

# Das Raiffeisen-Jahr 2018

FRIEDRICH WILHELM  
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200 JAHRE

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STARKE IDEE!



## Co-operatives in Modern Times Some contemplations

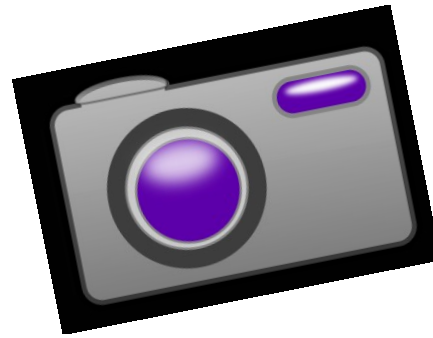
*Wiebe Draijer*  
*5 July 2018*



**Rabobank**

# Content

1. Global snapshot and prospects
2. European co-operative banks
3. Rabobank



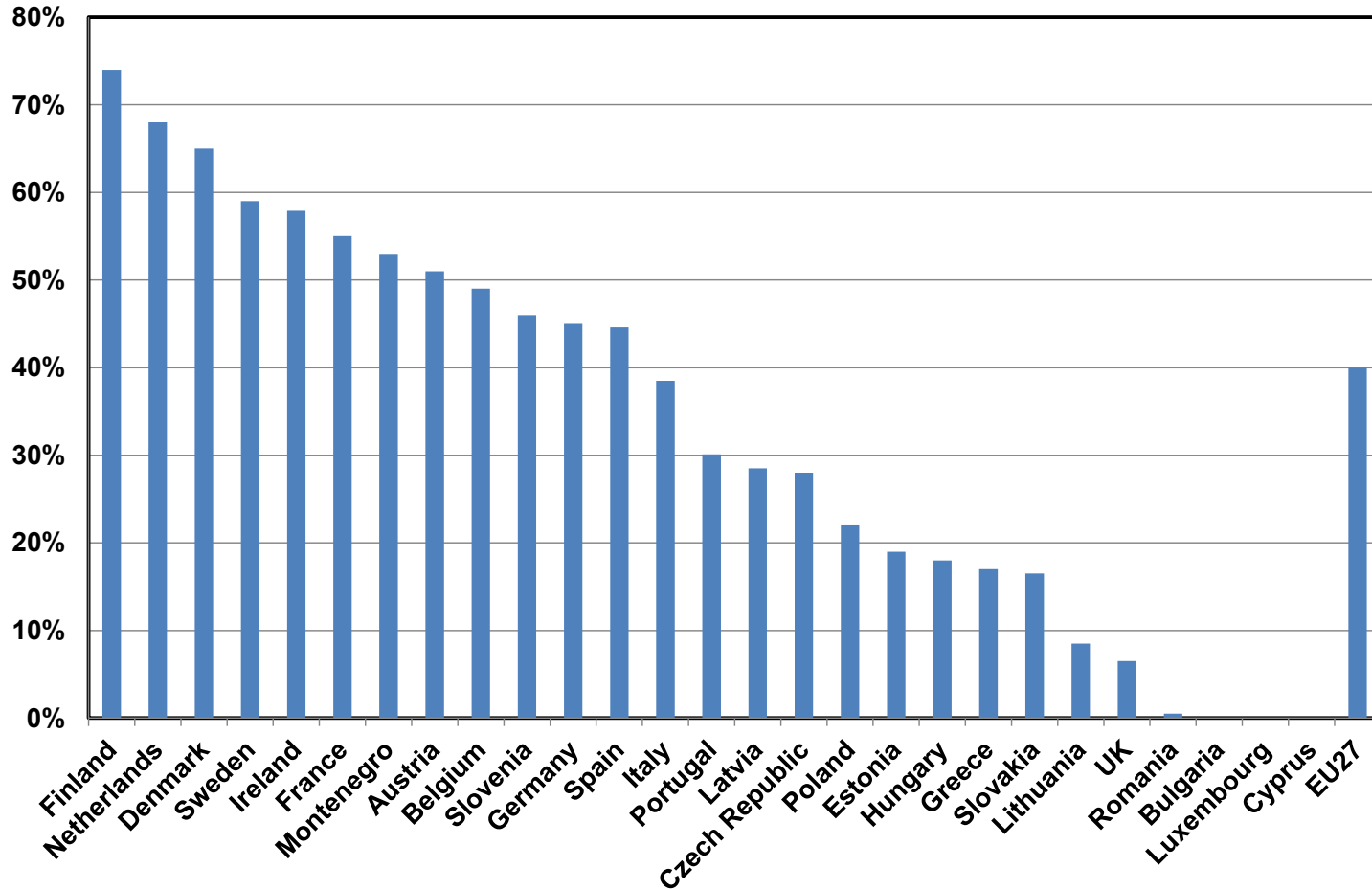
# Some astonishing facts and figures.....



- Over 1.2 billion people are members of a co-operative
- Co-operatives provide employment for or supports the livelihood of 280 million people globally
- UN estimates that there are 2.5 million co-operatives around the world
- About 10% of working population works in or through co-operatives
- There are three times as many member owners of co-operatives as individual shareholders worldwide
- In 2016 the largest 300 coops had a combined annual turnover of over US\$ 2.2 trillion (equals GDP of France)
- Over 1,400 coops have a turnover of US\$ 100m+

