# Erste Group CEE and Turkey Conference 2014

London, January 16, 2014



### **Executive summary**

#### Poland:

- The biggest and most stable economy in the region (nominal 2012 GDP: PLN 1,596 B, 47% of CEE GDP)
- Expected recovery (GDP change in 2012: 1.9%; in 2013F: 1.4%; 2014F: 3.1%) amid small inflation pressure
- Bond yields stabilisation on the back of economic recovery and expectations of QE tapering by Fed resulting in foreign portfolio capital outflows from EM

#### Banking sector:

- Net income decline due to lower net interest income partially offset by lower net impairment losses (Net income -2% YoY / PLN 300 MM, revenue -6% YoY / PLN 2.7 B, net interest income -8% YoY / PLN 2.0 B, net fee and commission income -1% YoY / PLN 0.1 B, net impairment losses -24% YoY / PLN 1.7 B)
- Lending weak on corporate side with recovery strengthening in retail business (total loans +4% YoY, mortgage loans +5% YoY, unsecured lending 0% YoY, corporate loans +1% YoY)
- Results under pressure despite macroeconomic upturn (interchange cut from 1.1% to 0.5%, additional fees paid to BGF, interest rates to remain at historically low levels)

#### Citi Handlowy (9M 2013):

- Top 5 bank in Poland
   7% market share in terms of net profit
- Strong capital and liquidity positions
   Tier 1 ratio 16.7%, loans/deposits 72%
- High efficiency ROTCE 20.5%, ROA 2.4%, C/I 50%
- Leading corporate & commercial bank servicing 75 out of 100 top-tier local companies #1 in FX, custody services and brokerage
- Leader in credit cards
   21% market share in transaction volumes
   19% market share in credit cards' loans
- Commitment to community

  financial education, national horitage, anyironn

#### BANK HANDLOWY W WARSZAWIE SA

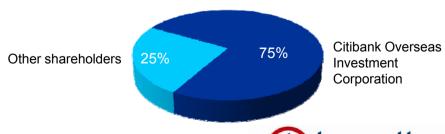
The oldest operating commercial bank in Poland with strong <u>local</u> relationships and well placed <u>local</u> network



One of the world's largest financial institution with <u>global</u> clients, <u>global</u> products and global network



Shareholding structure



# Citi Handlowy strategic directions for 2012-2015

### **CORE STRENGTHS**

- Strong capital base and high liquidity (meeting Basel III requirements)
- Leading position in FX, Cash Mgmt, securities & custody services, brokerage and cards
- Access to Citi global network, product expertise and global clients
- Quality and Innovation culture
- Centralized and high-quality operations
- Talented and well-qualified employees

### **KEY FOCUS AREAS**

- Intensified efforts aimed at increasing efficiency both in retail and corporate segment
- Concentration on largest cities (G9) branch network realignment
- Focus on affluent and emerging affluent customers
- Credit cards and operating accounts as key focus products
- Emerging Market Champions (in Poland and abroad)
- New clients acquisition within SME segment

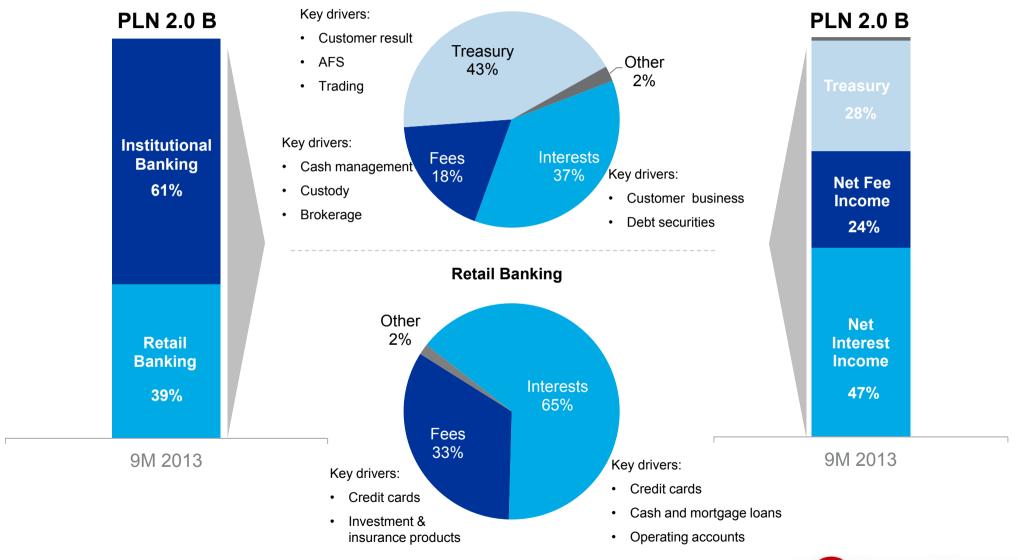
#### **ASPIRATIONS**

- #1 in Cards, global subsidiaries, FX, securities & custody services
- Top 3 in servicing largest Polish Corporates, Cash Management and Trade
- NPS >30% in selected products and clients segments
- Operating Efficiency: C/I ~50%
- Assets Profitability (ROA): Top 3 bank in Poland



