



Rabobank

Where we're coming from

Frank Nagel 9 October 2019



Rabobank

Rabobank at a Glance 1

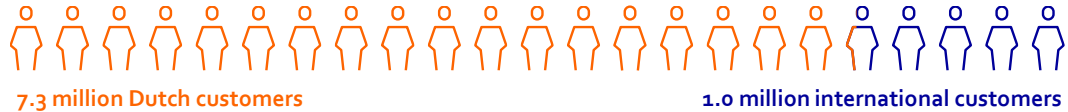


Situation on December 31, 2018

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

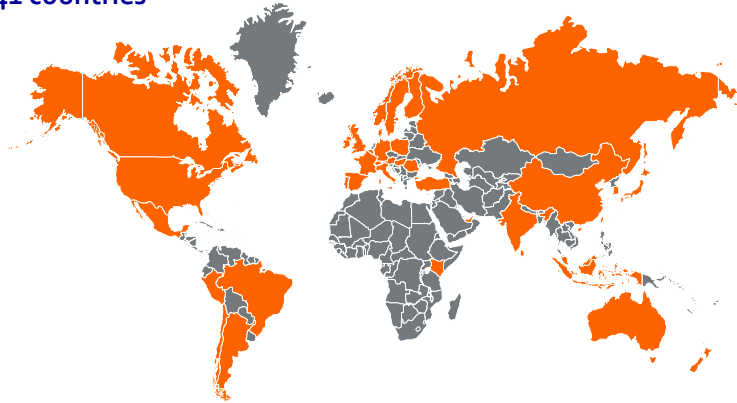
Rabobank at a Glance 2



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

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...



Rabobank



Rembrandt

The rural Netherlands early 20th century



The Netherlands used to be a poor country!

Leading to some world famous art...