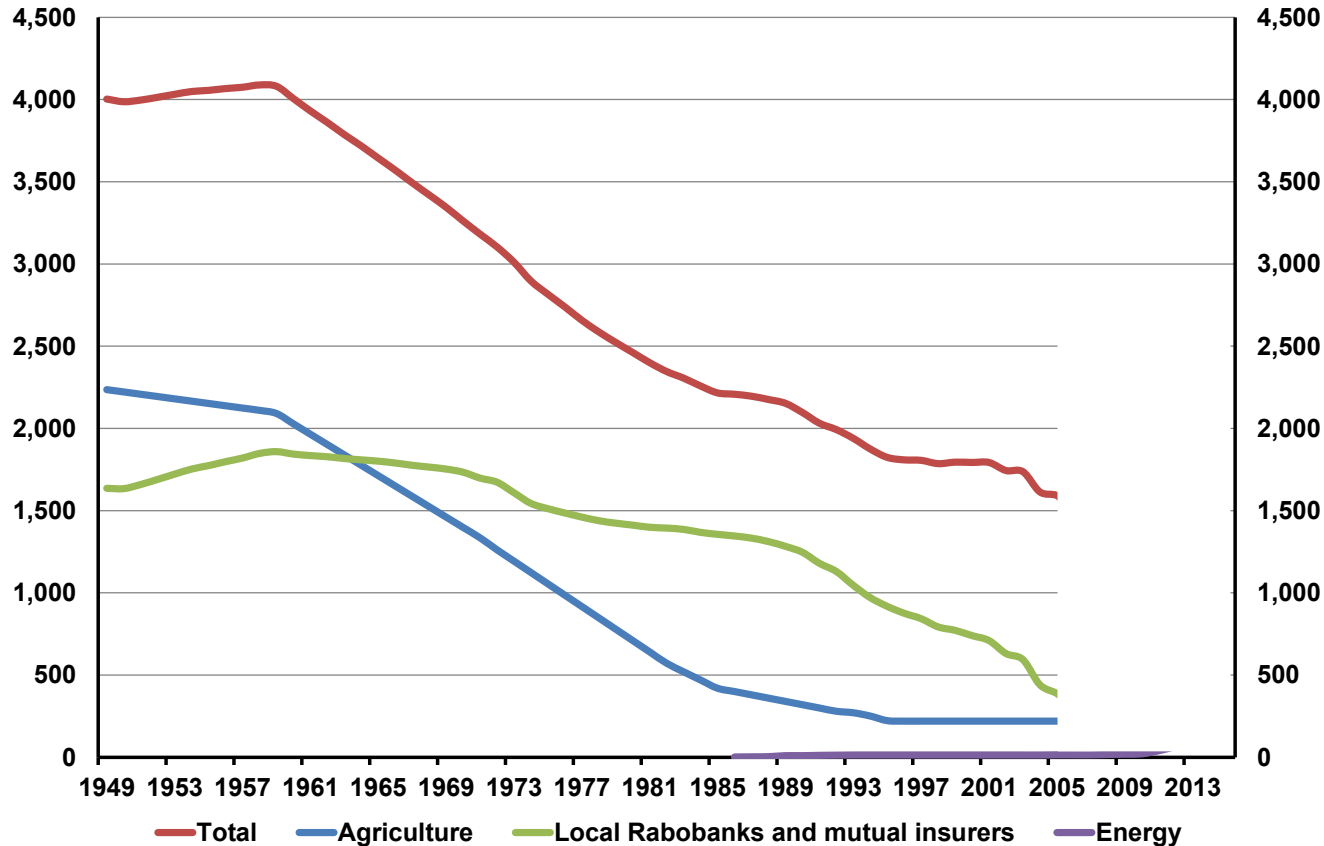


# Market share co-operatives in F&A sector



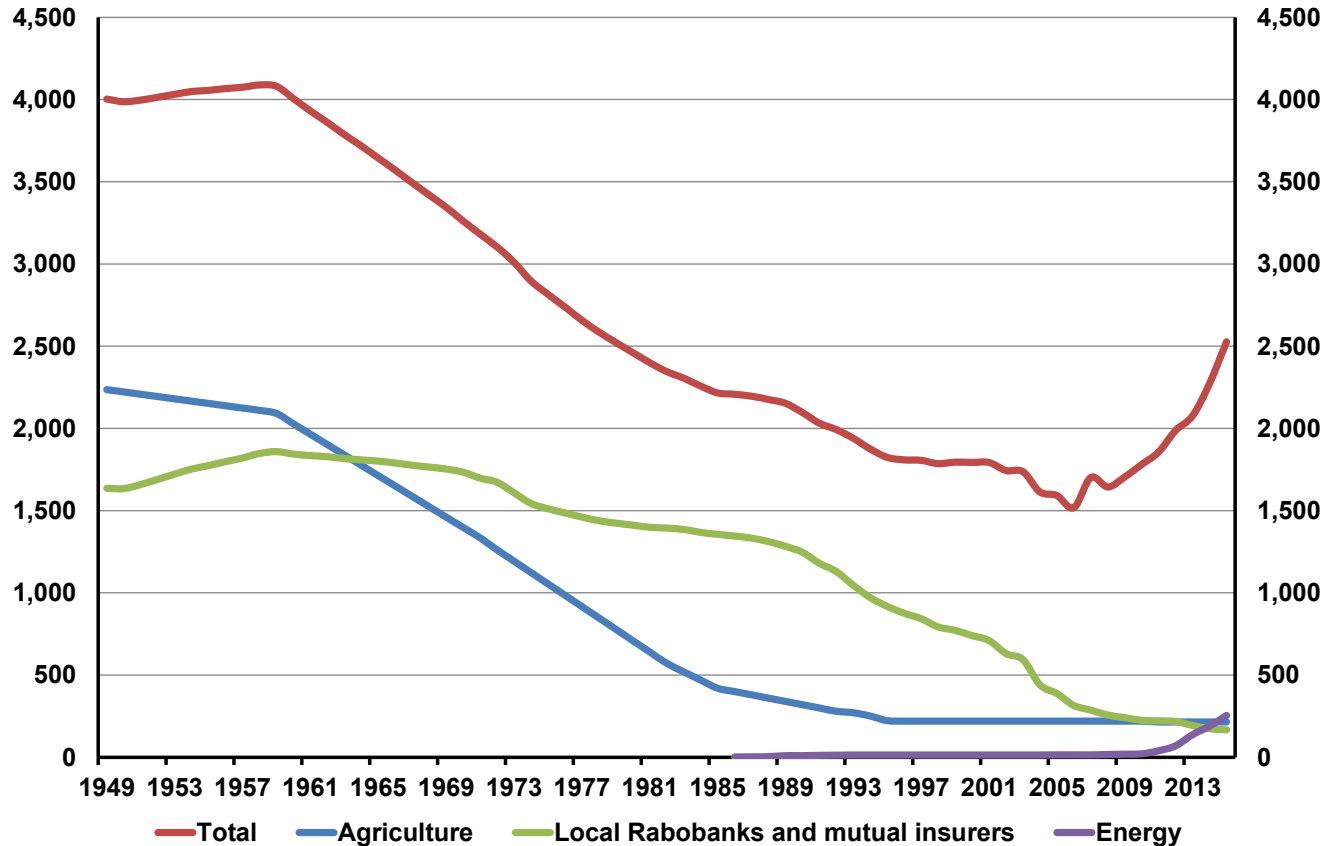
Source: EC report on Support for Farmers' Cooperatives (2012)

