



ProCredit strategy and business model

Capital markets day, October 2021



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Our mission

We strive to be the <u>leading SME bank</u> in our markets following <u>sustainable and impact-</u> <u>oriented</u> banking practices. In doing so, we want to generate <u>long-term sustainable returns</u> and create <u>positive impact</u> in the economies and societies we work in.









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Our group profile



Key elements of the ProCredit approach

- An impact-oriented group of commercial banks with a focus on SMEs in Eastern and South Eastern Europe. Headquartered in Frankfurt and supervised by BaFin and Bundesbank
- "Hausbank" for SMEs complemented by "ProCredit Direct" for Private Clients
- Strong organic business growth, to consistently grow market share without costly integration
- High-quality loan portfolio based on prudent risk management and long-term business relationships
- Skilled, loyal staff and scalable technology platform with no legacy systems
- Profitable every year since creation as a banking group with positive prospects
- Listed on the Frankfurt Stock Exchange with strong ESG positioning

ProCredit at a glance





Impact orientation firmly integrated in the business model

Impact through business

- Supporting SMEs through the cycle
- No focus on consumer lending
- ESG assessment central to client selection and lending
- Promoting transparency
- Commitment to SDGs and signatory to UNEP FI & PCAF



Environmental responsibility

- Green loan portfolio >
 €1.1bn, avg. growth 26%
 p.a.
- Strict lending standards and exclusion list
- Internal measures for greener planet, including
 - plastic strategy
 - energy efficient buildings
 energy efficient buildings

Comprehensive staff development

- High diversity. Gender parity
- Unique approach to staff recruitment and development
- Continuous value-based training in own academy
- Fair, transparent salary linked to training level; no variable components

Sustainable business model

- Long-term client relationships
- Steady organic business growth
- Majority longer-term investment loans (> 3 years)
- NPLs and write-offs significantly below the banking sectors of operation
- Profitable every year since creation as a banking group





Impact-orientation firmly integrated in the business model (continued)

Impact through business

94% of loan portfolio to SMEs

- Supporting SMEs throughout the economic cycle
- Steady business & financial development as result of strong client profile
- No meaningful consumer lending major differentiation to other banks

Prudent Credit Risk Standards

- In-depth 360° credit analysis with credit decisions based on qualitative and quantitative factors
- ► Long-term, in-depth client relations
- Strict and consistent collateral requirements

E&S assessment crucial in lending process

- All clients subject to E&S risk analysis
- In-depth analysis for all loans in industry sectors with higher inherent E&S risks (incl. production and agriculture)

Environmental responsibility

Green loan portfolio

- Energy efficiency, renewable energies and organic farming
- More than €1.1bn (>19%) of portfolio; average growth of 26% p.a.

Strict Environmental Standards & excluded activities

- Essentially no "brown" portfolio
- Activities involving unethical practices or labour conditions
- Activities detrimental to health, safety and the environment
- Activities having a negative impact on the community

Internal measures for a greener planet

- Group plastic strategy: phase out internal plastic consumption and exposures to plastic
- Reducing group CO₂ emissions through internal measures, rather than climate certificates (-46% 2020)
- Significant investments in own PV plants, EV and efficient buildings

Comprehensive staff development

Diversity is our reality

- 30+ nationalities in German head office
- Around 50% of the group's senior and middle managers are women

We believe and invest in people

- Highly selective on-boarding process, with 2-week assessment centre and 6 month training period
- 1 and 3-year long academy programs in Germany: maintain large management talent pool
- On average >100 training hours per employee per year

Equitable pay

- Flat hierarchies in all institutions with open-door policy
- No contractual bonuses
- Fair payment structure with management board salaries less than four times the average salary in all banks
- Discourse and team-work as foundation for common success

Sustainable business model

Long-term sustainable business

- Profitable every year since creation as a banking group, even during last financial crisis
- NPLs and write-offs significantly below respective banking sectors
- Steady & organic (no acquisitions) growth of 10% per year, on the back of strong portfolio quality and consistently low write-offs
- Sustainable business model with high potential for scalability
- On average four branches per country
- Highly specialized in SME lending, outgrowing local banking sectors
- Portfolio per staff ratio typically twice as high as market averages
- EUR 1.3bn portfolio added over last 5 years while reducing staff by almost 3,000 (~50%)
- Fully digitalized direct banking, with no more over-the-counter interaction with private individual clients
- Strong commitment to UN SDGs; 4th consecutive GRI Report published

ding banks





We partner with SMEs – the ProCredit "Hausbank" principle

Target SME clients

- Growing, stable, digital and transparent businesses
- Forward-looking SMEs investing in innovation and green technology
- SMEs which bank fully with ProCredit: e.g. loans, cards, transactions, deposits

