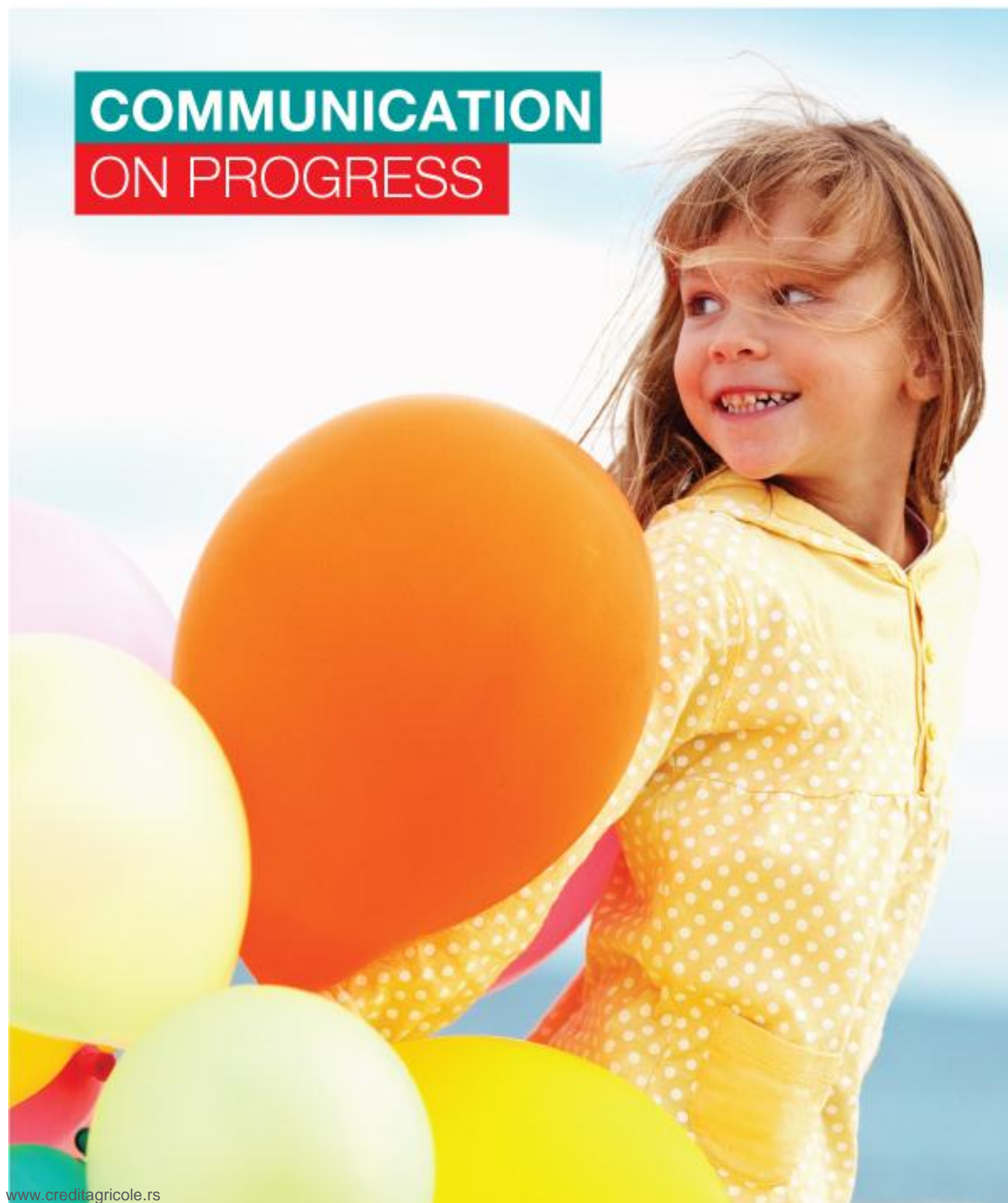


# COMMUNICATION ON PROGRESS



# Contents

MESSAGE FROM THE CEO

CRÉDIT AGRICOLE GROUP

THE GROUP'S APPROACH TO CSR

CRÉDIT AGRICOLE SRBIJA (CAS)

