Rabobank

Where we’re coming from

Frank Nagel  9 October 2019
Rabobank at a Glance

Situation on December 31, 2018

Mission

Growing a better world together

Almost 8.3 million customers

Rabobank in the Netherlands
Domestic Retail Banking

- 101 local Rabobanks
- 409 offices
- 1.9 million members
- 6.5 million private customers
- 0.8 million commercial customers

What We Offer in the Netherlands
(amounts in EUR billions)

- Dutch Private Mortgages: 190.0
- Savings: 119.1
- Private sector lending to Food & Agri: 38.1
- Private sector lending to Trade, Industry and Services: 81.5
Rabobank at a Glance

What We Offer Internationally

**International**

- 41 countries
- €65.0 billion: private sector lending to Food & Agri
- €36.5 billion: private sector lending to Trade, Industry and Services
- €2.6 billion: lending to private individuals

Example value chain:

1. **Farm inputs** → **Farming** → **Manufacturing/processing** → **Trade** → **Distribution** → **Retail** → **Food service**
This is the way we like to portray our past

A prosperous and liberal country
Leading to some world famous art...

Rembrandt
The rural Netherlands early 20th century

The Netherlands used to be a poor country!
Leading to some world famous art...
A tough life in agriculture
The rise of Rabobank
Rabobank’s roots

Development of total assets:  
1960: EUR 2 bln  
1978: EUR 34 bln  
June 2012: EUR 771 bln

1895 Cooperative banks

Retail banking in NL

All Finance banking in Netherlands
The economy changed after WW2
Distribution is key
99% of SMEs are serviced through the local branches
But what if technology kicks in

- Total number of contacts with the bank
- Contacts via:
  - internet
  - (mobile) telephone
  - bank lobby equipment
- Contacts via customer routes scheduled and walk-in

*1 million
The world around us is changing rapidly

- Retreating government
- Distrust in the financial sector
- Big data & privacy
- Health system overhauled
- Changing labour relationships
- Uncertainty in pension system
- Changing customer behaviour
- Increasing virtualisation
- Growing competition
- Strong increase of law and regulation
- Fintechs