



BRED Group
International Network



*Cooperative, customer-centred,
rooted in its regions, innovative,
focused on long-term and high value-added
relationships in France and abroad:
the bank of tomorrow is the BRED of today.*

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 **BRED GROUP OVERVIEW**

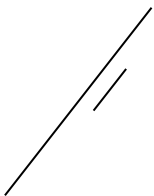
 **A DIVERSIFIED BANK**

 **INTERNATIONAL NETWORK**

 **A VALUE-DRIVEN
COOPERATIVE BANK**

BRED GROUP OVERVIEW

*BRED, 100 years
and still ahead*



BREDIS...



Banking without distance

A unique model for its retail, SMEs and corporate customer relationships



In France, more than
1 million
customers and
200,000
cooperative members



BRED has a banking
presence in **the Horn
of Africa,
Southeast Asia,
South Pacific and
Switzerland**



6,000
employees including
25% outside France

KEY FINANCIAL FIGURES FOR 2019

Results increased for the seventh year in a row

NET BANKING
INCOME

€1,252m

+5.1 %

COST-TO-INCOME RATIO

60.2 %

NET INCOME

€307m

+10,6 %

LIQUIDITY COVERAGE
RATIO (LCR)

152 %

CET1 RATIO

16,2 %

CONSOLIDATED
EQUITY

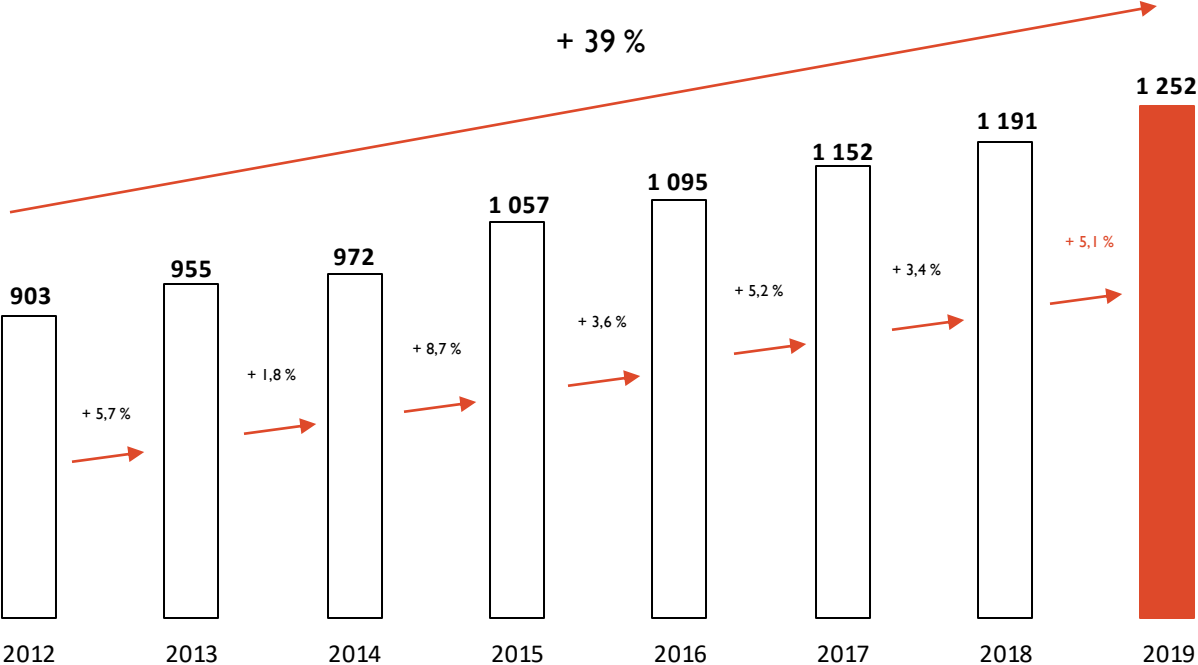
€4.9bn

+11 %

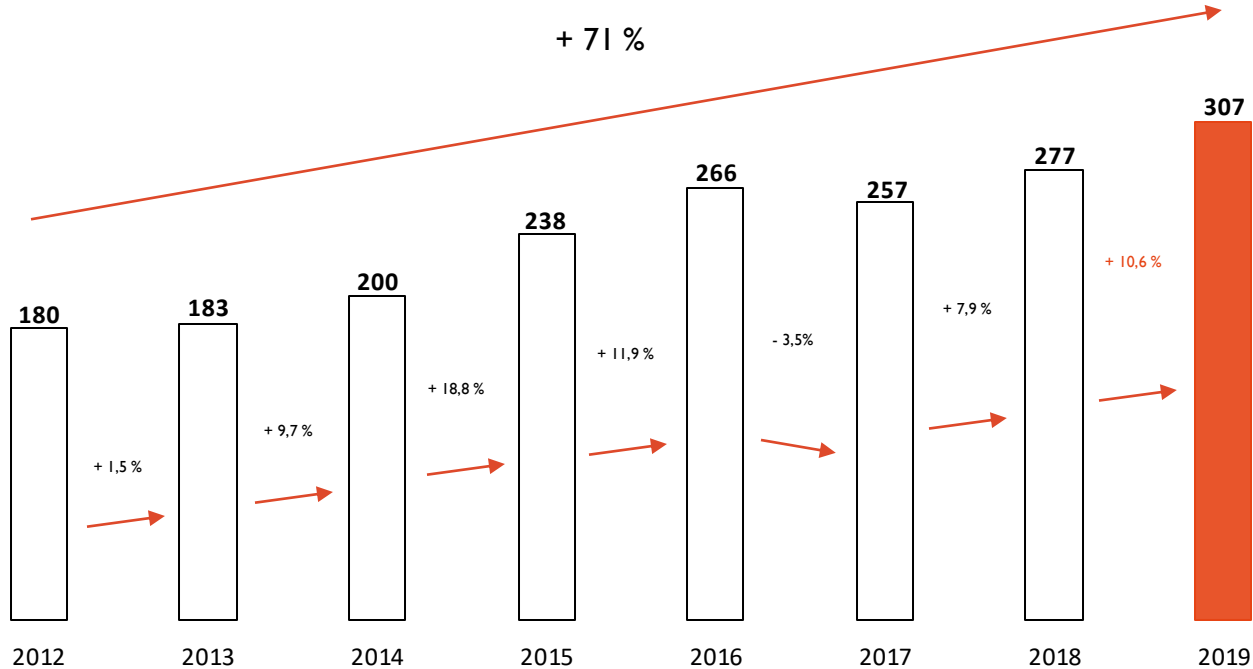
TOTAL CONSOLIDATED BALANCE
SHEET

€74.4bn

GROWTH IN BRED CONSOLIDATED NET BANKING INCOME (IN MILLIONS OF EUROS)