HUMAN RESOURCES

RELATIONS WITH CLIENTS AND SUPPLIERS

CORPORATE

AGRO

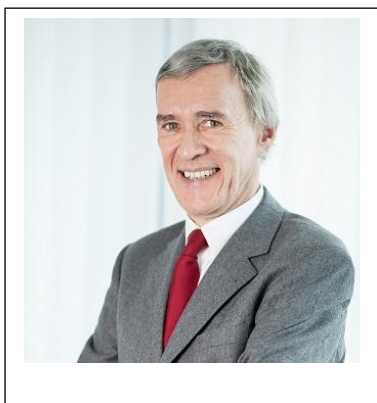
RETAIL

SBE

EMPLOYEE ENGAGEMENT IN CSR

OUR FRENCH ORIGINS

# Message from the CEO



## Message from the President of the Executive Board & CEO

As a member of a strong Crédit Agricole Group, our corporate social responsibility (CSR) at Crédit Agricole Srbija is to contribute to building a sustainable society. This is not only our responsibility, but our choice as we are proud to have been committed to the core principles of the United Nations Global Compact.

Crédit Agricole Srbija (CAS) provides integrated loan services to resolve the issues its clients face in these challenging financial times and continues to support the ongoing growth of society from a financial perspective. Therefore, corporate social responsibility at CAS involves not only contributing to society through loan and other businesses, but also seriously taking into account societal needs and living up to responsibilities as a member of society. This means that first and foremost our executives and then all the employees conduct their daily activities with heightened awareness of our environment.

Our main focus in 2013 was employee engagement and we are proud that motivation by values of commitment was visible in all aspects of our work: our economic, social, civic and environmental areas. We are aware that CSR is a process but we acknowledge and celebrate every step in the right direction and we are proud to be a responsible bank driven by responsible employees.

Our main philanthropic projects are also employee driven and remain aimed at children with developmental problems and socially vulnerable children.

This report sets out our approach to CSR and the main initiatives we undertook in 2013 in favour of a more sustainable development.