# Evolution of active co-operatives in the Netherlands



Source: own calculations based on data of Statistics Bureau and National Co-operative Council

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Source: own calculations based on data of Statistics Bureau and National Co-operative Council

# Important reasons for increasing global popularity of co-operative organisational form



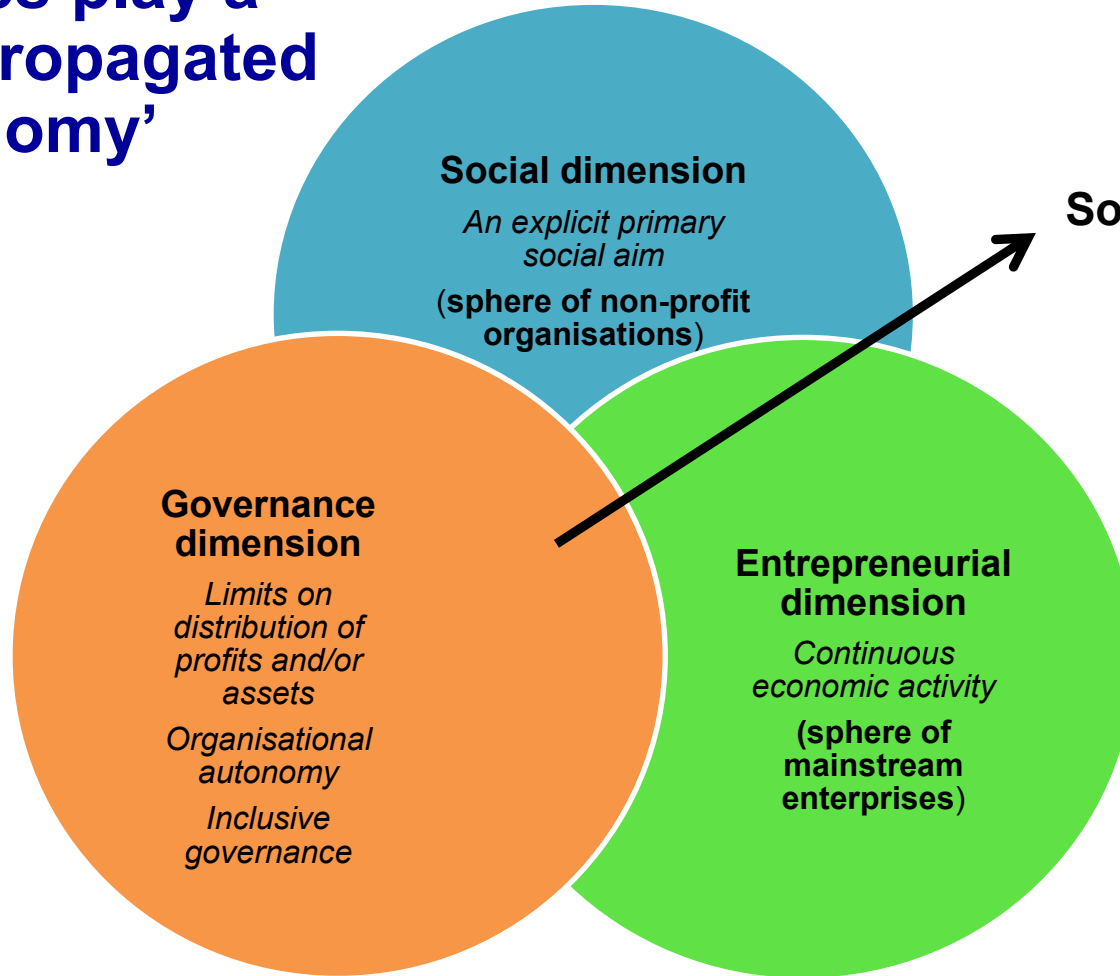
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# Co-operatives play a key role in propagated 'Social Economy'