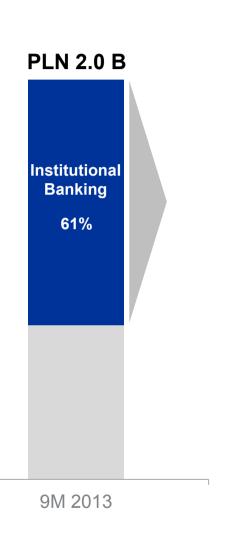
### Diversified revenue stream

#### **Institutional Banking**





# Diversified revenue stream - key drivers in Institutional Banking



#### **Local Corporates**

Servicing 75 out of Top 100 companies in Poland

#### **Global Subsidiaries**

Access to Citi global network, products, relationships and expertise

#### **Local Commercial**

Focus on operating accounts and clients acquistion

#### **PRODUCTS**

#### **Transaction Services**

- Cash
- Trade
- Custody

#### **Markets**

- FX & Derivatives
- Debt Securities
- Equities

#### **Investment Banking**

- ECM
- M&A advisory

#### **Emerging Markets Champions initiative**

Global footprint and expertise to support clients in international expansion

#1 in Custody services

47% market share

**#1** in Equities turnover

13% market share



building citi handlowy

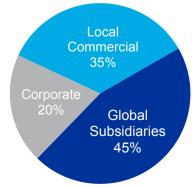
Global Coordinator PLN 5.2 B -1H 2013-

Accelerated book-



Global Coordinator PLN 4.9 B -1H 2013-

#### 9M 2013 Customer revenue split



### **#1** in Customer FX

2013 Euromoney ranking (36% market share)

#### **Debt securities**

Polish government bonds and Central Bank bills



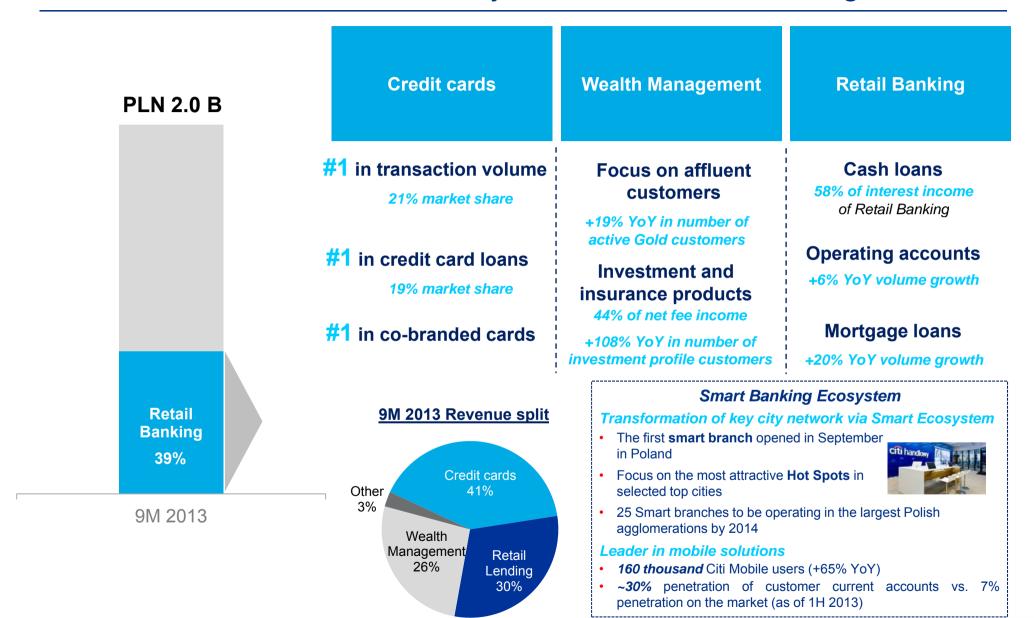
Bookrunner
PLN 3.7 B
-1H 2013-



-1H 2013-

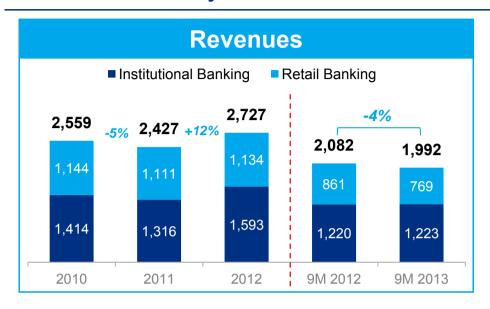


# Diversified revenue stream – key drivers in Retail Banking

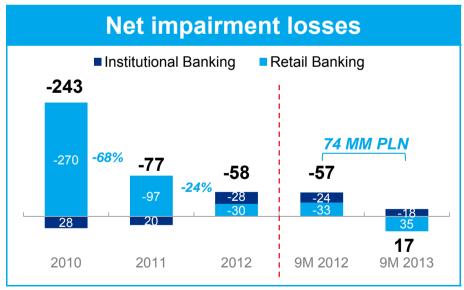


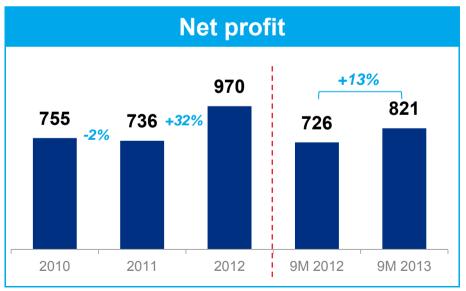


# Citi Handlowy – financial results (PLN MM)



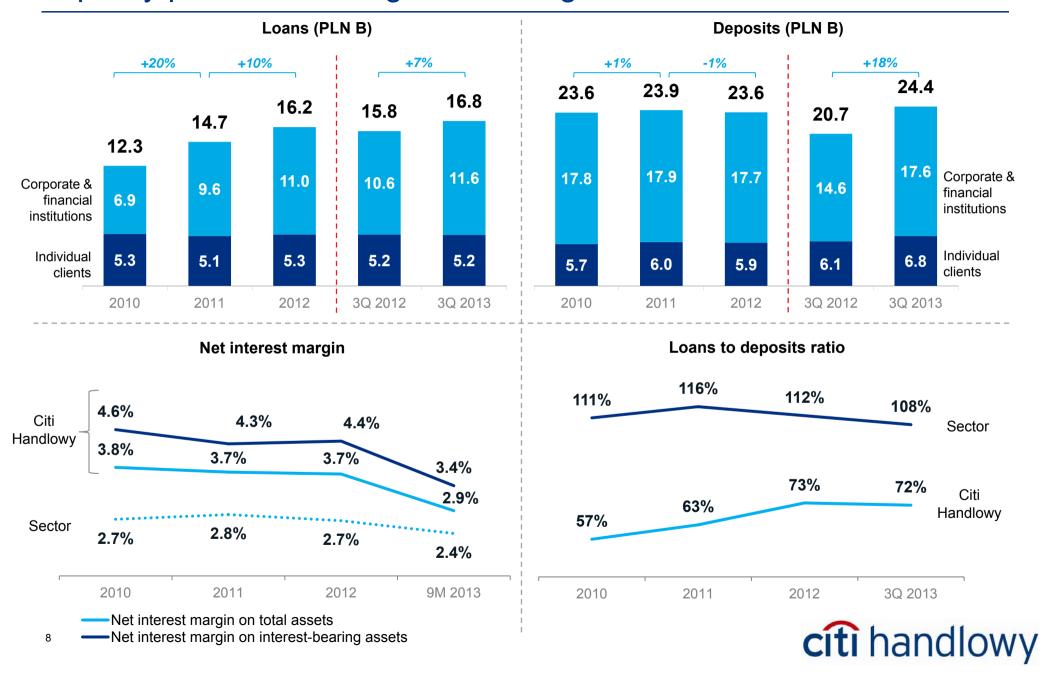




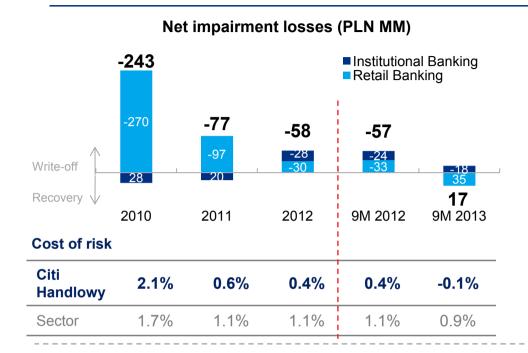


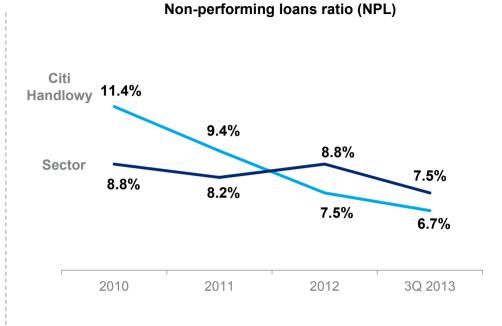


# Liquidity position allowing for assets growth

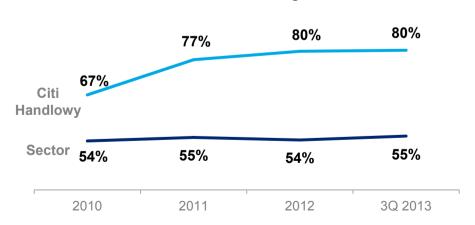


### Cost of risk





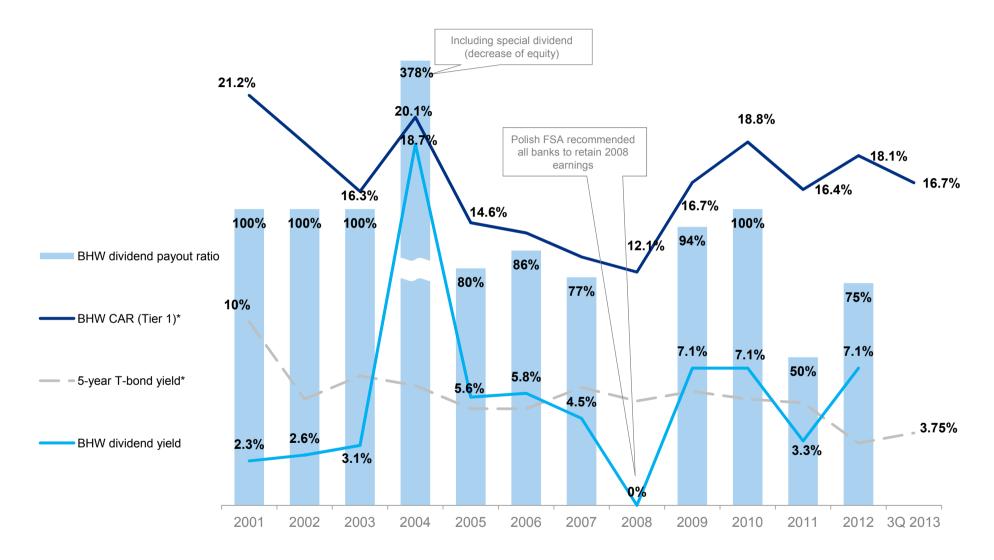
#### Provision coverage ratio



- Improvement of quality of retail loans portfolio reflecting changes in credit policies made in the previous years
- Underlying improvement of NPL ratio
- Provision coverage at a high level of 80%



# Strong capital base



\*End of year values

Dividend yield calculated basing on average share price in a dividend payout year.



## Building shareholder value

#### Citi Handlowy stock price vs. main indices since 2010



#### Dividends paid by Citi Handlowy since its debut on the WSE

				•			•	<u> </u>								
	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Dividend payout ratio	23%	31%	39%	64%	100%	100%	100%	100%*	80%	86%	77%	0%	94%	100%	50%	75%
Dividend yield	3.1%	1.9%	3.8%	1.7%	2.3%	2.6%	3.1%	18.7%	5.6%	5.8%	4.5%	-	7.1%	7.1%	3.3%	7.1%

<sup>\*</sup> Payout ratio related only to 2004 net profit, excluding special dividend



Cumulative DY\*\*: 21%

<sup>\*\*</sup> Dividend yield on the basis of dividend paid in 2010-2013.

# **Appendix**



# Management Board of Citi Handlowy

#### Sławomir S. Sikora

President and CEO of Citi Handlowy since 2003

- Member of Citigroup Management Committee in New York, 2005-2008
- President of the Management Board of American Bank in Poland, 2001-2003
- Deputy President of the Management Board of Powszechny Bank Kredytowy S.A., 1994-2001
- 5 years in the Ministry of Finance in charge of financial institutions
- Member of the Board of the Polish Bank Association (ZBP); Vice President of the Board of the Polish Confederation of Private Employers Lewiatan; Member of the Emerging Markets Advisory Council in International Institute of Finance