Bruno CHARRIER  
President of the Executive Board



# CRÉDIT AGRICOLE GROUP

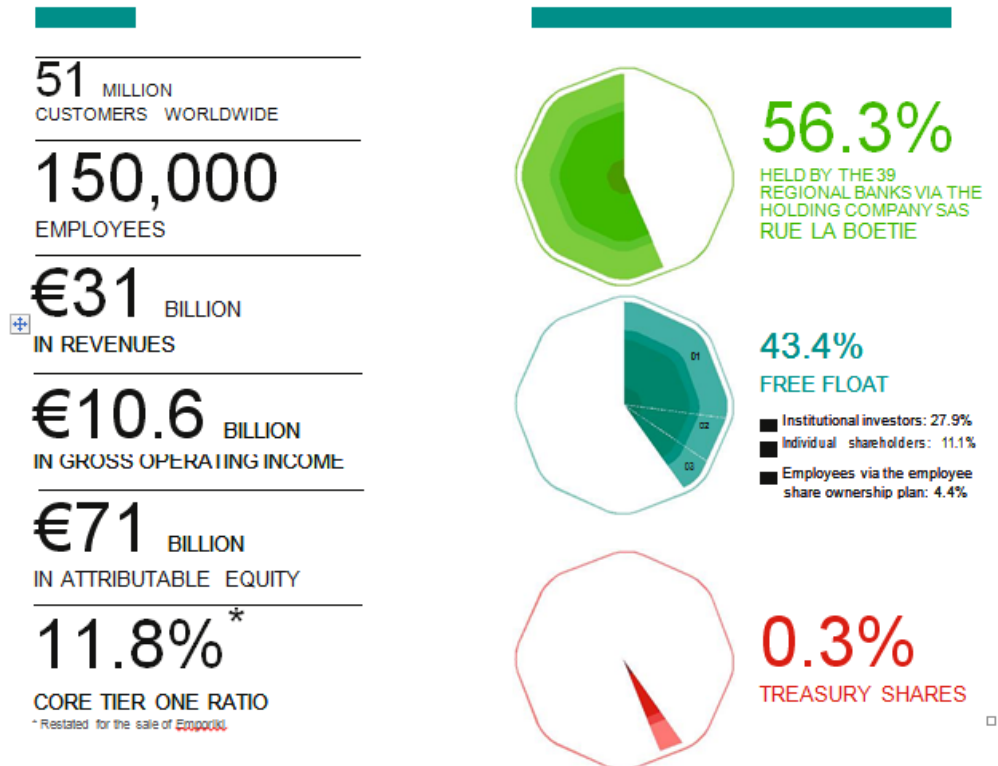
# Crédit Agricole Group

## FACTS

**6.9 million** members form the bedrock of Crédit Agricole's co-operative structure. They own the members' shares comprising the capital of the 2,512 Local Banks and appoint their representatives each year: 29,000 directors who act as their voice within the Group.

The Local Banks own most of the capital of the 39 Regional Banks. The Regional Banks are regional cooperative banks that provide their customers with a comprehensive range of products and services. Fédération Nationale du Crédit Agricole is the central body through which the Regional Banks discuss the Group's broad policies.

Through SAS Rue La Boétie, the Regional Banks own 56.3% of Crédit Agricole S.A., the Group's central bank and central body. Crédit Agricole S.A. owns 25% of the Regional Banks' capital (except the Corsican bank) and is the holding company for the Crédit Agricole Group's subsidiaries in France and abroad.



# Crédit Agricole Group

## PROFILE

THE CRÉDIT AGRICOLE GROUP IS THE FRENCH LEADER IN CUSTOMER-CENTRIC UNIVERSAL BANKING AND ONE OF THE LARGEST BANKS IN EUROPE.

AS LEADING FINANCIAL PARTNER TO THE FRENCH ECONOMY, THE CRÉDIT AGRICOLE GROUP SUPPORTS ITS CUSTOMERS IN THEIR PLANS AND PROJECTS IN FRANCE, EUROPE AND AROUND THE WORLD.

LEADER IN RETAIL BANKING, IT OPERATES IN ALL SEGMENTS OF THE MARKET: INSURANCE, ASSET MANAGEMENT, LEASING & FACTORING, CONSUMER FINANCE AND CORPORATE & INVESTMENT BANKING.

BUILT ON ITS STRONG COOPERATIVE AND MUTUAL ROOTS, ITS 150,000 EMPLOYEES AND THE 29,000 DIRECTORS OF ITS REGIONAL AND LOCAL BANKS, THE CRÉDIT AGRICOLE GROUP IS A RESPONSIBLE, HELPFUL BANK SERVING 51 MILLION CUSTOMERS, 6.9 MILLION MEMBERS AND 1.2 MILLION SHAREHOLDERS.

CRÉDIT AGRICOLE STANDS OUT FOR ITS DYNAMIC, INNOVATIVE CORPORATE SOCIAL RESPONSIBILITY POLICY. IT FEATURES AMONG THE TOP 3 OF EUROPE'S 31 LARGEST BANKS AND INSURANCE COMPANIES IN NOVETHIC'S RESPONSIBLE REPORTING RANKINGS.

[www.credit-agricole.com](http://www.credit-agricole.com)

**A BANK  
SERVING 51  
MILLION  
CUSTOMERS\***

**11,277 BRANCHES IN  
11 COUNTRIES\***

(INCLUDING 9,090 IN FRANCE AND 942 IN ITALY)

**OPERATIONS  
IN 60 COUNTRIES  
WORLDWIDE**

**A BANK  
SERVING  
THE ECONOMY**

2003 - Signature of the United Nations  
Global Compact and Climate Principles

2003 - Endorsement of the Equator Principles  
by Crédit Agricole Corporate and Investment  
Bank

2006 - Signature of the Principles for  
Responsible Investment by Amundi and  
Crédit Agricole Assurances

2010 - Signature of the Charter for Responsible  
Purchasing between major buyers and SMEs

\* Including the Regional Banks



# Crédit Agricole Group

## **CUSTOMERS AND LOCAL REGIONS LIE AT THE HEART OF THE GROUP'S COOPERATIVE MODEL**

CRÉDIT AGRICOLE IS A DECENTRALISED BANKING GROUP WITH STRONG LOCAL ROOTS. IT IS FOUNDED ON THE MUTUAL VALUES OF ITS REGIONAL COOPERATIVE BANKS.