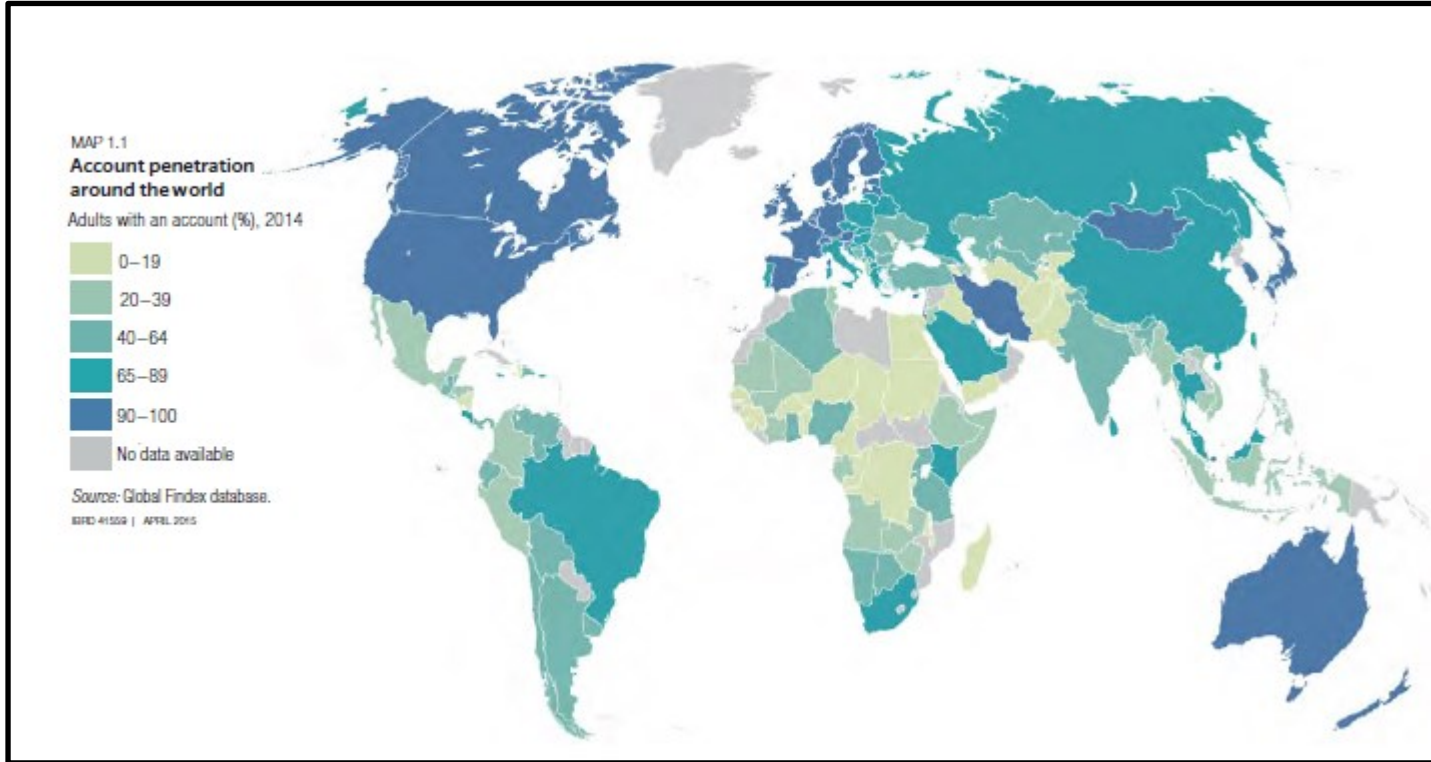
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**Social enterprises**



# Hugh potential for all types of co-operatives



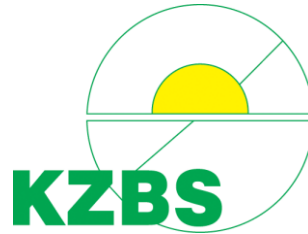
Source: Global Findex database (2014)