Our approach

- Comprehensive loan and electronic account facilities
- Business Client Advisers' focus: client and risk
- Trustful long-term relationships and true understanding of clients' needs and risks





market positions to SMFs

e.g. ranked #1 in Kosovo by volume of loans to businesses

Strong SME

93% of loan portfolio

financing backed by EIF as part of InnovFin initiative for innovative SMEs

€1.6bn

2.5% credit impaired loans, significantly better than market, reflecting strong customer relationships

19.1% share of green loan portfolio in total loan portfolio

Growth. Impact. Low credit risk.



ProCredit Direct – an entirely digital offer for Private Clients

Target private clients

- Middle income and higher earners
- Associated with SME owners
- Looking for modern, transparent and reliable banking services

Our approach

- All-in digital offer digital banking concept consequentially executed
- Low complexity one account for all products
- ► High price transparency standard monthly fee with no hidden costs





€5.0bn of total deposits, strong growth of +13% in LTM **7%** of loan portfolio to private clients

5 EUR transparent standard monthly account fee

~0% share of consumer loans in total loan portfolio **~0%** cash desk transactions; entirely digital approach

Transparency. Efficiency. Scalability.



Track record of profitability through the economic cycle

Long-term financial stability and attractive profitability



Foundation and expansion:

- First bank founded in Bosnia in 1998; rapid expansion in Eastern Europe, South America and Africa offering loans to very small, small and medium enterprises
- Foundation of ProCredit Holding
- First green loans for energy efficiency and renewable energy investments in 2006
- Start of positioning as "Hausbank" for SMEs in 2008
- Managed financial crisis of 2008 2010 with positive results

Strategic refocussing & restructuring:

- Sharpening of group profile in terms of regional focus on SEE/EE and SME finance
- Divestment of operations in Africa and Latin America; strong reduction of staff and branches in remaining markets by ~80%
- Green finance and Direct Banking approach fully implemented
- Listing of ProCredit Holding on the Frankfurt Stock Exchange in 2016

Focused Hausbank for SMEs in SEE/EE:

- Restructuring phase concluded; banks leveraging on lean and digital structures
- SEE/EE account for 93%, SMEs for 93% of total loans
- Strong performance also in difficult market environment; e.g. pandemic 2020/21



Good positioning for growth based on successful group strategic refocusing & restructuring

Sharpened group profile with focus on SMEs in Eastern Europe as result of successful group restructuring since 2013

45

Jun-21

93%

Jun-21

1,790

Jun-21



- Consistent focus on small and medium sized enterprises and growth together with target SME clients
- Significant reduction in branches as main contact of SME client is business client advisor (BCA) with visiting branch for regular banking operations not required
- Consequent reduction in number of staff in line with business model and digitized banking operations
- Strong regional focus on Eastern Europe further increased to almost pure-play SEE/EE banking group; remaining operating bank outside SEE/EE in Ecuador - with positive contribution to group outlook going forward
- Close to no cash desk transactions remaining mirror advanced digitized banking operations
- Loan portfolio per group staff significantly increased as result of both focus on SME clients and decrease in group staff kev metric to underline group scalability

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Attractive regional focus



Strong regional footprint across Eastern and South Eastern Europe





ProCredit's SEE/EE banking markets with attractive growth prospects – high importance of SMEs



GDP growth of SEE/EE vs Euro area (real GDP, median)

- Focus on SME financing in 10 SEE/EE markets based on attractive underlying growth prospects and high economic impact
- GDP growth gap between SEE/EE and Euro area to widen post expected pandemic related economic recovery
- Markets with expected high GDP growth and mostly still underdeveloped banking sectors
 - Expected GDP growth at c. 4% per annum over the next years
 - Catch-up potential as banking sectors in SEE/EE still comparatively underdeveloped vs. CEE or Western Europe
 - Particularly green finance / energy efficiency investments with strong growth potential
- Very high economic importance of SMEs in SEE/EE, employing majority of people and generating largest part of GDP
- Structurally higher profitability of SEE/EE banking sectors vis-à-vis Euro area



Our business approach clearly differentiates ProCredit banks in our markets of operation

Long-term commitment to our focus regions South Eastern and Eastern Europe – no large "home market" and HQ focused on enhancing group performance with standardized, best practice approaches implemented in all banks