### **CUSTOMER-CENTRIC GOVERNANCE**

In a mutual governance structure, the decision-making power creates close links between the Board of Directors, which represents the member customers, and General Management. With their founding principle of “dual review”, the mutual banks were well ahead of banking laws such as the NRE law in France or the “second pair of eyes” rule requiring dual supervision of banking activities. Functions are segregated: the Board of Directors and its Chairman are responsible for defining strategic orientations and overseeing their implementation, whilst executive responsibility lies with General Management. In each Regional Bank, the Board of Directors meets at least once a month to determine strategic orientations and make sure they are applied.

Consequently, the member customers who contribute to the bank's capital also take part in its democratic life. They have a right to vote based on a “one member, one vote” principle and their elected representatives take part in the bank's major decisions. They have the opportunity to meet the people who run the bank once a year. They also enjoy a range of products and services available only to them (e.g. member's card, member's passbook account, etc.). They have access to specific information about the bank's management, results and strategic orientations. As a general rule, a large proportion of the bank's earnings is not redistributed but held in reserves to support its robustness and finance its long-term investments.

The Group has a trademark decentralised organisation structure, with decision-making shared between the local and regional entities at grassroots level and the national bodies. Representatives of the regional entities are involved in the governance of the national bodies. The Crédit Agricole S.A. Group's central bank also controls the specialised subsidiaries, which make their skills available to the Group's networks. Crédit Agricole S.A. is a listed company. 56% of its share capital is held by the Regional Banks. It also has 1.2 million individual shareholders.

# Crédit Agricole Group

## EMPOWERING THE COOPERATIVE MODEL

Crédit Agricole takes many initiatives to instil this cooperative, regional model into each and every one of its practices to build a customer relationship that is more human and at the same time more technological, and more supportive at all important times of a customer's life.

During the Fédération Nationale du Crédit Agricole congress in Brussels in October 2012, the Crédit Agricole Regional Banks reaffirmed their goal of broadening their cooperative dimension by 2015. We have therefore drawn up a Cooperative Regional Pact whose missions are to be a strong voice of cooperative values worldwide and to monitor and measure the effectiveness of our action in the local regions where we operate.

The commitments made in the Pact involve:

- excellence in customer relations,
- economic development of local regions and the environment,
- cooperative, mutual governance,
- exemplary human resources practices,
- forceful statement of Crédit Agricole's social responsibility in the local regions to serve the collective interest.

Launched in early 2013, the Pact gives structure to and consolidates the Regional Banks' CSR commitments.





# Crédit Agricole Group

## PROVIDING ANSWERS TO ECONOMIC AND SOCIAL ISSUES

Engaging at grassroots level means working on the major challenges facing today's society. Crédit Agricole has chosen four areas of excellence in which it intends to become an exemplar by 2015:

- agriculture and food processing,
- housing,
- energy efficiency and the environment,
- health and ageing.

### Historical involvement with agriculture

Crédit Agricole is the leading French bank and one of the biggest insurers in the agriculture and food processing sector. We intend to strengthen this position.

### Homes for everyone

Leading mortgage bank in France, Crédit Agricole is also a provider of solutions across the entire property value chain. The Group has strengthened its position in this business through its subsidiary Crédit Agricole Immobilier.

### A sustainable economy

Confronted with today's energy and climate challenges, the Group wants to think about growth differently and become an exemplar in the area of energy efficiency and the environment.

### Dealing with the problem of ageing

To meet the challenges posed by an ageing population, the Group provides protection, health, retirement and long-term care solutions through its bancassurance expertise. We are also strengthening our partnership with organisations that specialise in health and ageing issues.

# THE GROUP'S APPROACH TO CSR



# The Group's approach to CSR



## AN ORIGINAL CSR APPROACH

### Acting together as a committed and responsible Group

At the heart of the strategy of Crédit Agricole SA, corporate social responsibility (CSR) is now embodied in a process of participatory and evolutionary progress, called FReD.

