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These factors include, without limitation, the following: (i) our ability to compete in the regions in which we operate; (ii) our ability to meet the needs of our customers; (iii) our ability to leverage synergies from acquisitions, cost reduction programs or other projects; (iv) uncertainties associated with general economic conditions particularly in CEE; (v) governmental factors, including the costs of compliance with regulations and the impact of regulatory changes; (vi) the impact of currency exchange rate and interest rate fluctuations; and (vii) other risks, uncertainties and factors inherent in our business.

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Executive Summary 1-12/2018

Consolidated Profit

Driven by operating result and low cost of risk

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2017</th>
<th>FY2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit</td>
<td>1,116</td>
<td>1,270</td>
<td>+14%</td>
</tr>
</tbody>
</table>

Operating income

Volume driven NII and fee and commission income increases
Stable net interest margin of 2.50%

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2017</th>
<th>FY2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating income</td>
<td>5,098</td>
<td>5,298</td>
<td>+4%</td>
</tr>
</tbody>
</table>

NPL Ratio

130bps organic reduction, 37bps from loan growth and 19bps from Polish disposal
Coverage ratio improved by ~11PP to 77.6%

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2017</th>
<th>FY2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPL Ratio</td>
<td>5.7%</td>
<td>3.8%</td>
<td>-186bp</td>
</tr>
</tbody>
</table>

Loans to customers

Loans to customers growth across the group

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2017</th>
<th>FY2018</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loans to customers</td>
<td>77,745</td>
<td>80,866</td>
<td>+4%</td>
</tr>
</tbody>
</table>

CET1 ratio at 13.4% (fully loaded)

Note: 2017 numbers have been adjusted to reflect impact from FINREP implementation
Anti-Money Laundering efforts

Up-to-date transaction monitoring system Norkom (BAE Systems)

- One standard-system in the group
- External verification and optimization
- Full compliance with legal requirements

Fully automated transaction-screening via common-standard monitoring system

All alerts are manually reviewed

Full compliance with internal regulations and local legal requirements

Inspection by the regulator without any findings

External verification

- Ongoing assessment of transaction monitoring indicators to further optimize the system
- Regular meetings with large US banks to demonstrate framework, methodology, resources, calibration and critical countries

AML staffing (incl. support functions)

- ~80 FTEs in head office
- Over 300 FTEs in the network units
Structural growth opportunities vs. the euro area

Real GDP growth differential to euro area
(2019 – 2021 average in bp)

Avg. 2019-2021 total loan growth in EUR yoy in %

Source: Raiffeisen Research

Group Investor Relations
Ongoing convergence in wages and productivity

Labour markets expected to remain boyant

Productivity gap in CE markets

Source: Raiffeisen Research

Group Investor Relations 14 March 2019

Unemployment

Real gross value added per hour worked as % of Germany

2018 2021

AT SK BG AT RO HU CZ

HR

10% 8% 7% 7% 5% 5% 4% 6% 5% 5% 3% 5%

Hourly Wages as % of German

2018 2021

BG RO HR HU CZ

Source: Raiffeisen Research
### Strategic Focus in Retail and Corporate

<table>
<thead>
<tr>
<th>FY/2018 Loans(^1) (y-o-y)</th>
<th>Business mix(^2)</th>
<th>Strategic focus Retail / Corporate</th>
<th>(\bullet) Households</th>
<th>(\circ) Corporates(^3)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporates Vienna</strong> EUR 18,163 mn (+25%)</td>
<td>![100%, 55%]</td>
<td>✔️ ✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td><strong>Czech Republic</strong> EUR 11,131 mn (+10%)</td>
<td>![55%, 42%]</td>
<td>✔️ ✔️ ✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td><strong>Slovakia</strong> EUR 10,075 mn (+8%)</td>
<td>![55%, 44%]</td>
<td>✔️ ✔️ ✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td><strong>Russia</strong> EUR 8,519 mn (+7%)</td>
<td>![38%, 60%]</td>
<td>✔️ ✔️ ✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td><strong>Romania</strong> EUR 5,702 mn (+19%)</td>
<td>![51%, 44%]</td>
<td>✔️ ✔️ ✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td><strong>Hungary</strong> EUR 3,354 mn (+13%)</td>
<td>![23%, 73%]</td>
<td>✔️ ✔️ ✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td><strong>Bulgaria</strong> EUR 2,595 mn (+15%)</td>
<td>![42%, 57%]</td>
<td>✔️ ✔️ ✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>