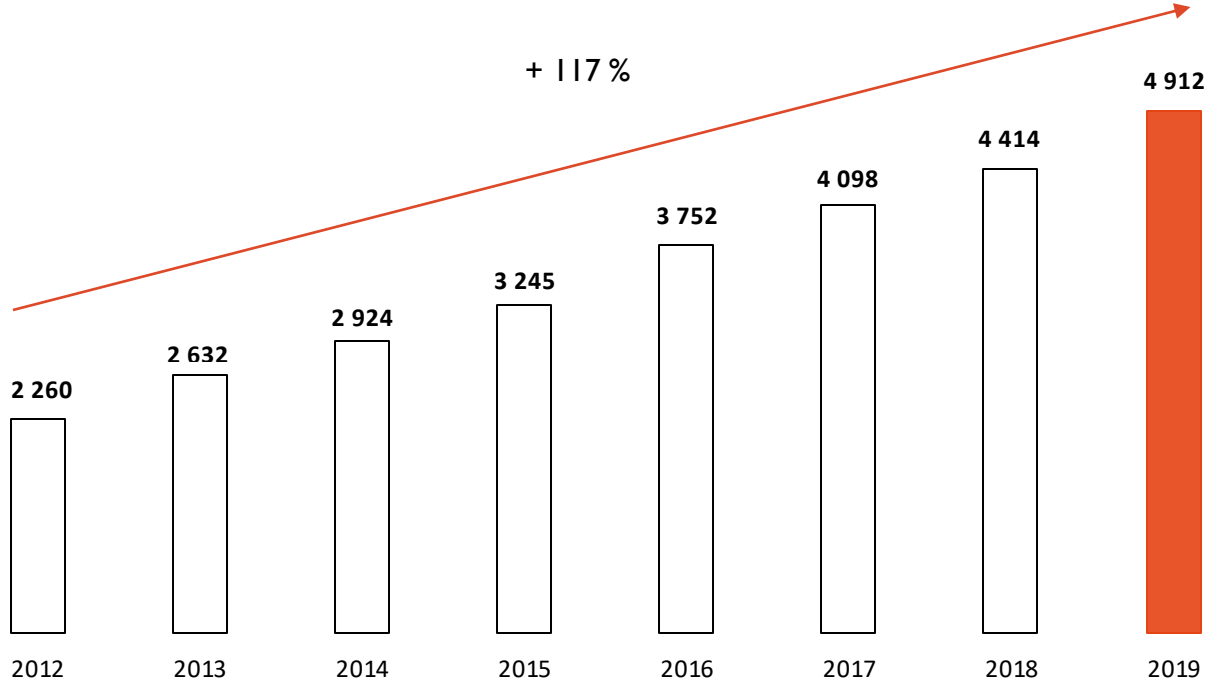


GROWTH IN BRED CONSOLIDATED NET INCOME (IN MILLIONS OF EUROS)



GROWTH IN BRED CONSOLIDATED EQUITY

(IN MILLIONS OF EUROS)



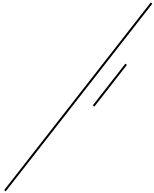
IN FRANCE AND ABROAD



BRED, BANKING WITHOUT DISTANCE



A DIVERSIFIED BANK



HIGH-LEVEL EXPERTISE FOR INDIVIDUALS AND COMPANIES OF ALL SIZES EVERYWHERE WE OPERATE

Retail banking

Private banking

Banking for professional customers and SMEs

Corporate banking

Structured by business sector: large companies, real-estate professionals and institutional clients.

Trade Finance

Correspondent banking

Access to a network of correspondent banks in more than 150 countries.

Capital markets

Access to services including foreign exchange and interest rate risk management, money market and bonds solutions.

Specialised activities

In insurance, asset management, private equity, fintech.

RETAIL

Trusting in proximity and strong human relationships

- We advise our customers at every stage of their lives.
- We anticipate their needs.
- We make day-to-day life easier with some of the best, ever-evolving digital tools on the market.
- We offer fast response times thanks to a unique structure.
- A growing branch network.

**An agile and responsive organisation,
innovative technological infrastructure,
employees who undergo constant training and
provide their customers with added value**





PRIVATE BANKING

Developing asset management strategies with our customers.

- Structuring and management of both assets and liabilities.
- Access to tailored financial products thanks to our asset management, private equity and life insurance subsidiaries.
- Asset management centres close to our SME-focused business centres to help maximise the value of business leaders' assets.
- Specialists in wealth engineering offer tailored, open-architecture solutions.

LIBERAL AND INDEPENDENT PROFESSIONALS

Business expertise for professionals.

- Customers have a single advisor who helps them with their professional situation and private assets.
- Specialists trained on the challenges of every type of business.
- A simple relationship: shorter processing times.
- Access to digital business tools: billing, marketing, currency orders, etc.



SMALL AND MEDIUM-SIZED ENTERPRISES

Frontline senior banker for SMEs and their leaders.