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Plazilla.com/go/ygi

Van Gogh

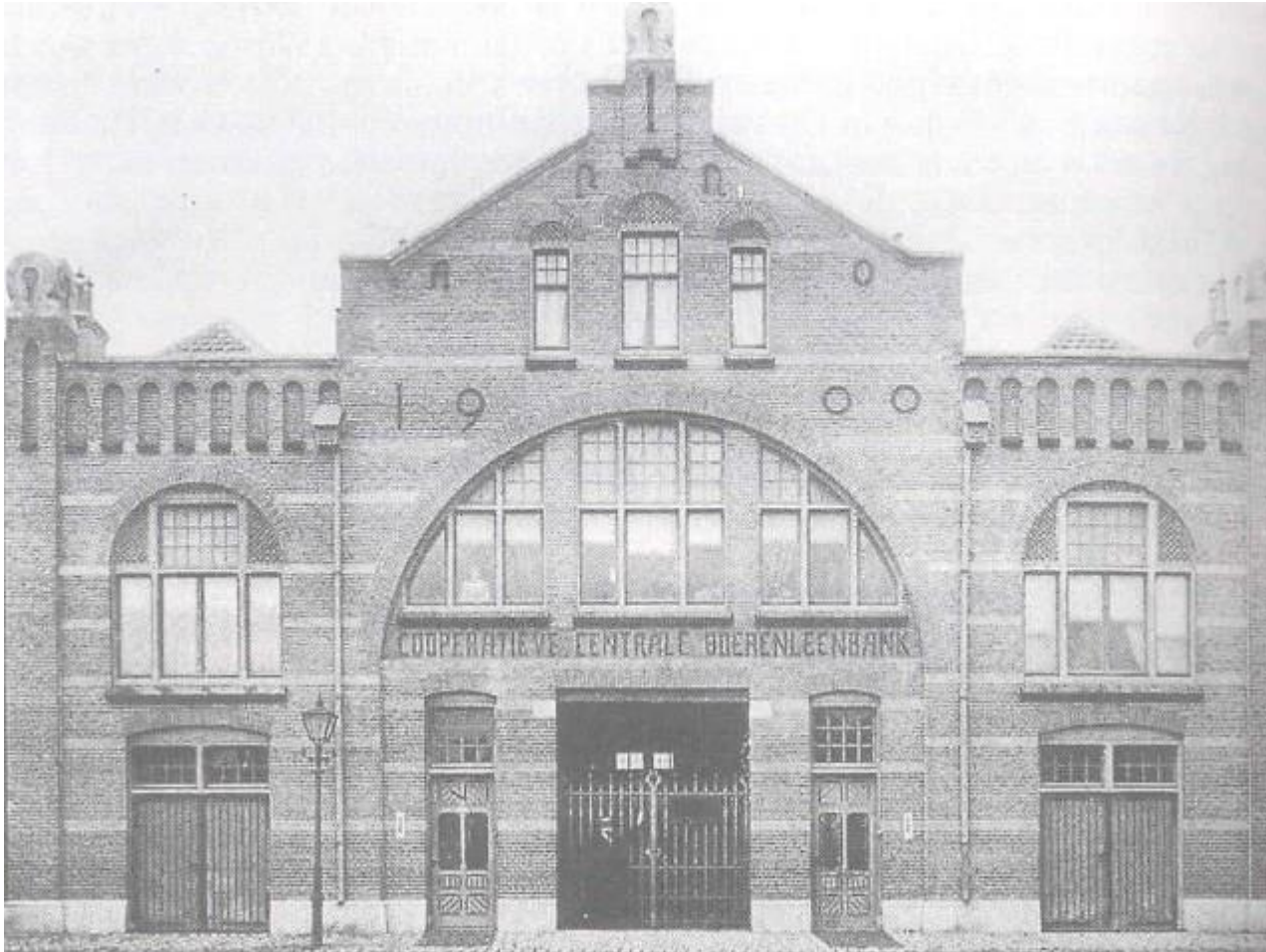
A tough life in agriculture



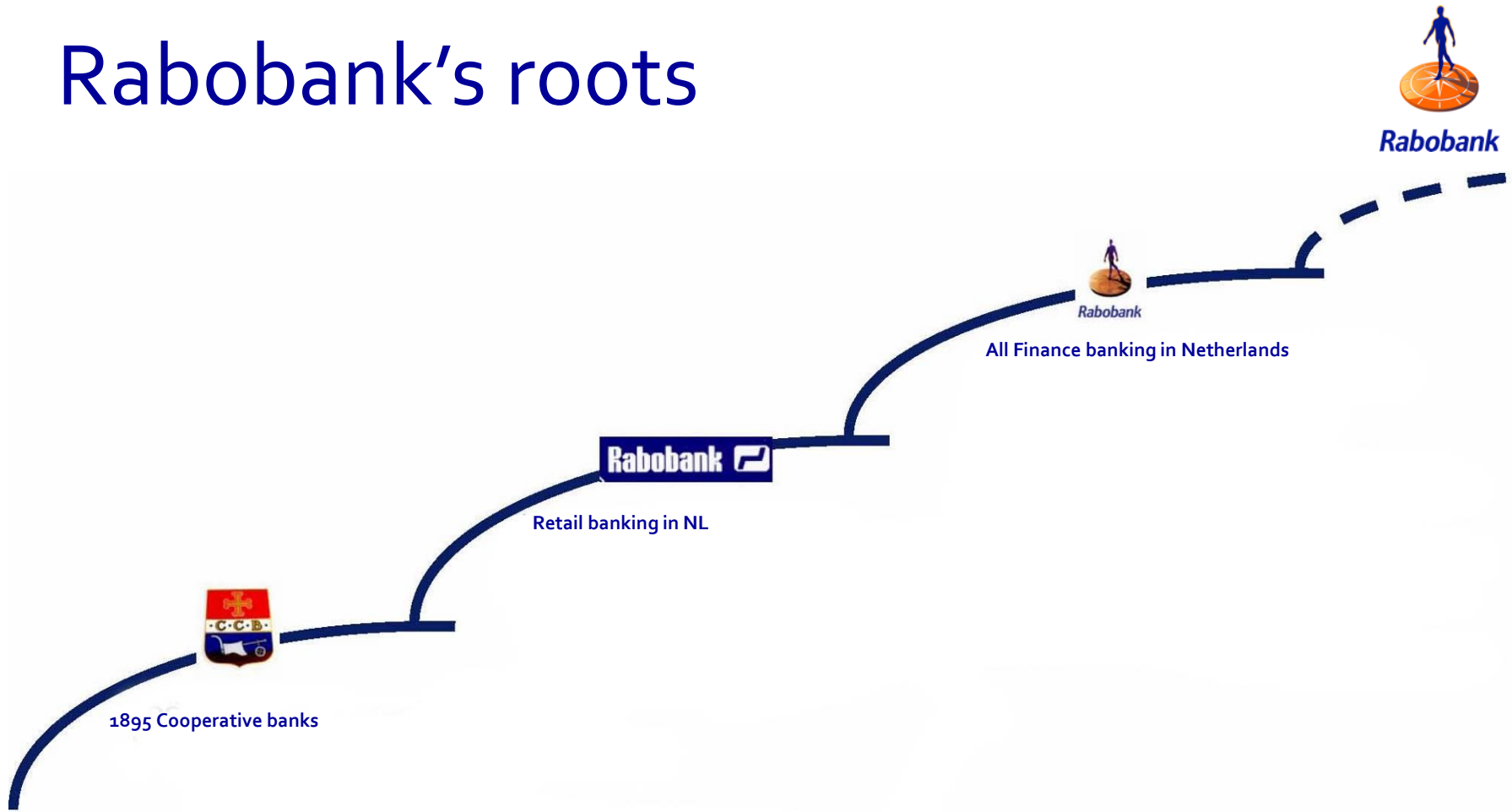
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The rise of Rabobank