## Part II: European co-operative banking groups

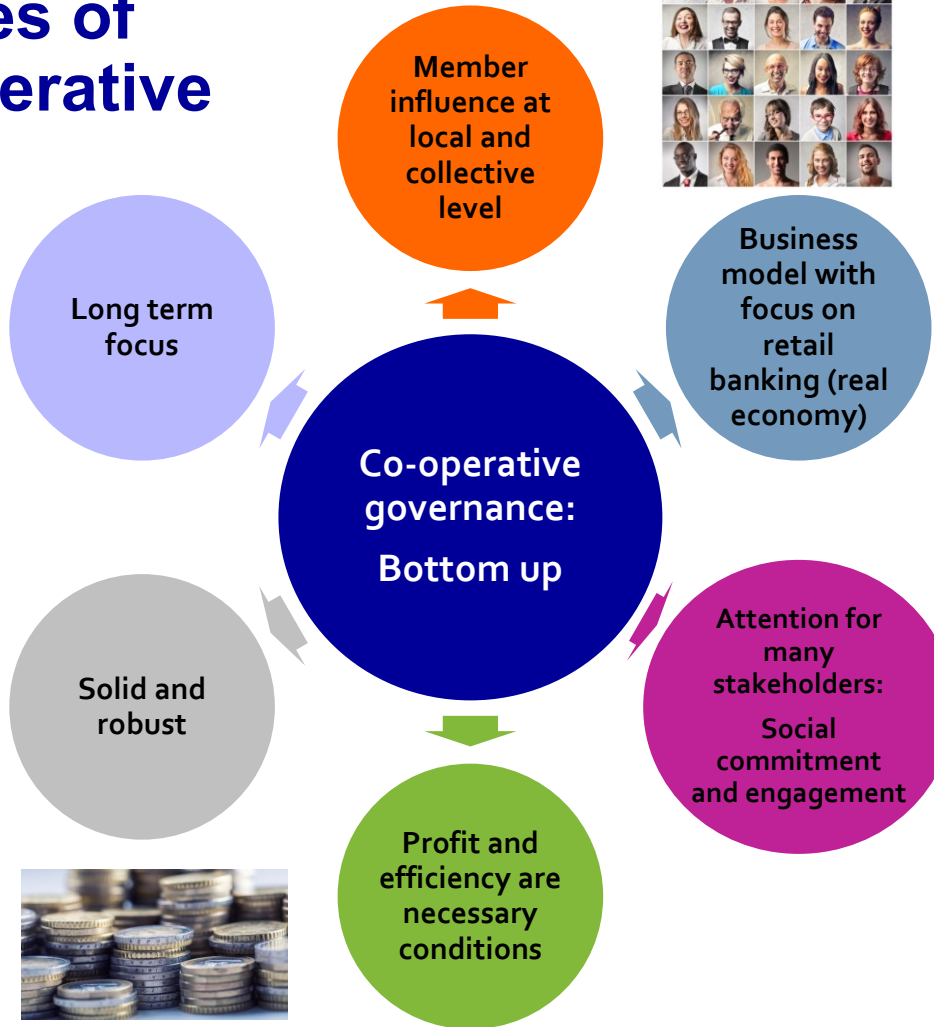


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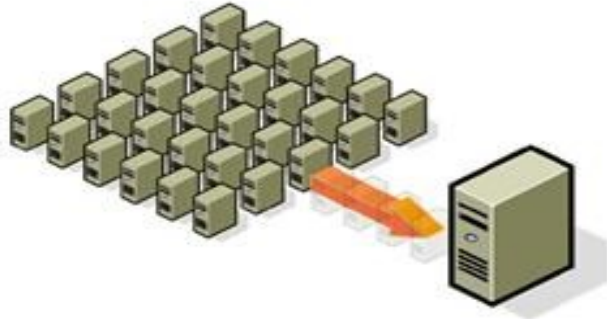
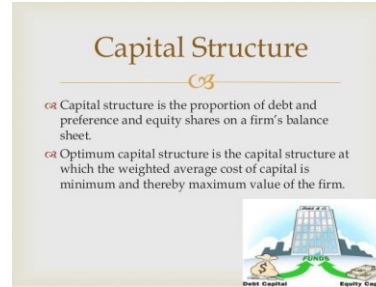
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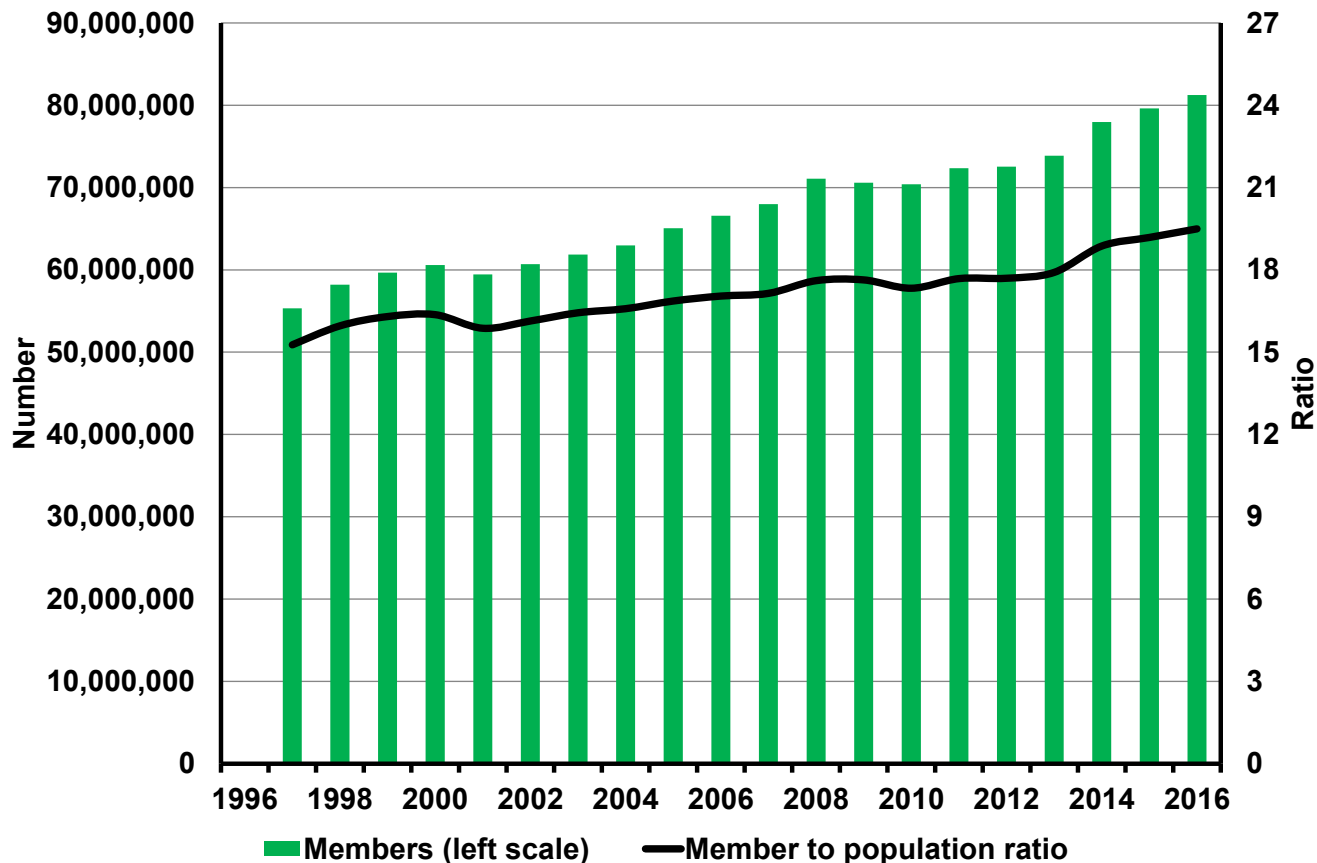
# Timeless features of European co-operative banks