Impact-orientated, responsible approach underpins all aspects of our business: no focus on consumer loans, strict exclusion lists, extensive credit risk & ES analysis and high AML standards



Focused Hausbank approach for SMEs, particularly the transparent, innovative SMEs investing in new and green technologies, driving **strong organic business growth** combined with **high loan portfolio quality**

Purely digital, highly transparent ProCredit Direct service package that speaks to forward-looking private clients

State-of-the-art, scalable technology central to client experience and efficient back-end operations – supported by group IT provider Quipu, consistently implemented, with no legacy systems

Skilled, loyal staff are the backbone of strong client relations and good credit risk management – comprehensive group-wide approach to staff selection and development



A Unique group profile with best-in-class regional diversification across SEE/EE and strong focus on SME business

Best-in-class loan book diversification across SEE/EE



Best-in-class focus on business lending







Consistently strong growth in business loans

Strongest growth in business loans driven by focus on SME clients



ProCredit banks outgrow local banking markets





C Structurally low risk cost are embedded in the ProCredit business model

Prudent approach to credit risk drive by low NPL ratio



Conservative risk profile vs. local banking markets





Attractive margins supported by structurally low risk costs

Best-in-class risk-adjusted margins: Upside of regional focus on Eastern Europe, but not at downside of increased risk





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E Efficient and focused group set-up with upside from increased scale yet to come

Efficient staff and branch set-up leading to best-in-class efficiency relative to loan portfolio



Operating expenses / Gross loan portfolio in ProCredit's Eastern European markets of operation (H1-2021; annualized)



Upside potential on group CIR yet to come with continued scale benefits as result of growth ambitions



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Key financials FY 2020 and H1 2021



Strong financial performance continued in H1 2021



- Continued steady growth in both loan portfolio and deposits
- Steady business growth achieved on the back of stable operating expenses, underlining scalability of business model
- Significantly reduced cost of risk as a result of tight credit risk control throughout the pandemic
- Increased return on equity to 9.1% in H1 2021, supported by strong portfolio quality

Net interest income	Provision expenses	Operating expenses	Cost-income ratio
H1-21: €103.2m	H1-21: €2.7m	H1-21: €83.3m	H1-21: 64.4%
YoY: €3.3m	YoY: -€13.0m	YoY: €0.5m	YoY: -2.1pp



Comfortable capital position and outlook

in EUR m	Dec-20	Jun-21
CET1 capital	706	737
Additional Tier 1 capital	0	0
Tier 1 capital	706	737
Tier 2 capital	76	72
Total capital	782	809
CET1 capital ratio	13.3%	13.7%
Total capital ratio	14.7%	15.1%
Leverage ratio	9.3%	9.3%

RWA structure (in EUR m)



Capital:

- Capital ratios well above regulatory capital requirements (8.2% CET1, 10.1% T1, 12.6% TC)
- EUR 20.6m (35ct per share) deducted from CET1 capital for dividend purposes and HY1 profits not yet accrued
- Capital diversification potential exists, with currently no AT1 instruments used

Leverage:

- Very comfortable leverage ratio as further key indicator of prudent group capitalisation
- Leverage ratio of 9.3% well above peers (average 7.0%) and banking sector

RWA:

- Standardized approach for RWA calculation
- ▶ RWA mainly driven by credit risk; RWA / asset ratio of 71%
- Use of guarantee schemes such as InnovFin, further RWA optimization potentials exist
- 2nd phase of introduction of CRR 2 SME factor and application of DCFTA guarantees reducing RWA by more than EUR 100m in Q2-21
- Application of standardized approach resulting in relatively limited impact of Basel IV implementation in 2023



Medium-term guidance



Strong track record of delivering on guidance





Recent results demonstrate strong progress towards achieving the medium-term targets





Cost-income ratio



Share of green loan portfolio



- Strong track record with c. 10% loan growth achieved in previous years
- Y 2021 well under way with H1-21 growth of 7.7% (not annualized)
- Strong progress towards mid-term guidance in 2021, with H1-21 RoE of 9.1% and expectation for FY 2021 of 8.0 – 9.5%
- Mid-term RoE guidance of 10% close to being achieved in FY 2021, four years after initial communication of the target to the capital market
- CIR effectively reduced during the last years to now 64.4% in H1-21
- Still improvement potential to guidance of < 60%, with further decrease in CIR as result of increased revenues at relatively stable cost base

- Significant growth of green loan portfolio at CAGR of 26% since 2017
- Mid-term guidance of 20% close to be reached