**Notes:**
1) Loans to customers  
2) General governments and other financial corporations as remaining share  
3) Non-financial corporations

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*Group Investor Relations*  
*14 March 2019*
We believe in an evolving world

Customers

- Customer expectations are fundamentally changing

Ecosystem

- New business models and regulations are changing the playing field

Innovation

- Product and service innovation is increasingly important

Partnerships

- Banks won’t be replaced by or become tech companies but partnerships will be critical
RBI’s five digitalization pillars

We create an exceptional experience for our customers …

INTEGRATION LAYER & OPEN APIs
AGILE & X-FUNCTIONAL WORKING
STRONG DATA & ANALYTICS CAPABILITIES
DIGITAL OPERATIONAL EXCELLENCE
EFFECTIVE GROUP-WIDE INNOVATION

…foster innovation and incorporate new business models
Investment case

- Positioned for growth in Central, Southeastern and Eastern Europe
  >> We aim for mid-single digit annual loan growth

- Costs under control, despite inflation and investments in digital
  >> We target a 55 per cent cost/income ratio in 2021

- Substantially improved risk profile
  >> Our cost of risk through the cycle expected to be less volatile

- Digital transformation underway
  >> We are preparing for the future of banking

- ROE target of approximately 11% in the coming years
  >> We generate capital for growth and a 20 - 50% payout ratio

CET1 ratio of around 13 per cent in the medium term
**Aiming for 55% cost/income ratio in 2021**

<table>
<thead>
<tr>
<th>Costs - since 2017</th>
<th>Income - since 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Tight cost management with only a modest increase in 2018</td>
<td>• 5% loans to customers increase in 2017 and 2018, adjusted for NPL sales and write-offs</td>
</tr>
<tr>
<td>• Peak in regulatory expenses and pick-up in wage inflation in 2018</td>
<td>• Stable NIM despite increasing pressure on asset margins</td>
</tr>
<tr>
<td>• 2018 CIR improved to 57.5%</td>
<td>• Net fee &amp; commission income up 7.5% in 2017 and 4.2% in 2018</td>
</tr>
</tbody>
</table>

**Cost trends**

- Higher costs across the Group in 2019
- Wage inflation in 2019, expected to subside thereafter
- Increased IT investments
- Leveling off expected 2020 and 2021

**Income trends**

- NII growth from volumes and liability margin
- Further emphasis on fee & commission income
- Main contributions from Czech Republic, Slovakia, Austria and Russia

✓ Cost/income ratio has improved ~4PP\(^1\) to 57.5% in past two years

✓ Moderately positive average jaws required through 2021 to achieve 55% target

\(^1\) From pro forma FY/2016 and including 30bps positive impact from FINREP implementation
Cost pressure in 2019 from wages, IT and digital

Czech Republic
- Wage inflation driven by intense competition for qualified employees
- Investments in digital initiatives, standardized front-end system, upgrade of key systems, and regulatory projects

Austria
- Higher staff expenses from wages and new FTEs

Romania
- IT and digital investments (PSD2, Group and local projects)
- Increased deposit insurance costs
- Higher expenses from Next Generation Branch Initiative

Russia
- Staff expenses increase due to new FTEs (IT insourcing)
- Increased deposit insurance costs
- Marketing expenses lower vs. 2018

Slovakia
- Increasing staff expenses due to pressure on wages
- Higher spending on IT projects and licenses
- Implementation of Raiffeisen Bank SK growth strategy

Ukraine
- Higher IT costs
- Higher staff expenses, driven by CPI projections and higher salaries
- Increased deposit insurance costs

Bulgaria
- Salary increases due to intensifying competition for qualified staff
- Increased IT expenditure due to higher software support costs and project development
# Well-positioned for growth and dividends

## Mid-single digit loan growth

We aim to grow at a mid-single digit rate, while maintaining a 13% CET1 ratio
- Good growth potential from our exposure to CE, SEE and EE
- Normalization of cyclical environment and structural convergence are supportive

## 11% RoE

We look to consistently generate an 11% RoE
- Focus on efficiency
- Improved portfolio quality and underwriting standards means risk costs should be less volatile through the cycle
- Consistently robust performance in Russia

## 20-50% payout ratio

- Distribution of profits not retained for growth
- Focus on growing within our risk framework and achieving target profitability
- Payout ratio to also consider inorganic growth opportunities
RBI in Russia: a robust business model

Consistently strong shareholder return generation

- Consistent performance against a difficult economic backdrop
- Strong internal capital generation and a high payout ratio