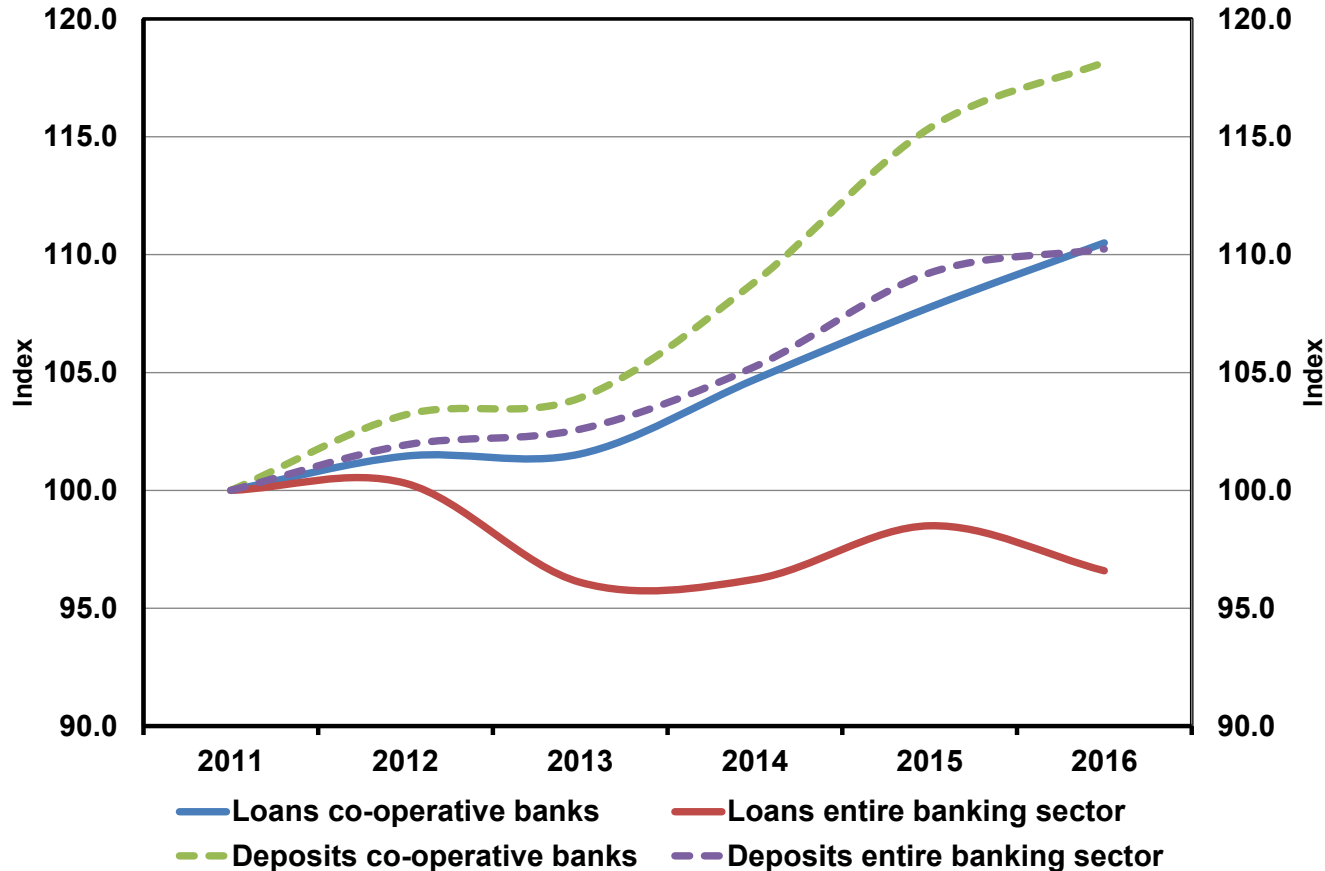
# Communalities and differences between co-operative banks



# Members and member-population ratio



# Loan and deposit growth (2011 = 100)





# Co-operative banks: at the service of their members and society



- Long and rich history
- Long-term orientation as opposed to short-termism
- Frequent adaptations of governance and strategy in response to or in anticipation of many changes in society, technology, etcetera.
- Opportunities
  - Social goals and agenda (sustainable development of local territories)
  - Participation in local networks and communities
  - Commitment and dedication to serve the real economy (with focus on private households, SMEs and agricultural sector)
- Challenges
  - Digitalisation and virtualisation
  - Constant adjustments in regulatory and supervisory framework
  - A new risk: compliance cost risk
- Contribute to diversity – and hence systemic stability – in banking

# Part II: Strategic developments at Rabobank



2017

Facts and figures —  
Our impact on society



The Netherlands  
Our impact on society



Total loan portfolio in the Netherlands  
**€298.6 billion**

World  
Stimulating sustainable food



Loans to Food & Agri sector worldwide  
**€97.8 billion**

Cooperative dividend & donations  
What we reinvest in Dutch society

**€69.1 m**



# Profile of Rabobank



## One Rabobank as the basis

*Active in 40 countries*  
*8.5 million customers worldwide*  
*7.3 million local Rabobank customers*  
*1.9 million members*

### **New governance:**

- One legal entity: local Rabobanks + central organisation
- One banking license
- One balance sheet

### *Specialised Rabobank subsidiaries*

## Commanding domestic market shares

Market shares	2017	2016
Mortgages	22%	21%
Savings	34%	34%
Trade, Industry & Services (TIS)	39%	41%
Food & Agri	86%	84%

## Organisational changes support our strategy

- Simplified, focused top structure
- Dedicated Fintech & Development team
- Centralised Portfolio Management unit
- Shared back-offices
- Integration of FGH Bank into Rabobank; non-core CRE portfolio managed separately

## Ratings unchanged and at a high level in 2017

<b>S&amp;P Global</b>	A+/Stable/A-1
<b>MOODY'S</b>	Aa2/Negative/P-1
<b>FitchRatings</b>	AA-/Stable/F1+
	AA/Stable/R-1(high)