- Graduate of Warsaw School of Economics (SGH)
- 10 years at Citi/ Bank Handlowy; 19 years in the industry







Vice President of the Board

- Chief Financial Officer
- 27 years at Citi/ Bank Handlowy



Misbah Ur-Rahman-Shah

Vice President of the Board

- Citi Markets Head, Poland&CEE
- 23 years at Citi/ Bank Handlowy



**Brendan Carney** 

Vice President of the Board

- Consumer Banking Head
- 11 years at Citi/ Bank Handlowy



**Barbara Sobala** 

Vice President of the Board

- Risk Management Head
- 8 years at Citi/ Bank Handlowy



Iwona Dudzińska

Member of the Board

- O&T Head
- 22 years at Citi/ Bank Handlowy



## Supervisory Board of Citi Handlowy



Chairman: Andrzej Olechowski

- Chairman of the Supervisory Board of Citi Handlowy: 1991-1996, 1998-2000 and since 2012
- A member of supervisory boards or advisory committees in: Euronet, Layetana Developments Polska, MCI Management S.A., ACE, Citigroup Europe, Macquarie European Infrastructure Fund
- A former Minister of Finance and Minister of Foreign Affairs of the Republic of Poland, a candidate for the President of the Republic of Poland
- Deputy Governor of the National Bank of Poland
- European Vice Chairman of the Trilateral Commission and a member of a member of non-governmental organizations
- A lecturer at prestigious universities and an author of numerous publications on international trade and foreign policy
- Graduate of Warsaw School of Economics (Ph.D. Degree in Economics)



Vice Chairman: Shirish Apte

- Vice Chairman of the Supervisory Board of Citi Handlowy since 2003
- A member of Citi Business Development Committee and the Senior Advisory Group
- Senior Risk Manager in London
- Corporate Finance Head for Central and Eastern Europe, Middle East and Africa (CEEMEA)
- Country Manager in Poland and Vice President of Bank Handlowy w Warszawie
- CEO of Central and Eastern Europe and then CEO of South Asia in Citi Asia Pacific
- CEO of Asia Pacific Banking
- Chartered Accountant from the Institute of Chartered Accountants in England and holds an MBA from London Business School
- More than 28 year's expierience with Citi

#### Members of the Supervisory Board:

- Adnan Omar Ahmed Head of Human Resources for Europe, Middle East and Africa, and Global Head of Citi Shared Services
- Igor Chalupec Executive Partner and President of the Management Board of ICENTIS Sp. z o.o., Corporate Solutions S. K-A and ICENTIS Capital Sp. z o.o.
- Mirosław Gryszka President of ABB Sp. z o.o. and Country Manager of ABB Group in Poland
- Marc Luet Chief Executive Officer of Consumer for Europe, the Middle East and Africa (EMEA), Citi
- Frank Mannion Chief Financial Officer for Europe, the Middle East and Africa (EMEA), Citi
- Dariusz Mioduski CEO and President of the Management Board of Kulczyk Investments S.A. and Kulczyk Holding S.A.
- Anna Rulkiewicz CEO of LuxMed sp. z o.o. a leading medical care provider
- Stanisław Sołtysiński Professor of Law, Chairman of the Supervisory Board of Citi Handlowy in 2000-2012
- Zdenek Turek Citi Country Officer for Russia and Citi Division Head for Central and Eastern Europe
- Stephen R. Volk Vice Chairman of Citigroup Inc., responsible for Citigroup Senior Management matters as well as Investment Banking, a member of the Citigroup Executive Committee