- Fast-track processes thanks to decentralised decision-making authority.
- Synergies with corporate banking to structure tailored financing solutions generally reserved for large companies.
- A comprehensive approach for companies and their leaders.

We finance players in the real economy, who day after day contribute to the economic vitality of their regions



CORPORATE BANKING

A key partner for large companies, real-estate professionals and institutional clients.

- Teams specialised by sector: retail, energy and telecommunications, leisure, agri-food, real-estate professionals, etc.
- Tailored structured financing solutions.
- A trading desk: foreign exchange, fixed income management, money-market and bond investments, structured investments.
- Expert in flow processing solutions.
- International trade.





CAPITAL MARKETS

- Accessible to all SMEs, midcaps, corporate and institutional clients, both French and foreign.
- Access to services including foreign exchange and interest rate risk management, money market and bonds solutions.

Known as one of the key actors on this market, it handles

15 % of Euro Commercial Papers in Europe.

SPECIALISED SUBSIDIARIES

PROMEPAR
ASSET MANAGEMENT

Asset management



Fintech

PREPAR-VIE
ASSURANCE

Insurance solutions



International trade
financing

ADAXTRA
CAPITAL

Private equity

COFILEASE

Leasing solutions

FIPROMER
Ingénierie - Finance - Investissement

INGEPAR

Arranger of tax-based leveraged lease transactions dedicated to French
overseas territories

INTERNATIONAL NETWORK

A proven expertise.

- BRED Group's international development in commercial banking is focused on 3 regions: the Horn of Africa, Southeast Asia and South Pacific. BRED is rolling out commercial banking operations in dynamic countries, providing expertise that meets the highest international standards.
- BRED also provides international trade financing mainly from Geneva.
- BRED Group can rely on a strong network of correspondent banks for import/export operations and for its foreign locations.
- While International IT is shared through a regional platform, there is an on-going communication between entities to improve process and standards, always adapted to the local specificities.
- BRED is also a shareholder in Aceda in Cambodia (12.25%), BCEL in Laos (10%) and Socredo in Tahiti (15%).



INTERNATIONAL NETWORK

A proven expertise.

- Each country is run by a dedicated CEO who leads a team made of locals and expatriates. Paris headquarters facilitate the work of the subsidiaries and a dedicated team participates to the network animation, best practices and experience sharing.
- Our strategy is to adapt international standards for the benefit of a highly demanding clientele consisting of large and small companies, local SMEs and individual customers with high potential, while applying the best standards in risk management, compliance and accountancy.
- BRED offers a full range of Retail and Corporate services including: modern means of payment (including internet and mobile banking), savings products, loan solutions tailored to each need: Business loans, Consumer/Car loans, Home loans, Structured loans...