# Vision, mission and strategy

## Growing a better world together



*Banking for the Netherlands*

*Banking for Food*



Excellent  
customer focus

- 100% digital convenience in everything
- Top customer advice nearby
- Growth with innovation

Meaningful  
cooperative

- Concrete socially responsible contribution
- Involved members and communities

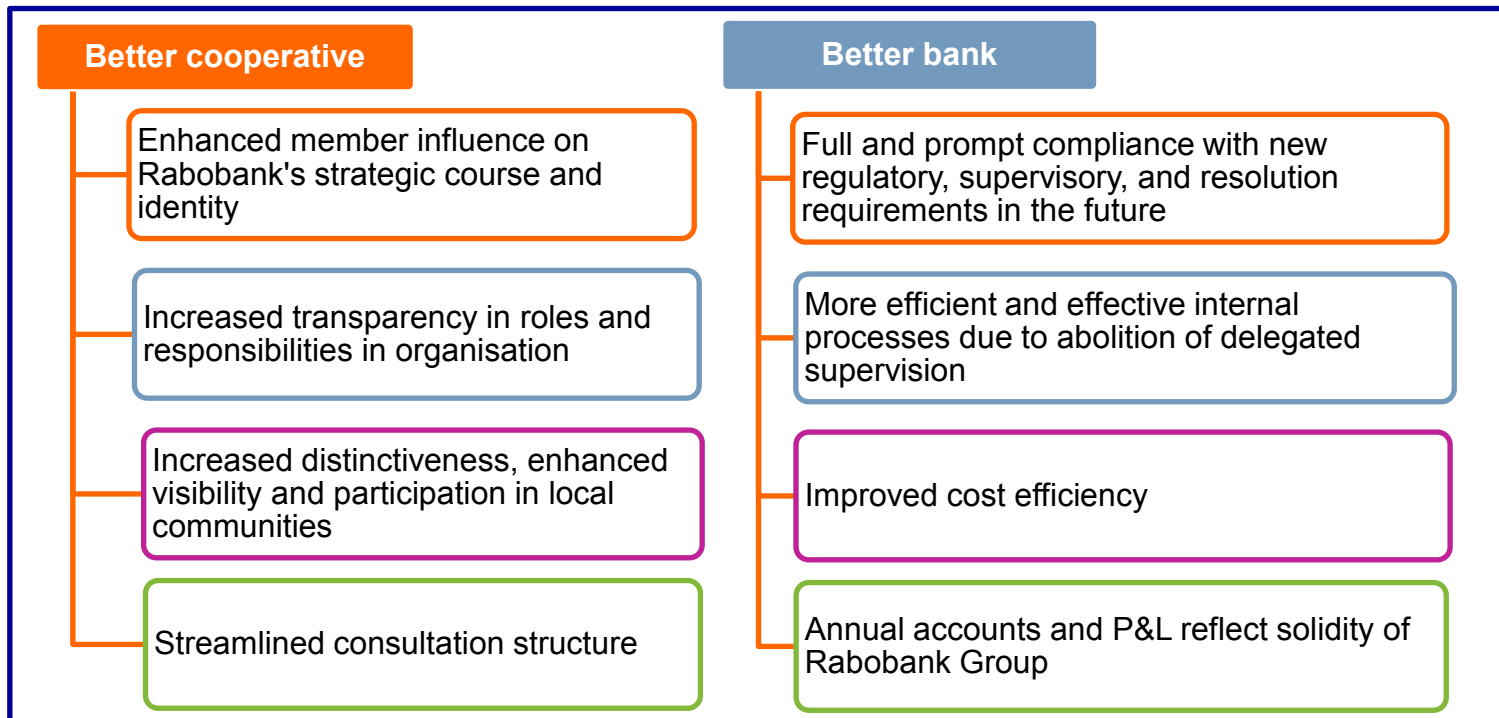
Rock-solid  
bank

- Top performance
- Optimal balance sheet
- Exceptionally good execution

Empowered  
employees