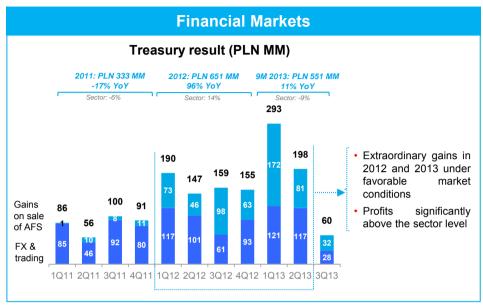


# **Appendix**

3Q 2013 consolidated financial results

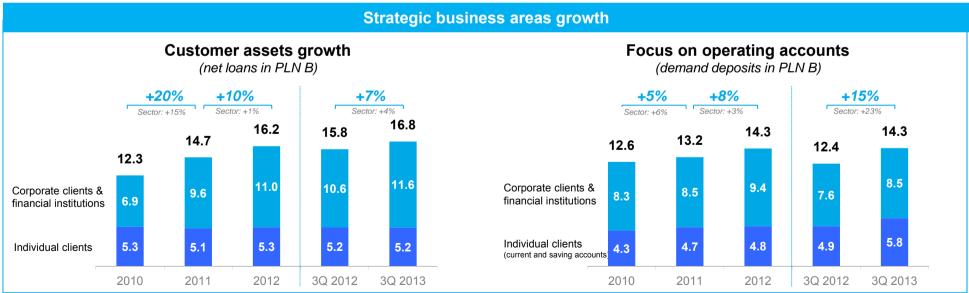


## 3Q 2013 in Citi Handlowy – summary



#### Retail Banking distribution system transformation

- Smart Banking Ekosystem development in response to changing customer behavior model and the dynamic growth of new technologies
  - Modern banking outlets 25 Smart branches in the largest agglomerations until 2014
  - Digitization
  - Productivity improvement
- A further focus on relationships with affluent (**Gold**) and emerging affluent (**Forward**) clients
- Efficiency improvement (Cost / Income ratio of Retail Banking < 60% in 2016) employment restructuring





## Corporate Banking in 3Q 2013

#### **Financial Markets**

#### **FX** turnover

- · The best quarter in terms of FX turnover this year
- FX turnover volume up by 13% QoQ and 21% YoY

#### **Brokerage**

 #1 in equity turnover on the WSE (12.4% market share in session trades)

#### Leader in custody services

- Assets under custody up by 4% QoQ and 19% YoY
- 47% market share as of the end of 3Q 2013 (vs. 45% as of the end of 3Q 2012 and 47% as of the end of 2Q 2013)

#### **Transaction services**

#### **Cash management**

- Focus on operating accounts: growth of demand deposits by 1% QoQ and 23% YoY
- #2 in Poland in the Euromoney Cash Management Survey 2013
- Express Elixir immediate transfers launched for corporate clients in August

#### **Trade finance growth**

- Increase in assets of 4% QoQ and 13% YoY
- 20% growth of factoring turnover: over PLN 4.5 B turnover in 1-3Q 2013; #3 among banks offering factoring products
- Growth in Supplier Finance over PLN 300 MM newly assigned limits in 3Q 2013

#### **Local Commercial Banking**

#### **Lending volumes**

- A further assets increase in SME/MME segment:
   +2% QoQ and +14% YoY
- Value of Program with KfW for financing SME and MME clients' investments in energy efficiency increased from EUR 10 MM to EUR 35 MM

#### **SME** and **MME** clients acquisition

100 clients acquired in 2013 - client acquisition growth of 11% YoY

#### **Corporate and Global Clients**

#### **Lending volumes**

Growth of assets in Corporate Clients segment: +13% QoQ and 9% YoY; Global Clients segment: -5% QoQ; +5% YoY

#### **Emerging Markets Champions Programme**

 Clients support in international expansion: services for Strategic Clients in 15 countries, incl. U.A.E, US, Canada, Chile, Norway

#### **Bond** issue

 #2 position as a bond and deposit certificates issue organiser for banks (25% market share according to the "Rating&Rynek" report of Fitch Ratings agency)



## Retail Banking in 3Q 2013

#### **Relationship banking**

#### **Focus on Gold and Forward clients**

- Growth in the number of Gold active clients (assets min. PLN 200,000) of 3% QoQ and 19% YoY
- Growth of active Forward clients acquisition of 30% QoQ and 77% YoY

# Citi Handlowy for clients with saving and investment needs

- CitiFX Pro new advanced investment platform for individual clients of DMBH
- Increase in the number of investment profile clients by 7% QoQ and 108% YoY
- Growth of investment products volume of 4% QoQ and 13% YoY

#### Innovative solutions for clients

#### **Global services**

- Citibank Global Transfers immediate outgoing transfers
- Providing customers with assistance when setting up a bank account or Citigold recognition in Citi branches globally.

#### **Mobile Banking**

- Mobile application for iPad launched in September
- 160 thousand Citi Mobile users (increase by 12% QoQ and 65% YoY)
- Growth of active Citi Mobile users of 10% QoQ and 72% YoY

#### **Credit cards**

#### Leading position maintained

- #1 in terms of transaction volume
  - 22% market share as of 2Q 2013
  - Growth of transaction volume by 4% QoQ and YoY
- #1 in terms of credit card loans
  - 19% market share as of the end of September 2013
  - Increase in credit card loans by 1% QoQ

#### **Credit cards' acquisition**

- Growth of acquisition by 13% QoQ and 14% YoY for basic cards
- Citibank World and Citibank Wizz Air cards consistently as key drivers of acquisition

#### **Smart Banking Ecosystem**

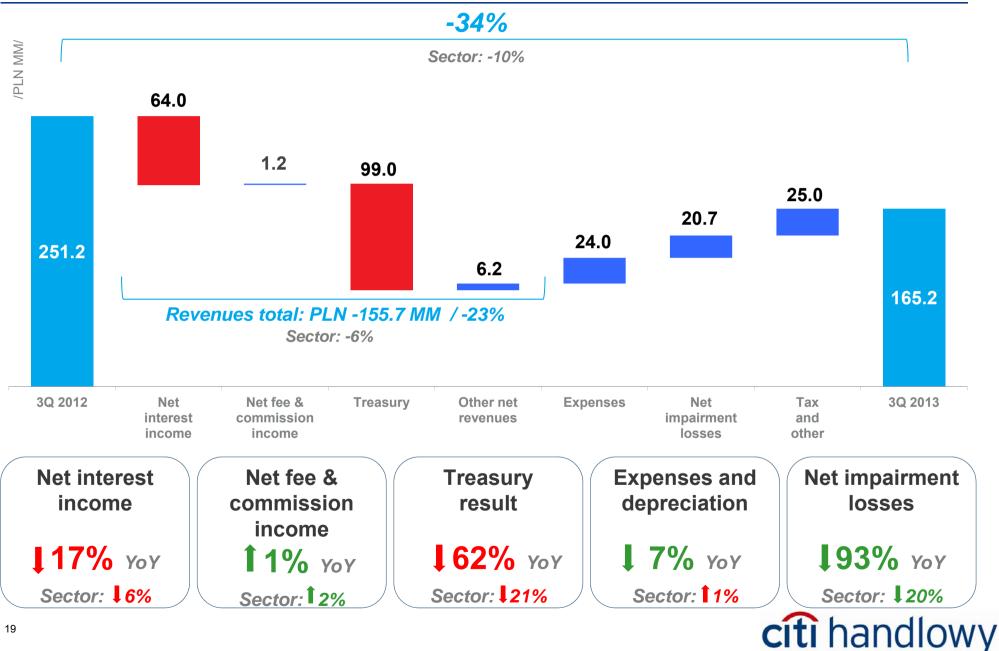
#### First Smart branch launched in Katowice