As of 31.12.2019

NET BANKING INCOME
PRO FORMA

\$227,5m

NET INCOME
BEFORE TAX

\$35,4m

+5,2 %

EMPLOYEES

1 670

+16,4 %

HIGH QUALITY STANDARDS WHILE SERVICING OUR CLIENTS

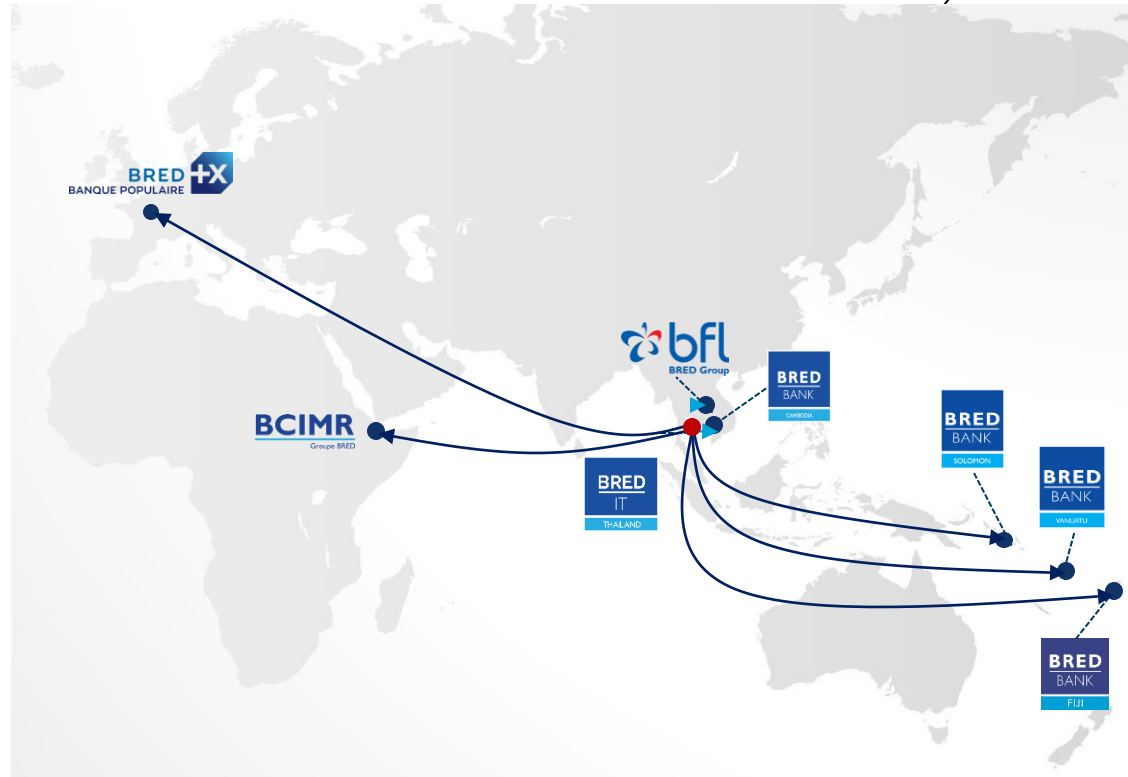
A high quality operational framework

- BRED wants each client to be proud and trustful of its bank.
- BRED promotes sound Risk and Compliance practices.
- BRED is compliant with the European and French regulations as well as those applicable locally as defined by the competent authorities everywhere it operates.
- BRED Group control processes rely on the highest level in human resources and know-how to fulfill the client's needs for safety and quality.



BREDIT

- BRED IT Ltd. is a wholly-owned subsidiary of BRED Group based in Bangkok. It was created in 2010 to become the IT hub for BRED Group's international banks. Since 2011, BRED IT also operates an offshore development center for BRED activities in France.
- BRED IT manages the whole IT solution of the BRED international subsidiaries, including infrastructure, core banking system, internet & mobile banking and electronic payments systems (bank cards, ATMs, POS terminals, etc.).
- BRED IT is in charge of all IT projects, as well as maintenance of the systems, including 24/7 monitoring.

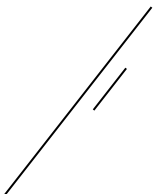


BREDIT

- BRED IT consists of nearly 200 highly qualified IT experts. It has set up a dynamic HR development plan to attract the best talent in Bangkok to support the development of BRED subsidiaries.
- The BRED IT norms and standards are aligned with the definitions and strategy of BRED Group.
- BRED IT has set up a security strategy and control system that meet the highest standards :
 - It hosts Banks Core Systems in 2 different Datacenters in Bangkok in order to reduce non continuity risk.
 - It has an efficient first and second level control system that ensures a very high level of security.
 - The subsidiary is regularly audited by Group Internal Audit and external auditors to ensure the quality of services and the level of security.



A VALUE-DRIVEN COOPERATIVE BANK



A COOPERATIVE BANK...

A bank that belongs to its cooperative members.