26% RoE (after tax, 2014-2018 average)

- 18% in 2014
- 29% in 2018

~EUR 1.6 bn cumulative net income since YE/2014

- 1,182 in 2014 Equity
- 636 in Equity accrued
- 1,818 in 2018 Equity

Raiffeisen Russia in 2015: solid results despite high provisions

- Operating result down 6%
- Strong ROE despite 214 bps provisioning ratio
- Significant dividend payment
- NPL ratio to 8% with 75.6% coverage ratio

2015: recession followed by slow recovery

- -3% GDP decline
- Consumer demand and fixed investment contracted
- Inflation doubled y-o-y
- Conventional central bank response drove rates up
- GDP growth trend has yet to fully recover
RBI in Russia: a robust business model

An efficient business with stable revenues

Diversified revenues

Brand premium

Efficient business model

40% cost/income ratio (2014-2018 average)

Net Fee Income (1-12/2018)

- Payment Business
- Loan Business
- Asset Management
- FX & Securities, Other

1) Under IAS 39

- Focus on loan portfolio quality
- Brand premium reflected in liability margins
- Loan/deposit ratio below 100% in RUB and FX
- CET1 exposure to RUB volatility actively hedged

- NII and NIM consistently stable
- Stable split of fee and commission income
- Highly efficiency operations
- Diversified earnings in corporate segment

Group Investor Relations

14 March 2019
IFRS 9 impairment provisioning

Expected credit loss (ECL) model replaces portfolio loan loss provisions

---

**Stage 1**
Performing:
12 month ECL

**Stage 2**
Significant increase in credit risk:
lifetime ECL and qualitative approach

**Stage 3**
Credit-impaired (defaults):
lifetime ECL and individual provisioning
Credit clock reduces risk cost volatility

Credit cycle peak
• Low inflow of new NPE
• Reduction of stage 1 and stage 2 impairments

Credit cycle trough
• Higher inflow of new NPE
• Increase of stage 1 and stage 2 impairments
• IFRS 9 model fine-tuning in Q4/2018 contributed 82 bps (annualized) to the provisioning ratio
• Fine-tuning includes improved forecast values and qualitative factors not captured by risk models
2018 EBA stress test shows RBI’s resilience in an economic downturn scenario

**Toughened stress test parameters**
- 8.3% deviation of EU GDP versus baseline
- ~3.3PP increase in unemployment by 2020
- 0% inflation in adverse scenario
- Residential property prices drop by 19%

**CET1 ratio impact by scenario & category**

<table>
<thead>
<tr>
<th></th>
<th>Operational Risk</th>
<th>Market Risk</th>
<th>Credit Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline scenario</strong></td>
<td>0.21%</td>
<td>0.30%</td>
<td>2.01%</td>
</tr>
<tr>
<td><strong>Adverse scenario</strong></td>
<td>0.64%</td>
<td>0.82%</td>
<td>4.58%</td>
</tr>
</tbody>
</table>

- Improved portfolio quality
- Significantly stronger capital base

**still reduced provisioning ratio**

<table>
<thead>
<tr>
<th>EBA stress test</th>
<th>Baseline scenario</th>
<th>Adverse scenario</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016 exercise</td>
<td>96 bps</td>
<td>170 bps</td>
</tr>
<tr>
<td>2018 exercise</td>
<td>54 bps</td>
<td>116 bps</td>
</tr>
</tbody>
</table>
Provisioning ratio through the cycle

*Low through the cycle

- Low inflow of new NPE
- High level of write-backs and recoveries
- Lower concentration risk

High Stress

- Higher inflow of new NPE
- Low level of write-backs and recoveries
- Higher concentration risk

2018*

2017 (-41bps)

EBA stress test adverse scenario

EBA stress test baseline scenario

*) before IFRS9 fine-tuning
**Group-wide infrastructure and Open API platform**

---

We create an exceptional experience for our customers …

<table>
<thead>
<tr>
<th>INTEGRATION LAYER &amp; OPEN APIS</th>
<th>AGILE &amp; X-FUNCTIONAL WORKING</th>
<th>STRONG DATA &amp; ANALYTICS CAPABILITIES</th>
<th>DIGITAL OPERATIONAL EXCELLENCE</th>
<th>EFFECTIVE GROUP-WIDE INNOVATION</th>
</tr>
</thead>
</table>

…foster innovation and incorporate new business models
Merlin platform: integrating RBI Group

DIGITAL CLOUDBASED PLATFORM
Connecting Units Groupwide | Enabling Usage of Joint Products | Development of New Services