- · Waiting time shortened:
  - 22 minutes the average time to open a personal account with a debit card (the shortest time so far: 9 minutes)
  - 70 minutes (target: 30 minutes) the average waiting time for credit card
- 70-80% transactions concluded so far at the service desk have been offloaded to self-service channels
- Sales results
  - traditional branchvs. Smart branch(the first month of operation)

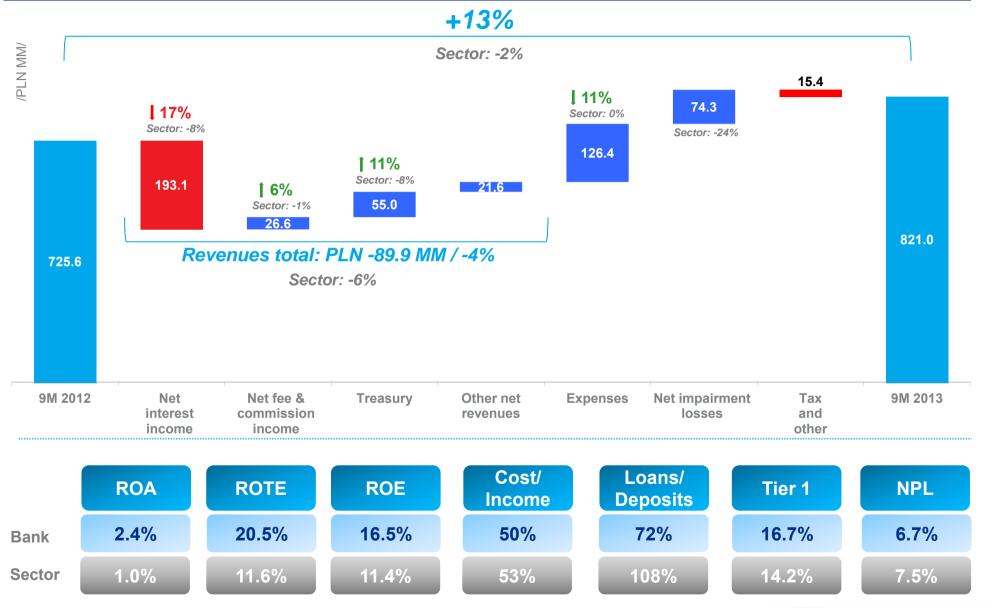
Product	Smart branch vs. traditional
Credit cards (#)	x2
Citigold accounts (#)	х6
Citiforward accounts (#)	x4



# Net profit in 3Q 2013 – YoY change

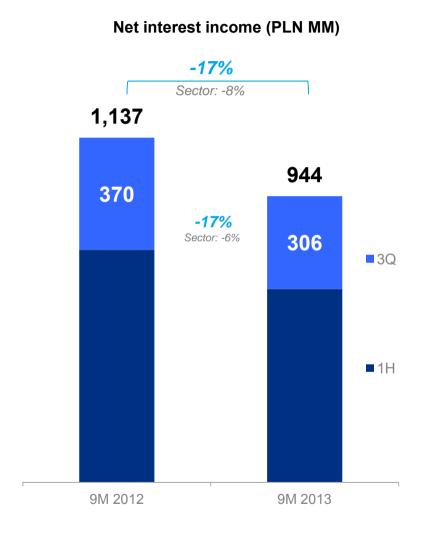


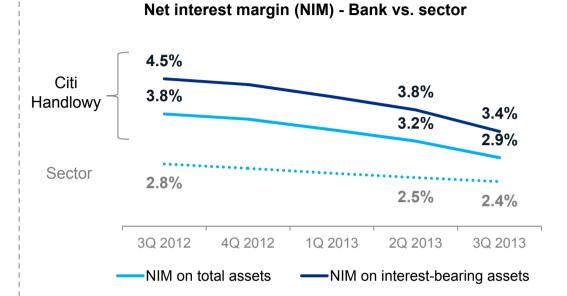
# Net profit in 9M 2013 – YoY change





## Net interest income under pressure after interest rates cuts

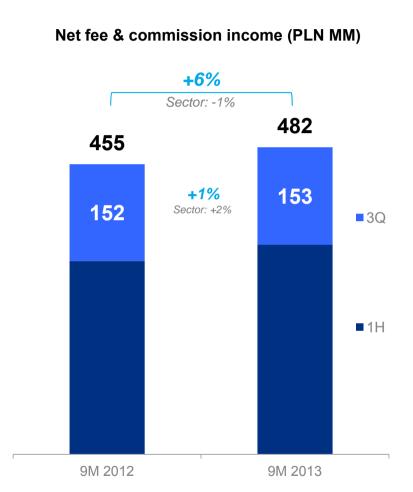


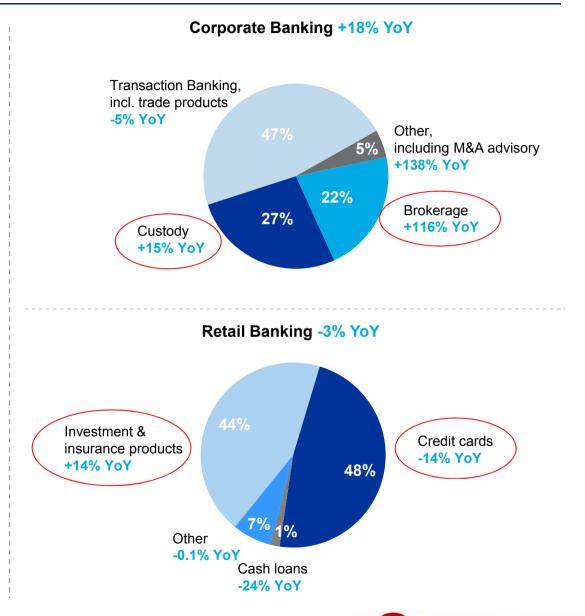


- Slowdown in negative dynamics of net interest income in 3Q 2013 (- 17% YoY and -1% QoQ)
- Net interest margin, despite the decline to 2.9%, still significantly above the market