Potential for higher levels of profitability going forward



Strong progress towards guidance:

- Medium-term guidance close to being achieved
- Mainly driven by continued strong loan portfolio growth, attractive margins, efficient cost structure and continuously low risk cost
- Review of medium-term guidance until March 2022 – currently in progress

Consolidation of profitability level:

Further solidify at RoE level of approx. 10% through:

- Additional scaling effects
- Improving performance of weaker banks
- Finalizing key technology projects (e.g. centralization, digitalization of all nonfinancial transactions)
- Continued low cost of risk

Upside potential:

- Future profitability depending e.g. on additional scale effects and inflationary trends in our markets of operation
- New medium-term guidance to be announced with publication of FY 2021 results in March 2022



Sharp group profile as strong base for key strategic outline

Grow core business and market share - retain high quality





Continue to strengthen scalable operational base

Technology:

- Move all banks onto enhanced centralized database
- Complete remote client onboarding

Staff:

- Intensify staff participation in ProCredit Academies
- Further expand training (e-campus)

Further strengthen and solidify financial performance



Improve cost-income ratio through scale effects



Enhance performance of weaker banks

Investor relations as group priority





Further extend group impact

Grow green finance portfolio ahead of total portfolio Further advance ESG screening criteria for client selection Enhance credit risk assessment based on historical sector analysis Intensify communication on ProCredit impact performance



Thank you for your attention





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Today's speakers

ProCredit Holding management board

Sandrine Massiani

- AML and compliance
- Audit
- Human resources
- Legal
- Risk management

Dr Gian Marco Felice

- ► Business support
- Environmental management and impact reporting
- Technology





Dr Gabriel Schor

- Accounting and taxes
- Administration and translation
- Communications
- ► Funding and treasury
- Investor relations
- ► Reporting and controlling
- Supervisory reporting and capital planning

Christian Edgardo Dagrosa

- Investor relations
- Reporting and controlling





ProCredit Bank Bulgaria

Kameliya Mineva

Management Board member of ProCredit Bank Bulgaria



Teodor Karaivanov

- ► Branch manager
- Business operations in Bulgaria and Greece





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ProCredit at a glance



Selected key historic milestones







Summary of key financial indicators

In EUR m		H1-2020	H1-2021	у-о-у
	Net interest income	99.9	103.2	3.3
	Net fee and commission income	22.6	24.1	1.5
	Other operating income (net)	2.1	2.0	-0.1
	Operating income	124.6	129.3	4.7
Income statement	Personnel expenses	41.2	42.1	0.9
	Administrative expenses	41.6	41.2	-0.4
	Loss allowance	15.7	2.7	-13.0
	Tax expenses	4.4	6.9	2.5
	Profit after tax	21.7	36.4	14.7
Key performance	Change in customer loan portfolio	5.3%	7.7%	2.3рр
	Cost-income ratio	66.5%	64.4%	-2.1pp
indicators	Return on equity	5.5%	9.1%	3.6pp
	CET1 ratio (fully loaded)	14.1%	13.7%	-0.4pp
	Net interest margin	3.0%	2.8%	-0.2pp
	Net write-off ratio	0.2%	0.1%	-0.1pp
Additional indicators	Credit impaired loans (Stage 3)	2.5%	2.5%	0.0pp
indicators	Coverage impaired portfolio (Stage 3)	93.6%	90.8%	-2.8pp
	Book value per share (EUR)	13.5	13.9	0.4



Selected key data per bank (FY 2020)

Country	Bulgaria	Serbia	Kosovo 💌	North Macedonia	Romania	Bosnia & Nerzegovina
Customer loan portfolio (EUR m)	1,099	945	535	424	344	238
Change in customer loan portfolio (%)	16.5%	14.4%	2.3%	12.4%	17.6%	13.9%
Credit impaired loans (Stage 3)	2.5%	1.2%	3.4%	1.4%	1.7%	2.1%
Profit after tax (EUR m)	17.3	6.1	13.2	3.4	-5.1	0.3
South Eastern Europe						

Eastern Europe

South America

Germany

Country	Albania 🛛 💌	Ukraine	Georgia 🕂	Moldova 📕	Ecuador	Germany
Customer Ioan portfolio (EUR m)	215	580	345	154	322	53
Change in customer loan portfolio (%)	12.0%	-6.6%	1.5%	19.0%	11.3%	-4.7%
Credit impaired loans (Stage 3)	5.7%	2.3%	3.3%	3.5%	6.1%	0.0%
Profit after tax (EUR m)	-3.6	17.5	7.8	2.0	-2.2	0.7