INTERNAL & EXTERNAL UX

MERLIN PLATFORM

LOCAL SYSTEMS

2019

Group Investor Relations
14 March 2019
Merlin enables group solutions

2018
- FIRST (Czech) NETWORK BANK CONNECTED
- FIRST SERVICE ID&V LIVE IN AT
- CORPORATE DIGITAL SERVICES
- INTEGRATED FRONT END ANALYTICS IN RO

2019
- FIRST RELEASE OF MOBILE BANKING SOLUTION
- CONNECT BOSNIA

SIGNIFICANT ADVANTAGES FOR THE FUTURE

- Scalable & On-Demand Infrastructure
- Shorter Time-To-Market
- Customer Focus
- Cost-Efficient Cloud-Based Solutions
- Microservices & Containers
- Support Regulatory & Business Development

By integrating RBI’s network, Merlin is the foundation of our Open API Strategy
Opportunity for multi-bank account aggregation products

Open APIs are boosting internal and external innovation

Enhance scoring and cross selling capabilities for new-to-bank customers

Integrating into third party customer journeys and services

Expand product portfolio by connecting to other platforms

Introducing innovative banking in Central and Eastern Europe
Implementation of an adaptive organization

We create an exceptional experience for our customers …

…foster innovation and incorporate new business models
RBI develops towards an adaptive organization while its digital transformation

We have implemented Group-wide infrastructure to facilitate a collaborative working environment and encourage an agile process to become an adaptive organization.

- Establish a culture of collaborative workforce
- Focus on delivering customer value
- Improve our competitive edge
- Re-vitalize entrepreneurship

~30% of staff at RBI head office operating in agile Teams, also high portion of employees working agile in Russia.

With over 800 employees working in agile teams by end of 2019, innovation activities transferred to agile product teams.
Advanced analytics methods to enhance customer satisfaction and profitability

We create an exceptional experience for our customers …

…foster innovation and incorporate new business models
## Key focus areas

<table>
<thead>
<tr>
<th><strong>Supporting Well Founded</strong></th>
<th><strong>Automation Leading to</strong></th>
<th><strong>Open New</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>DECISION MAKING</td>
<td>COST REDUCTION</td>
<td>REVENUE STREAMS</td>
</tr>
</tbody>
</table>

## Use cases already live

| **Personalized financial advice, contextual marketing, cross-selling, dynamic pricing, Identify moments-of-truth,**... | **Anti-money-laundering, credit card fraud, back office automation, cash-in-transit optimization,**... | **Digital lending scoring, predictive forecasting, credit scoring, early warning systems,**... | **Chatbots, virtual assistant, keyword spotting, sentiment analysis, biometry optimization for call center,**... |
Introducing innovative banking in Central and Eastern Europe

We create an exceptional experience for our customers …

…foster innovation and incorporate new business models
Efficiency improvements through Smart Automation

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robotics (RPA)</td>
<td>Text / Document Recognition</td>
<td>Augmented Data Discovery</td>
</tr>
</tbody>
</table>

**CONSTANT SEARCH FOR INNOVATION**

**CURRENT INITIATIVES**

- **SME ON**
  Development of online account opening

- **YELLOW BEAM**
  Real time international payment solution

**AUTOMATION DISCOVERY**

- **PROCESS MINING**
  Selected network banks and RBI head office analyzing the real execution of processes in corporate, retail and risk areas

**COGNITIVE AUTOMATION**

- **CARDS COMPLAINTS**
  Automation Management (IBM Watson, Data Science Team in Russia) – second pilot with Romanian and Austrian data science teams

- **CASH OPTIMIZATION**
  Pilot project for forecasting with advanced analytics team
With a cloud approach and a modularized IT architecture we are ready for the future.

We moved to the cloud in 2016…

- Designated community established
- AWS selected as primary cloud vendor
- Foundation services rolled out
- Capabilities developed; introduction of Cloud Center of Excellence

…and constantly shift services into it

Modular IT approach creates synergies across our markets

Modular IT Architecture
- De-coupling front-end and back-end enables flexibility and openness
- Our “Merlin” platform supports the de-coupling principle

Introducing Processing Engines
- Large local investments and high-risk upgrades are avoided due to modularized replacement of core-banking systems
- Prepare core-banking systems for channels and fit to overall modular architecture
We create an exceptional experience for our customers …

...foster innovation and incorporate new business models
Innovation vehicles facilitate new solutions and partnerships