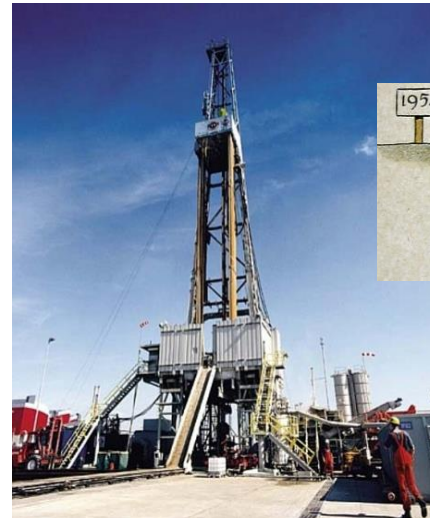


Rabobank's roots

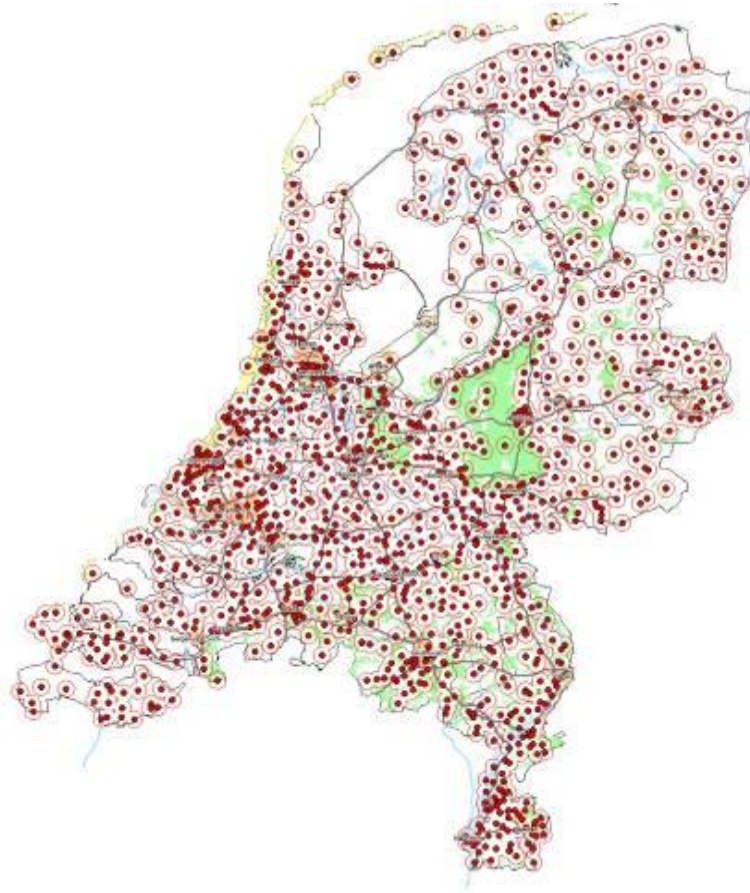


Development of total assets:	1960: EUR 2 bln	1978: EUR 34 bln	June 2012: EUR 771 bln
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The economy changed after WW2