# Net fee & commission income – increase driven by the capital markets

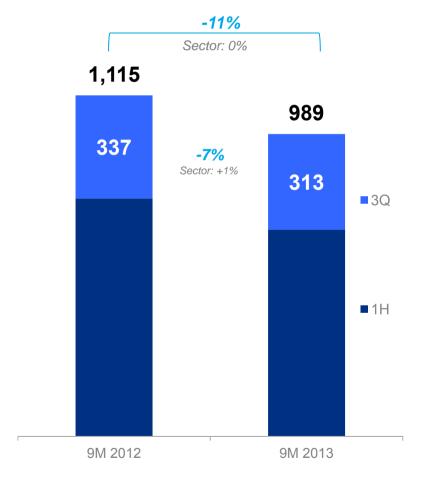




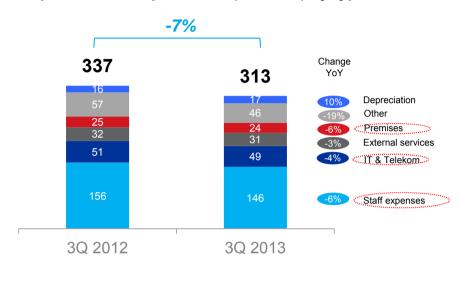


### Consistent cost control

#### **Expenses and depreciation (PLN MM)**



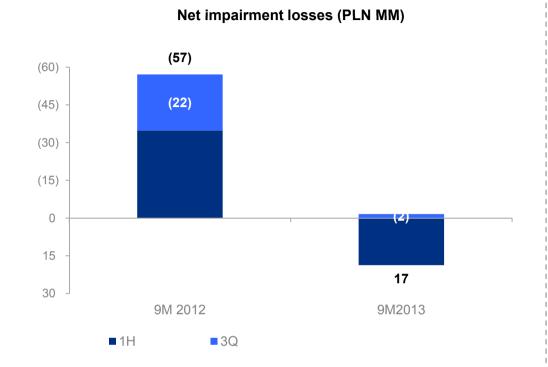
#### **Expenses and depreciation (PLN MM) by type**

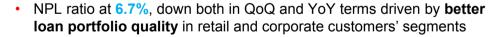


- The YoY decrease in Bank's expenses mainly due to:
  - the branch network optimization and employment restructuring (the decrease in staff and premises expenses)
  - lower advertising & marketing spending and lower telecommunication & IT expenses
- Cost / Income ratio at 50% after 9 months of 2013

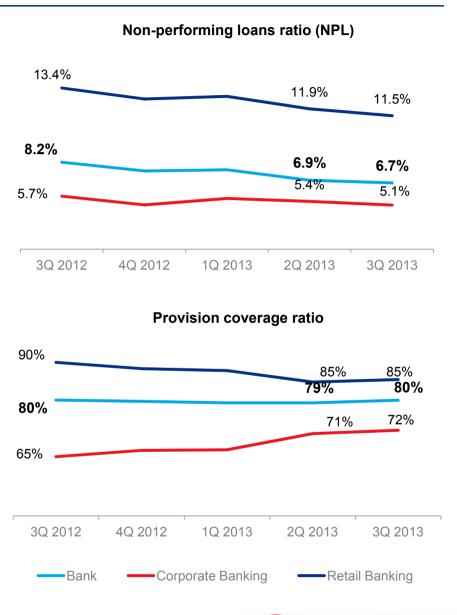


# Further improvement in credit risk



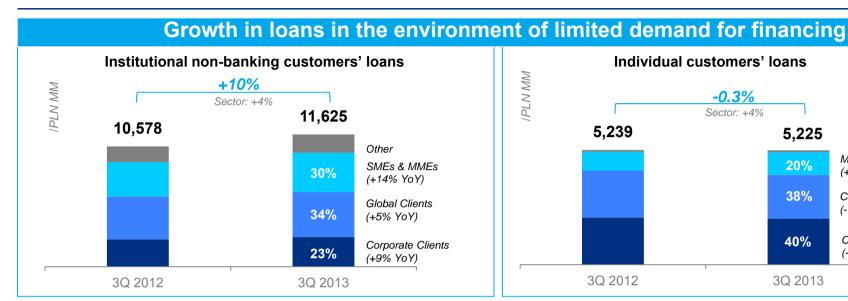


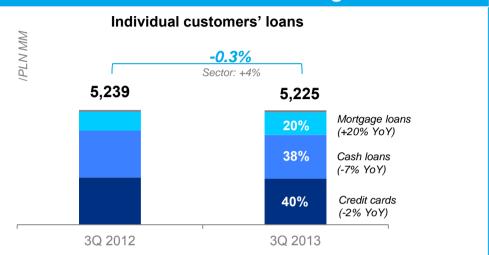
- Provision coverage ratio remaining at a high level of 80%
- Annualized cost of risk significantly below the sector in 3Q'13 (-0.1% vs 0.9% in sector)



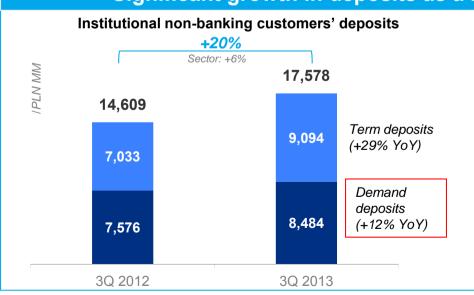


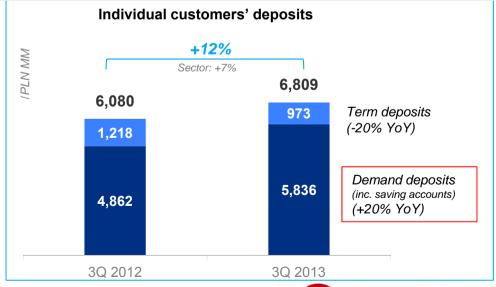
### **Customer volumes**





### Significant growth in deposits as a result focus on the operating accounts

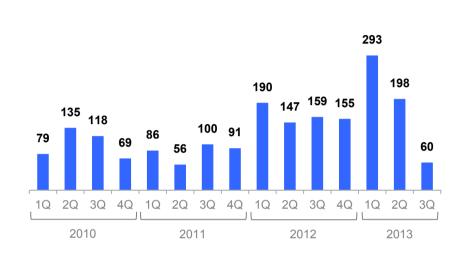




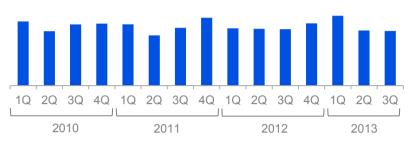


### Treasury

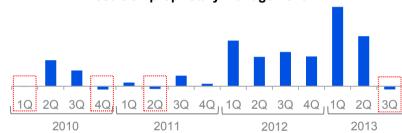




#### **Result on customer operations**



#### Result on proprietary management



Note: The scales on the graphs are not comparable.