- Inspired employees
- One-Rabo culture

# Main outcomes of governance revision



# Main internal governance relationships



**1.9 million members**

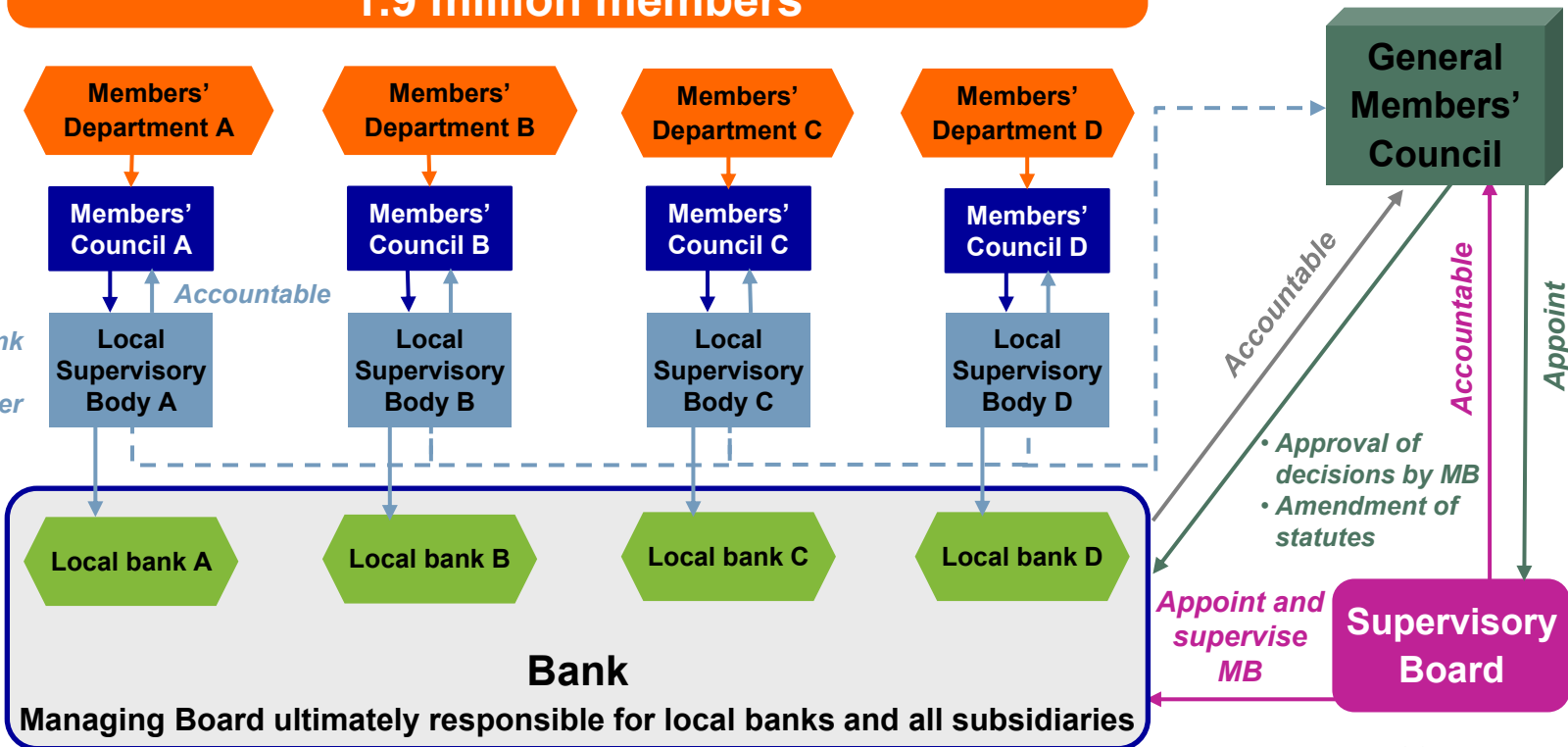
± 100

*Elect*

*Appoint*

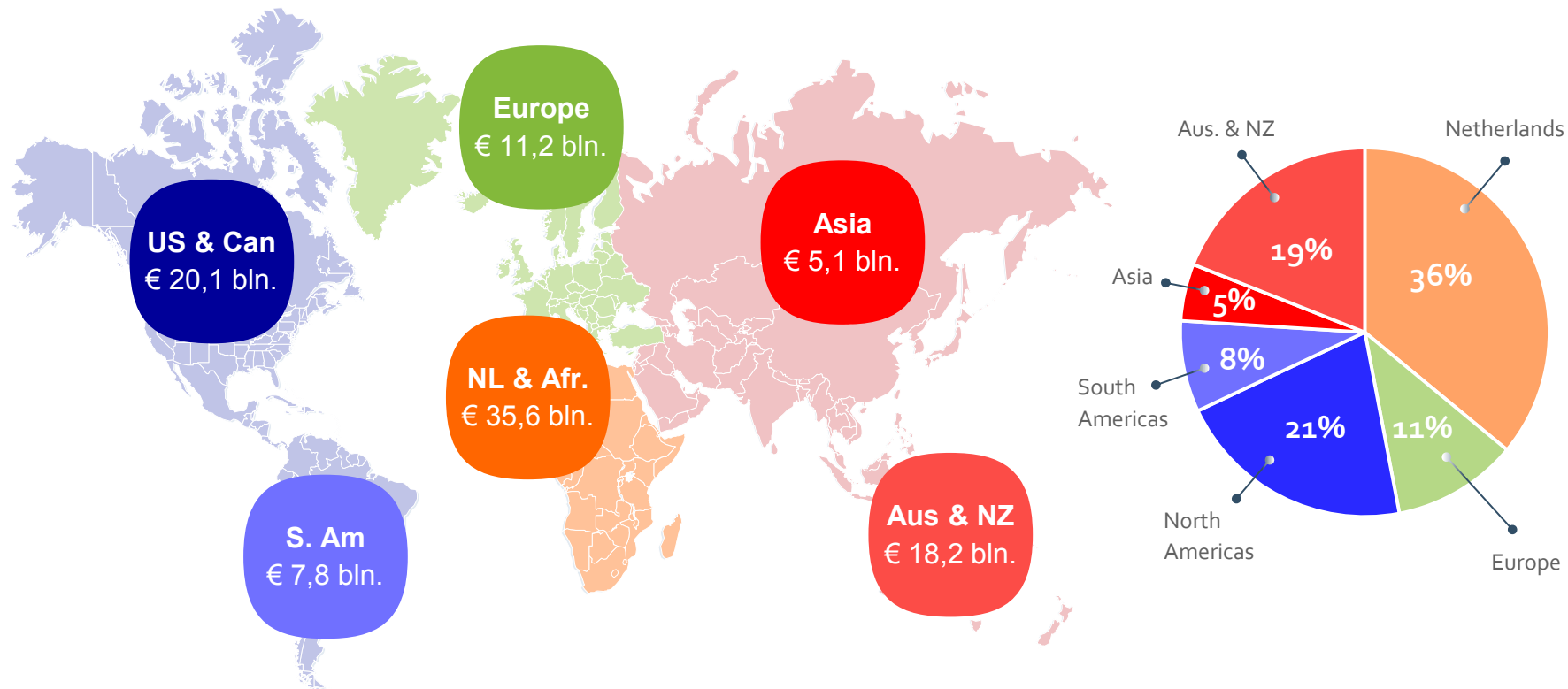
*Supervise local bank  
Employer's role  
Chairman is member  
of GMC*

*Local  
authorisations and  
responsibilities*



# Banking for Food

Today, Rabobank has large food & agriculture portfolios all over the world





**Thank you for your attention**



**Rabobank**