Distribution is key



99% of SMEs are serviced through the local branches



Rabobank

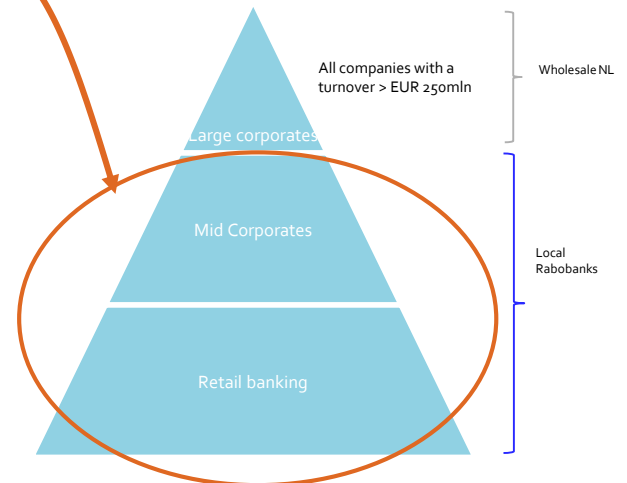


106 local Rabobanks
with 506 branch offices

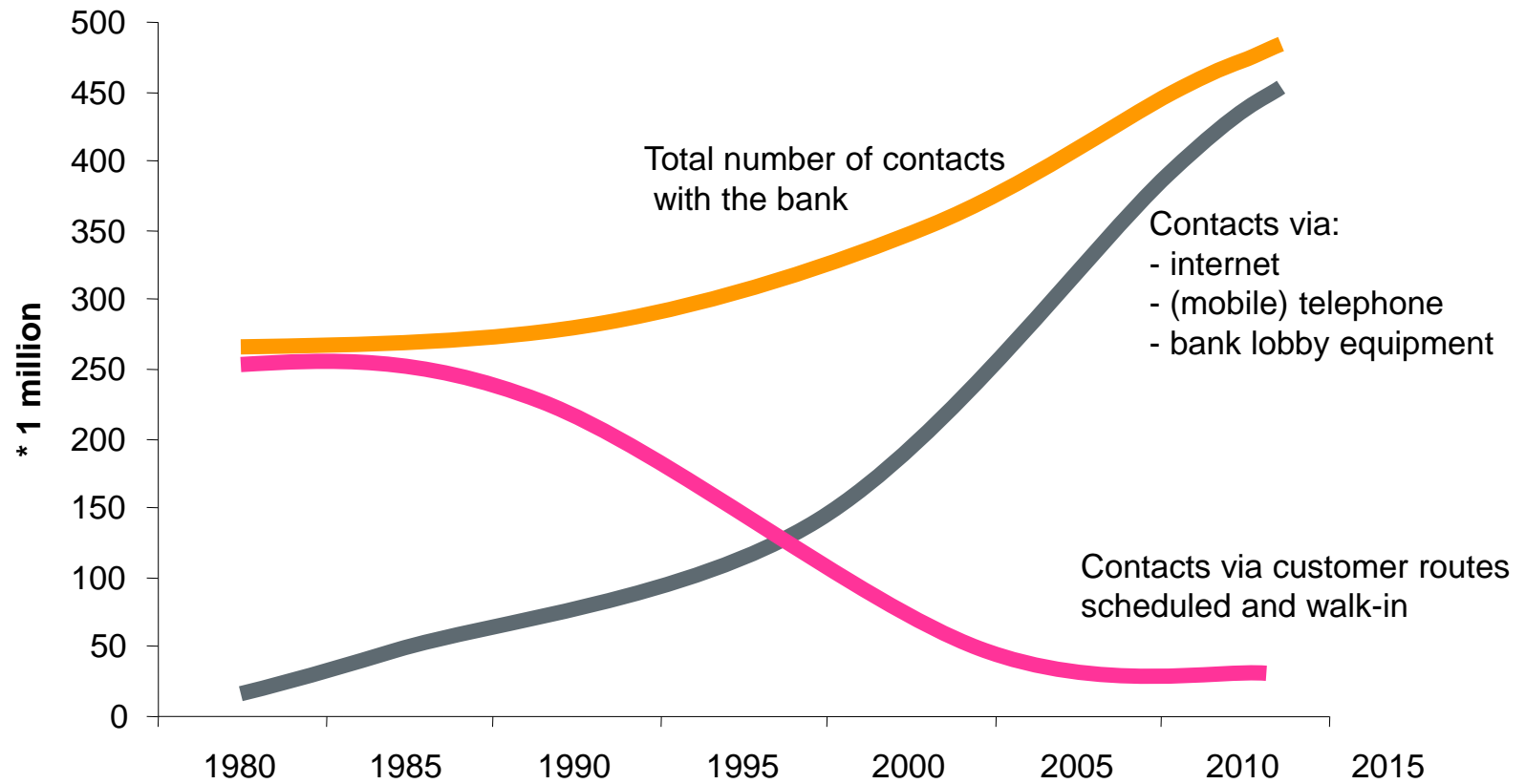


Density of network per region

- North Netherlands
26 local Rabobanks
- Central Netherlands
29 local Rabobanks
- South Netherlands
25 local Rabobanks
- West Netherlands
26 local Rabobanks



But what if technology kicks in



The world around us is changing rapidly



**Retreating
government**

**Big data &
privacy**

**Health system
overhauled**

**Distrust in
financial sector**

**Changing labour
relationships**

**Uncertainty in
pension system**

Changing customer behaviour

**Increasing
virtualisation**

**Growing
competition**

**Strong increase of law and
regulation**

Fintechs