**INNOVATION GARDEN**

**EMPLOYEE-INITIATED IDEAS**
DEVELOPED IN A START-UP-LIKE PROCESS
WITHIN INTRAPRENEURSHIP TEAMS

- **3,269** Members on Ideation Platform
- **1,300** Client Interviews
- **765** Fresh Ideas
- **5** Internal Start-Ups

**ELEVATOR LAB**

**ACCELERATOR PROGRAM**
TO GLOBALLY SCOUT INNOVATIVE START-UPS
AND VALIDATE VIABILITY FOR RBI

- **9** Elevator Lab Challenges
- **2** Long-term contracts
Retail Overview

RBI Retail at a glance (year end 2018)

**Assets**
- 55% Private Individuals
- 30% Affluent & Private Banking
- 15% SME

**Liabilities**
- 45% Private Individuals
- 32% Affluent & Private Banking
- 23% SME

**Gross Income**
- 50% Private Individuals
- 27% Affluent & Private Banking
- 23% SME

**Volume breakdown (FY 2018 in EUR bn)**
- 12.9
- 6.3
- 2.9
- 18.9

**Gross Income (FY 2018 in EUR mn)**
- 164
- 205
- 480
- 518

**Selected products**
- Credit Cards
- Mortgage
- Personal Loans
- SME Lending
- Deposits
- PI Payments/Accounts
- SME Payments/Accounts

**Channels**
- Several NWBs with cutting edge mobile and Internet banking solutions – every fifth cash loan sold online
- 2,050 branches in 13 countries, emphasis on urban areas
- State-of-the-art contact centers complement multi-channel offering
Expanding client base and digital sales

Targeting 12.5 mn active retail clients in 2021 (500k new clients p.a.) across our 13 network banks

Significantly increase mobile banking penetration (mobile banking users / total active customer base)

Foster sales across channels with strong focus on digital lending (digitally initiated personal loan sales)

Selected initiatives to achieve aims...

- Step up digital marketing efforts
- Exploit potential for third party customer acquisition (partnerships with retailers and corporates)
- Seamless digital onboarding
- Leverage expertise in Slovakia for use in other markets
- Develop areas of mobile banking centrally
- Fully utilize internal and external innovation potential (e.g. Innovation Garden, Elevator Lab)
- Build end-to-end digital lending capabilities in all countries (for new-to-bank & existing customers)
- Improve sales/service ratio in branches
- Implement new technologies in contact centers (e.g. AA & AI)

1) Retail customers across our 13 network banks (excl. e.g. Leasings, Bausparkasse)
Marked increase in mobile banking penetration

Achievements 2018

- Active mobile banking penetration is steadily rising, reaching 22% at end-2018
- Increased focus on user experience across markets (e.g. easy payments, login, reduction of complexity)
- Group-wide mobile banking capabilities expanded and developed for application in retail

Outlook 2019

- New solutions planned across the group (e.g. RBRO, RBCZ, RBHR, RBBH)
- RBHU first to benefit from joint development based on group capabilities

Tatra Banka achieved 53% mobile banking penetration at end-2018 (320k users, +10.7PP YoY)

RBCZ reached 38% in mobile banking penetration as per year end 2018 (176k users, +13.9pp YoY)

RBRU achieved 41% mobile banking penetration at end-2018 (741k users, +13.2PP YoY)

Sources: RBI digital reporting, Deloitte and Finalta benchmarking
Online lending already strong and increasing further

Achievements 2018

- Group-wide **digital sales of personal loans** grew to **20%** in 2018
- TBSK, RBCZ, RBRU and RBHR with **state-of-the art capabilities in online lending to existing customers**
- TBSK has been **market pioneer** with a fully digital **end-to-end new-to-bank lending** solution

Outlook 2019

- **Most NWBs** will have online lending to existing customer base by **end-2019**
- Strengthen **new-to-bank lending** across the Group based on experience in TBSK and RBRs
- Evaluate the potential of a Group-wide **Online Credit Scoring** service

Very strong position in digital lending across the Group (50% of personal loans sold digitally in December 2018)

Sources: RBI digital reporting, Deloitte and Finalfa benchmarking
Strong focus on enhancing customer experience through mobile payments

**Achievements 2018**

- Dedicated **digital payments strategy** was developed focusing on customer convenience and improved mobile payments experience leading to the development of a **new group mobile wallet**

**Outlook 2019**

- **Group solution for mobile wallet** planned to go live in Q3/2019 for RBCZ, RBRO, RBBG, RBRS
- **Mobile peer-to-peer (P2P) payments** to follow