Selected key data per bank (H1 2021)

Country	Bulgaria	Serbia		Kosovo 💌	North Macedonia	Romania	Bosnia & Nerzegovina
Customer Ioan portfolio (EUR m)	1,1	70	990	563	452	367	251
Change in customer loan portfolio (%)	6.	5%	4.7%	5.3%	6.6%	6.6%	5.5%
Credit impaired loans (Stage 3)	1.	%	1.5%	3.0%	1.9%	1.6%	2.9%
Profit after tax (EUR m)		9.1	0.8	7.8	1.4	0.8	0.5
South Eastern Europe							

- Eastern Europe
- South America
- Germany

Country	Albania 🛛 🗮	Ukraine	Georgia 🕂	Moldova 📕	Ecuador 🦉	Germany
Customer Ioan portfolio (EUR m)	227	682	369	162	365	58
Change in customer loan portfolio (%)	5.3%	17.5%	7.1%	5.6%	13.6%	7.8%
Credit impaired loans (Stage 3)	4.7%	2.2%	2.7%	3.2%	6.6%	0.0%
Profit after tax (EUR m)	0.3	10.7	5.4	1.9	0.0	0.6



Slide 8:

The Fitch Issuer Default Rating of BBB has been last re-affirmed on March 29

Slide 9:

ProCredit Holding AG & Co. KGaA is a signatory to the Principles for Responsible Banking and is a member of the UN Environment Programme Finance Initiative (UNEP FI)

Slide 13:

• RoE since 2005 as disclosed in "Bundesanzeiger" (German Federal Gazette)

Slide 14:

Figures and ratios for Dec-13 relate to the disclosures in the consolidated financial statements as of 2013

Slide 17:

- Median real GDP growth is composed of GDP growth rates of all PCH countries of operation in SEE/EE, i.e. Albania, Bosnia and Herzegovina, Bulgaria, Georgia, Kosovo, Moldova, North Macedonia, Romania, Serbia and Ukraine
- Data based on IMF World Economic Database, IMF Global Debt Database, European Commission, SME SBA Factsheets 2019, OECD

Slide 19:

- "Best-in-class loan book diversification across SEE/EE": Information based on the most recent disclosures in the consolidated financial statements of the respective banking groups; peer 5 with total exposure to 12 countries including core markets (7) and indirect presence (5)
- "Best-in-class focus on business lending": Information based on the most recent stand-alone financial information of peer groups' banks operating in the ten Eastern European markets in which ProCredit is also present

Slide 20:

- "Strongest growth in business loans driven by focus on SME clients": Information based on the most recent stand-alone financial information of peer groups' banks operating in the ten Eastern European markets in which ProCredit is also present; adjusted for one peer to exclude effects from acquisition; last 18 months referring to period FY 2020 and H1 2021
- "ProCredit banks outgrow local banking markets": Banking sector data typically based on public central bank data or equivalent sources; last 18 months referring to period FY 2020 and H1 2021



Slide 21:

- "Prudent approach to credit risk drive by low NPL ratio": Information based on the most recent stand-alone financial information of peer groups' banks operating in the ten Eastern European markets in which ProCredit is also present
- Conservative risk profile vs. local banking markets": Banking sector data typically based on public central bank data or equivalent sources

Slide 22:

- Information based on the most recent disclosures in the consolidated financial statements of the respective banking groups
- Net interest margin calculated for all banking groups dividing "net interest income" over "total assets" (or equivalent positions)
- Cost of risk calculated for all banking groups dividing "loss allowances" over "gross loans" (or equivalent positions)

Slide 23:

- "Efficient staff and branch set-up leading to best-in-class efficiency relative to loan portfolio": Information based on the most recent stand-alone financial information of peer groups' banks operating in the ten Eastern European markets in which ProCredit is also present
- "Upside potential on group CIR yet to come with continued scale benefits as result of growth ambitions": Information based on the most recent disclosures in the consolidated financial statements of the respective banking groups

Slide 29:

 Risks to the FY 2021 and medium-term targets include negative economic effects from slower improvement or deterioration in conditions related to the COVID-19 pandemic and recovery therefrom, major disruptions in the Eurozone, a significant change in foreign trade or monetary policy, a worsening of the interest rate margin, pronounced exchange rate fluctuations

Slide 36:

Shareholder structure shown is according to the voting right notifications and voluntary disclosure of voting rights as published on our website www.procredit-holding.com



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