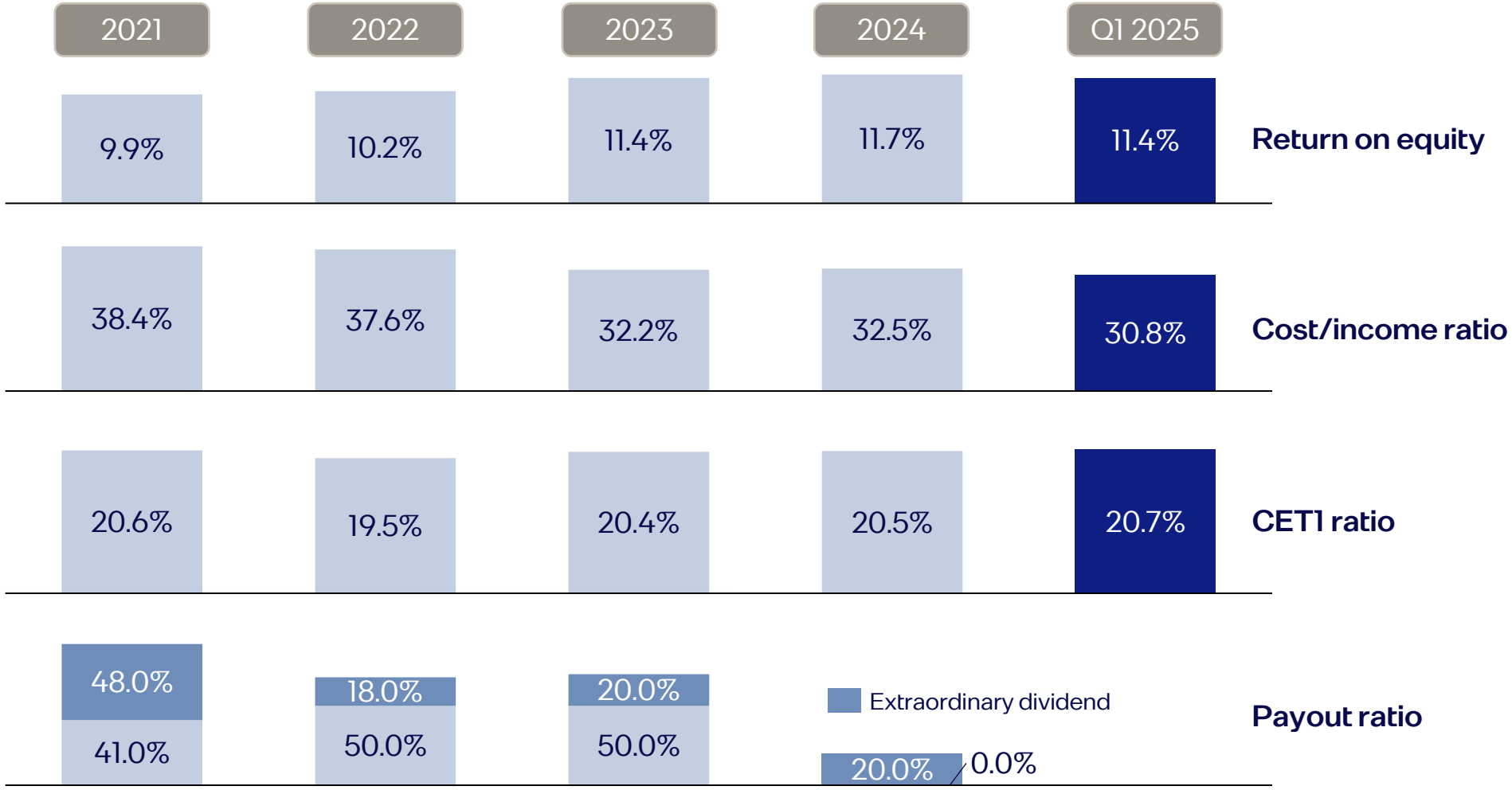
Increased profitability, stable earnings and strong capitalisation

Return on equity target of at least **8%**

Cost/income ratio target of **40%**

CET1 policy target of **15.5-16.5%**

Dividend policy of **50%**



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