**Scope of the group mobile wallet**

<table>
<thead>
<tr>
<th>Feature</th>
<th>NFC in-store mobile payments</th>
<th>Card maintenance functions</th>
<th>Peer-to-peer payments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mobile wallet users</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(thsd)</td>
<td>25</td>
<td>75</td>
<td>140</td>
</tr>
<tr>
<td>2017</td>
<td>2018</td>
<td>Aspiration 2019</td>
<td></td>
</tr>
<tr>
<td><strong>Mobile P2P payments</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(no. of transactions in thsd)</td>
<td>243</td>
<td>341</td>
<td>424</td>
</tr>
<tr>
<td>2017</td>
<td>2018</td>
<td>Aspiration 2019</td>
<td></td>
</tr>
</tbody>
</table>

**TatraBank**

Increasing penetration of mobile wallet usage

**PriorBank**

Launched mobile peer-to-peer payments to **42 countries in June 2018**
## Selected Best Practices and Future Initiatives

### Selected Best Practices from 2018

<table>
<thead>
<tr>
<th>Institution</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBSK</td>
<td>Online personalized real-time offers; end-to-end account opening</td>
</tr>
<tr>
<td>RBRS</td>
<td>Sales finance product with fast time-to-yes</td>
</tr>
<tr>
<td>RBRU</td>
<td>Increase in digital customer acquisition</td>
</tr>
</tbody>
</table>

### Selected Lighthouse projects for 2019

<table>
<thead>
<tr>
<th>Institution</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>RBRO</td>
<td>New state-of-the-art internet &amp; mobile banking platform to go live in Q2 2019</td>
</tr>
<tr>
<td>RBBG</td>
<td>Implementation of pre-approved end-to-end personal loan sales in mobile &amp; internet banking - Q2 2019</td>
</tr>
<tr>
<td>TBSK</td>
<td>TBSK is focusing on extending its innovation offering (e.g. PSDII account aggregation, conversational AI)</td>
</tr>
</tbody>
</table>
Russian retail: resilient and diversified business

Balanced revenue contribution by products (gross income by products)

Focus on high income regions (gross income by regions, approx.)

Diversified revenues across customer segments (gross income by customer segments)

Key Characteristics:

- Retail business in Russia generates ~66% of RBRU's gross income and ~50% of PBT while consuming just ~33% of RWAs
- #1 in customer satisfaction in SME, #4 position in mass market
- Focus on high-quality customers - gross income from lending mainly from personal loans and credit cards

- Strong cross-selling: 35% fee-to-income ratio
- Compact branch footprint with 185 locations – 'Digital Cities' for private individuals and SME in regions where not physically present
- 15% of new customers acquired through mobile banking, every third personal loan sold online
- Full-scale agile product development process
## Clear competitive edge in sales & digitization

### Net Active Customer Acquisition\(^1\)

<table>
<thead>
<tr>
<th></th>
<th>RBI Retail Russia</th>
<th>RU Market Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>8.5%</td>
<td>2.8%</td>
</tr>
</tbody>
</table>

### Revenue per Active Customer (EUR)\(^1\)

<table>
<thead>
<tr>
<th></th>
<th>RBI Retail Russia</th>
<th>RU Market Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>EUR</td>
<td>406</td>
<td>197</td>
</tr>
</tbody>
</table>

### 30-day Digital Banking Activity\(^2\)

<table>
<thead>
<tr>
<th></th>
<th>RBI Retail Russia</th>
<th>RU Market Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>51%</td>
<td>41%</td>
</tr>
</tbody>
</table>

### Digital Product Sales / 1000 Active Customers\(^2\)

<table>
<thead>
<tr>
<th></th>
<th>RBI Retail Russia</th>
<th>RU Market Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>153</td>
<td>128</td>
</tr>
</tbody>
</table>

Source: Finalta Benchmarking, private individuals only

1) Data from FY 2017 reporting
2) Data from HY 2018 reporting
Retail Targets and digital priorities

- #1 in Customer Satisfaction
- Above Market Growth
- Digital Transformation
- Balanced Business Contribution
- Engaged Employees
- Efficient Operating Model

Strategic Digitalization Priorities

- Digital Customer Experience
- Branch Transformation
- Process Automation
- Leveraging IT platform
- Agile and skilled Workforce
Digital transformation journey will go on…

Fostering adaptive culture and collaboration

Responsibility, sustainability and building on trust

Seamless services for a ~270mn customer market