#### Government bond yields vs. gains on sale of debt securities (PLN MM)

# Gains on sale of the portfolio in respective quarter (PLN MM)

Valuation in the equity as of the end of a quarter (PLN MM)

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# Income statement – Bank

	2046	1010	Q12 1Q13	2Q13	3Q13	3Q13 vs.	2Q13	3Q13 vs.	3Q12
PLN MM	3Q12	4Q12				PLN MM	%	PLN MM	%
Net interest income	370	351	327	311	306	(4)	(1%)	(64)	(17%)
Interest income	532	497	442	412	402	(10)	(2%)	(129)	(24%)
Interest expenses	(161)	(145)	(115)	(102)	(96)	6	(5%)	65	(40%)
Net fee and commission income	152	144	164	165	153	(12)	(7%)	1	1%
Dividend income	1	-	-	4	0	(4)	(97%)	(1)	(88%)
Gains on AFS debt securities	98	63	172	81	32	(49)	(61%)	(66)	(67%)
FX and trading	61	93	121	117	28	(89)	(76%)	(33)	(54%)
Treasury	159	155	293	198	60	(138)	(70%)	(99)	(62%)
Net gain on capital investment instruments	-	-	2	-	-	-	-	-	-
Net other operating income	(8)	(5)	9	0	(1)	(1)	-	7	(90%)
Revenue	674	645	795	679	519	(160)	(24%)	(156)	(23%)
Expenses	(321)	(300)	(331)	(318)	(296)	22	(7%)	25	(8%)
Depreciation	(16)	(15)	(13)	(13)	(17)	(4)	28%	(2)	10%
Expenses and depreciation	(337)	(315)	(345)	(331)	(313)	18	(5%)	24	(7%)
Operating margin	338	330	450	348	206	(142)	(41%)	(132)	(39%)
Net impairment losses	(22)	(1)	(10)	29	(2)	(31)	-	21	(93%)
EBIT	316	329	440	376	205	(171)	(45%)	(111)	(35%)
Corporate income tax	(64)	(85)	(84)	(75)	(40)	36	(47%)	25	(38%)
Net profit	251	245	355	300	165	(135)	(45%)	(86)	(34%)
C/I ratio	50%	49%	43%	49%	60%				



# Balance sheet – key items

		End o	of period						
PLN B	3Q12	4Q12	1Q13	2Q13	3Q13	3Q13 vs.	2Q13	3Q13 vs. 3Q12	
Cash and balances with the Central Bank	0.9	1.4	1.0	0.8	2.4	1.7	220%	1.5	160%
Amounts due from banks	2.1	1.5	1.4	2.3	2.5	0.2	9%	0.4	19%
Financial assets held-for-trading	5.9	6.8	9.2	8.9	6.4	(2.5)	(28%)	0.5	8%
Debt securities available-for-sale	8.7	15.0	12.0	14.1	15.8	1.7	12%	7.1	81%
Customer loans	15.8	16.2	16.3	17.0	16.8	(0.2)	(1%)	1.0	7%
Financial sector entities	1.2	0.9	1.6	2.4	2.1	(0.4)	(15%)	0.9	74%
Non-financial sector entities	14.6	15.3	14.7	14.6	14.8	0.2	1%	0.2	19
Corporate Banking	9.4	10.0	9.5	9.4	9.6	0.2	2%	0.2	2%
Retail Banking	5.2	5.3	5.2	5.2	5.2	(0.0)	(0%)	(0.0)	(0%
Credit cards	2.2	2.2	2.0	2.1	2.1	0.0	1%	(0.0)	(2%
Cash loans	2.1	2.1	2.1	2.1	2.0	(0.1)	(4%)	(0.1)	(7%
Mortgage	0.9	0.9	1.0	1.0	1.0	0.0	2%	0.2	20%
Other assets	3.0	2.6	2.8	3.2	3.3	0.1	2%	0.3	9%
Total assets	36.5	43.5	42.7	46.3	47.2	1.0	2%	10.7	29%
Liabilities due to banks	2.6	2.4	5.7	7.1	7.6	0.5	7%	5.0	196%
Financial liabilities held-for-trading	4.7	5.8	5.3	4.8	5.4	0.6	12%	0.8	179
Financial liabilities due to customers	20.9	26.9	22.8	25.0	25.4	0.4	2%	4.5	<b>21</b> %
Financial sector entities - deposits	2.6	2.8	3.0	4.2	3.9	(0.3)	(7%)	1.4	53%
Non-financial sector entities - deposits	18.1	20.8	19.1	20.0	20.5	0.4	2%	2.3	13%
Corporate Banking	12.0	14.9	12.7	13.3	13.6	0.4	3%	1.6	13%
Retail Banking	6.1	5.9	6.4	6.8	6.8	0.0	1%	0.7	12%
Other financial liabilities	0.2	3.2	0.7	0.7	0.9	0.3	39%	0.8	418%
Other liabilities	1.4	1.1	1.4	2.4	1.7	(0.7)	(28%)	0.3	22%
Total liabilities	29.5	36.1	35.2	39.3	40.1	0.8	2%	10.6	36%
Equity	7.0	7.4	7.6	7.0	7.1	0.1	2%	0.2	2.2%
Total liabilities & equity	36.5	43.5	42.7	46.3	47.2	1.0	2%	10.7	29%
Loans / Deposits ratio	81%	73%	77%	73%	72%				
Capital Adequacy Ratio	17.6%	18.1%	18.5%	17.5%	16.7%				



# Corporate Banking – income statement

	2040	4042	1Q13	2Q13	3Q13	3Q13 vs.	2Q13	3Q13 vs.	3Q12
PLN MM	3Q12	4Q12			3Q13	PLN MM	%	PLN MM	%
Net interest income	175	164	152	147	147	0	0%	(28)	(16%)
Interest income	306	279	238	220	221	0	0%	(85)	(28%)
Interest expenses	(131)	(116)	(86)	(74)	(74)	(0)	0%	57	(44%)
Net fee and commission income	59	61	83	75	66	(9)	(13%)	7	12%
Dividend income	1	-	-	1	0	(1)	(91%)	(1)	(88%)
Gains on AFS debt securities	98	63	172	81	32	(49)	(61%)	(66)	(67%)
-X and trading	52	84	113	108	19	(89)	(82%)	(33)	(63%)
Freasury	150	147	285	190	51	(138)	(73%)	(98)	(66%)
Net gain on capital investment instruments	-	-	2	-	-	-	-	-	-
Net other operating income	1	1	15	5	5	0	0%	4	-
Revenue	385	372	536	418	269	(149)	(36%)	(116)	(30%)
Expenses	(142)	(162)	(156)	(135)	(129)	6	(4%)	13	(9%)
Depreciation	(6)	(7)	(7)	(6)	(6)	0	(2%)	0	(4%)
Expenses and depreciation	(149)	(169)	(163)	(142)	(135)	6	(4%)	14	(9%)
Operating margin	237	203	373	276	134	(143)	(52%)	(103)	(43%)
Net impairment losses	(16)	(4)	(14)	(7)	3	10	-	19	-
EBIT	221	200	359	269	137	(131)	(49%)	(84)	(38%)
C/I ratio	39%	45%	30%	34%	50%				