- Capital held in the form of cooperative shares.
- A specific form of governance: BRED is owned by its 200,000 customer-members.
- Cooperative status which ensures that our customers' interests are fully aligned with BRED's.
- As BRED Group is not listed, it has set up a long term development strategy in France and in the other regions of the world it operates.





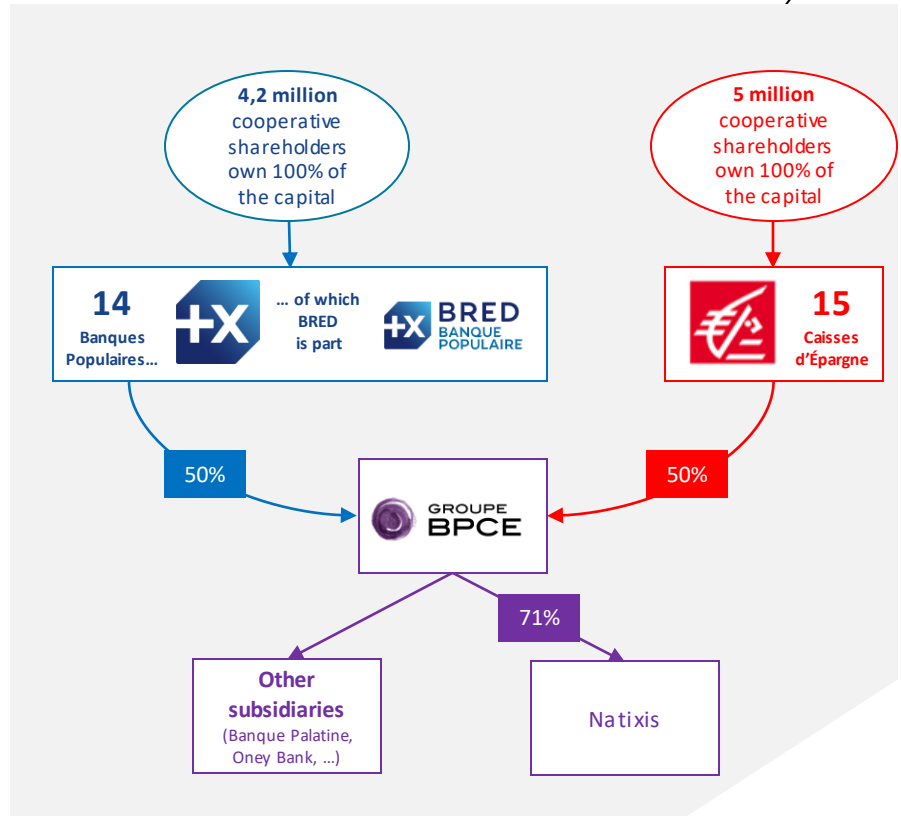
... THAT IS DRIVEN BY ITS VALUES

Proximity and entrepreneurship

- BRED contributes to the local economic development in each territory it operates by financing individuals and businesses.
- Being one of the best in digital technology is vital but not enough to flourish: the bank's future lies not only in training for staff so they can provide customers with even more added value but also in a commitment to invest in close relationships.
- BRED is committed to equal opportunity, including in professional integration, to help talents emerge and give them access to networks of excellence.

BRED: A CORE PART OF BPCE GROUP

- BRED is the biggest commercial bank within BPCE Group.
- BRED is the only commercial bank operating in emerging countries in BPCE Group.
- BPCE Group was formed in 2009 through the combination of two major cooperative networks: Banque Populaire and Caisse d'Épargne.
- BPCE sa is owned by the 14 Banques Populaires (including BRED) and 15 Caisses d'Épargne. They are the only shareholders.
- More than 9 million cooperative members own 100% of all Banques Populaires and Caisses d'Épargne's capital.
- With 36 million customers in France at the end of 2019, BPCE is the second-largest domestic banking group in France.



Cooperative, customer-centred, rooted in its regions,
innovative, and focused on long-term and high value-added relationships in
France and abroad:
the bank of tomorrow is the BRED of today.