# Retail Banking – income statement

	2040	4040	Q12 1Q13	2Q13	3Q13	3Q13 vs.	2Q13	3Q13 vs. 3Q12	
PLN MM	3Q12	4Q12				PLN MM	%	PLN MM	%
Net interest income	195	188	175	164	159	(5)	(3%)	(36)	(18%)
Interest income	225	217	204	192	182	(10)	(5%)	(44)	(19%)
Interest expenses	(30)	(30)	(28)	(28)	(22)	6	(21%)	8	(27%)
Net fee and commission income	93	83	81	90	87	(3)	(3%)	(6)	(6%)
Dividend income	-	-	-	3	-	(3)	(100%)		
FX and trading	9	8	8	9	9	0	1%	(1)	(6%)
Net other operating income	(8)	(6)	(5)	(5)	(6)	(1)	25%	3	(32%)
Revenue	289	273	259	261	249	(11)	(4%)	(39)	(14%)
Expenses	(179)	(138)	(175)	(183)	(167)	16	(9%)	12	(7%)
Depreciation	(9)	(8)	(7)	(7)	(11)	(4)	55%	(2)	19%
Expenses and depreciation	(188)	(146)	(182)	(189)	(178)	12	(6%)	10	(6%)
Operating margin	101	127	77	71	72	1	1%	(29)	(29%)
Net impairment losses	(7)	3	4	36	(5)	(41)	-	2	(29%)
EBIT	94	130	81	107	67	(40)	(37%)	(27)	(29%)



# Retail banking operational data and volumes

On and in the date (in the control)	2042	4040	4040	3 2Q13	2042	3Q13 vs.	3Q13 vs. 2Q13		
Operational data (in thousand)	3Q12	4Q12	1Q13		3Q13	thous.	%	thous.	%
Current accounts	588	586	586	585	578	(7)	(1%)	(10)	(2%)
including operating accounts	181	181	178	178	165	(13)	(7%)	(16)	(9%)
Saving accounts	195	193	196	197	195	(2)	(1%)	0	0%
Credit cards	807	795	793	791	785	(6)	(1%)	(22)	(3%)
including co-branded cards	468	464	467	472	472	1	0%	4	1%
Debit cards	425	418	428	454	427	(27)	(6%)	2	0%
including PayPass cards	363	365	382	413	389	(25)	(6%)	26	7%
Volumes (PLN million)	3Q12	4Q12	1Q13	2Q13	3Q13	3Q13 vs.	3Q13 vs. 2Q13		3Q12
	3Q12	4Q12	1013	2Q13	3Q13	PLN MM	%	PLN MM	%
Deposits	6,080	5,887	6,401	6,771	6,809	38	1%	729	12%
Demand deposits	2,411	2,385	2,459	2,537	2,544	6	0%	133	6%
Other deposits	3,669	3,501	3,942	4,233	4,265	31	1%	595	16%
including saving accounts	2,432	2,426	2,968	3,253	3,259	6	0%	826	34%
Loans	5,239	5,260	5,180	5,244	5,225	(19)	(0%)	(15)	(0%)
Credit cards	2,161	2,150	2,038	2,084	2,114	30	1%	(47)	(2%)
Cash loans	2,135	2,104	2,092	2,080	1,989	(91)	(4%)	(146)	(7%)
Mortgage loans	862	926	978	1,008	1,032	24	2%	170	20%



# **Appendix**

Transformation of the consumer banking distribution system and operating efficiency improvement



# Continued execution of the strategy

#### **Strategic Directions for 2012-2015**

- Transformation of the distribution system
- Focus on affluent (Gold) and emerging affluent (Forward) segments
- Continued focus on asset products (credit cards and cash loans available for everyone)

#### Reengineering of the operating model to improve efficiency in the changing macro, regulatory and market environment

- Headcount reduction (up to 792 employee contracts, incl. 684 in consumer banking, to be terminated by October 31, 2014)
- PLN 62.3 MM restructuring charge to be recognized in Q4 2013 results
- Target consumer banking C/I < 60% in 2016

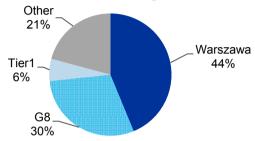
#### Transformation towards a Smart Banking Ecosystem following changes in customers' behavior and dynamic growth of new technologies

- Transformation of traditional branches into modern outlets
- Change of the **coverage model in small cities** from branch-based to multi-channel
- Continued digital evolution: offload, x-sell, straight thru processing
- Enhanced multi-channel acquisition approach: central cross-sell team, CBAW, DSA, digital
- **Productivity improvement:** 
  - Move to better locations (hot spot)
  - Targeted marketing / perceptual scale
  - Staffing model increase sales staff, decrease of tellers; offload actions, attractive self-service tools for the customers in the branch
- Continued focus on relationships with emerging affluent and affluent customers (launch globality, enhance advisory) citi handlowy

# Transformation towards a Smart Banking Ecosystem

#### Hot spot analysis for Poland

# Transactions share (value) – Gold and Forward segments



- Hot spots are places where customers spend their time, go shopping or work
- Hot spots with potential for Smart branches identified in G9
- Limited potential for hot spots and Smart investments viability outside of G9

#### **Smart Banking Ecosystem**

- The future of banking where the branch is an engaging, interactive and intelligent environment located in places most frequently visited by customers – target focus on most attractive Hot Spots in selected top cities
- A high-tech-enabled location allowing customers to bank at any time and in any place using the state-of-the-art mobile and online tools
- Expansion of self-service outlets and Digital Engagement
- Right-size branch formats and "High Street" retailing capabilities
- First smart branch opened in Katowice in September



#### **Transformation details**

- Transformation of traditional branches into modern outlets
  - 25 Smart branches to be operating in the largest Polish agglomerations by 2014
- Change of the coverage model in small cities from branch-based to multi-channel:
  - closure of 19 traditional branches located outside of the key target markets
     (we retained 95% of customers from outlets closed in 2012)
  - customer sales & service outside of key target markets to be provided through central sales unit, CitiPhone and Internet & mobile platforms



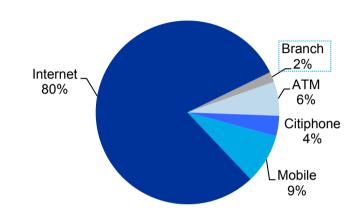
## Digitization following changes in customer behavior

#### Retail Banking Channel Interactions 2016 Estimated

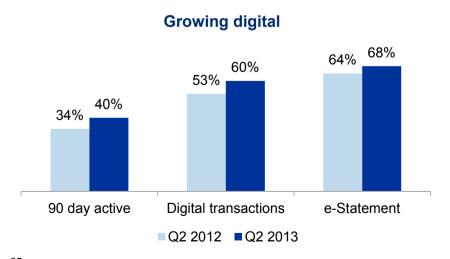
Mobile	20-30 times per month
Web/Tablet	7-10 times per month
ATM	3 - 5 times per month
Call center	5 - 10 times per month
Branch	1-2 times per year

Source: Banking 3.0 by Brett King, 2013

# Structure of customer transactions in Citi Handlowy June 2013



#### **Digital transformation in Citi Handlowy**



#### **Growing Citi Mobile**

- 143 thousand Citi Mobile users (+68% YoY)
- ~30% penetration of customer current accounts vs. 7% penetration on the market
- 68% YoY growth of the number of transactions conducted via Citi Mobile
- Unique funcionalities: FotoKasa, geolocator of discounts available for Citi credit cards all over the world

Note: Data for Q2 2013 unless otherwise stated



# **Smart Banking Ecosystem**

### Competitive advantage with new model of banking





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Investor Relations Calendar 2014 – upcoming events							
March 20	Disclosure of 2013 Annual Report						
May 8	Disclosure of 1Q 2014 Report						
August 29	Disclosure of 1H 2014 Report						
November 5	Disclosure of 3Q 2014 Report						