FReD is an overarching initiative for continually promoting and improving the Group's CSR activities. It aims to disseminate CSR practices throughout the Group by committing all entities to it, while leaving them free to choose their own priorities. The objective is to involve the entities, stimulate initiatives, and build up the Group's sustainable development policies in collaboration with each business line.

### FReD has two interlocking aims:

- Provide the entities with a common framework that allows them to determine and formalise their own CSR policies
- Assess the Group's social performance

During 2011 ten Crédit Agricole S.A. Group entities (Amundi, Crédit Agricole Assurances, CACEIS, Crédit Agricole Consumer Finance, CACIB, Crédit Agricole Leasing & Factoring, Crédit Agricole Private Banking, Cariparma, Crédit Agricole S.A., and LCL) committed to the initiative.

The other entities will join in gradually. Since 2011 participating entities have launched some 200 FReD projects.

In 2013, three new Group entities have joined FReD: Crédit Agricole immobilier, Pôle Paiement Groupe and UNI-Editions.

The average assessment of the progress made by each entity will be used to construct a FReD Index, which measures the Crédit Agricole S.A. Group's social performance.

The index will have an impact on senior management compensation throughout the Group, in the same way as operating income, thus demonstrating the strategic importance of CSR policy.

# The Group's approach to CSR



## Understanding how FReD works

FReD is based on the three sets of standards established by the business lines (i.e. the three CSR pillars: economic, social and environmental) to create a framework for their entities' actions:



**FIDES** for the economic segment: respect for customers, with the programme launched in 2005 to promote awareness and train people in compliance matters;



**RESPECT** for the social segment: respect for employees, with the charter signed by the Group at end-2009;



**DEMETER** for the environmental segment: respect for the planet, with the working group on environmental issues set up in 2009.

Each of these themes is associated with 20 progress areas. Entities must choose five areas for each set of standards and organise at least 15 projects.

Action plans are drawn up once the priorities have been set. To be operational, they must have five characteristics: a governance structure, a deadline, a budget, an indicator, and quantified targets.

FReD is more than just a support tool; it is also a yardstick designed to assess and monitor the progress of each project. Action plans are divided into five stages to simplify progress assessment.



# The Group's approach to CSR



# CRÉDIT AGRICOLE

# SRBIJA



# Crédit Agricole Srbija

## OUR CSR VISION

We live in a challenging global environment. At Crédit Agricole Srbija (CAS) we are very much aware that meeting our major corporate social responsibility goals will be a challenge. All CSR activities should be incorporated into our core business and in a way represent an extension of it. That task however, is a challenge if we want to do it responsibly, take it seriously and stay committed to achieving our aims without excuses.

We have our major responsibilities:

ECONOMIC

SOCIAL

ENVIRONMENTAL

and by acknowledging them, we have our tasks to fulfill within each of these broad groups.

By committing to Global Compact we transparently acknowledge, support and promote the United Nations values and policies of all 10 principles. CAS goes a step further in promoting and supporting Children's rights as part of the sustainable development policy of Crédit Agricole Bank Srbija for the fifth year now and we are very proud of it.

All our responsibilities and commitments are enhanced by our corporate values: client in focus, responsibility and ethics.



# Crédit Agricole Srbija

## OUR ECONOMIC RESPONSIBILITIES

Our economic responsibilities are placed within the realm of our business lines:

Retail  
SBE  
Corporate  
Agro

Each business line is aware of the following:

- Long-term financing for the economy is crucial
- Listening to our clients is a prerequisite for designing responsible products that really suit their needs
- Ethics in our everyday business is the driver towards strengthened confidence in our products and services

Each business line accomplishes this through their specific range of products and services but behind each product or service there is a committed employee who is motivated and engaged to fulfill this task in a responsible and ethical manner.





# Crédit Agricole Srbija

## OUR SOCIAL RESPONSIBILITIES

Our social responsibilities are placed within the realms of:

Human Resources

Corporate Social Responsibility

HR main tasks within this particular responsibility are the following:

- Recruitment and training are the two focal points within which diversity is embraced
- Promoting well-being in the workplace

CSR main tasks within this particular responsibility are the following:

- Corporate philanthropy projects in line with our SD Policy focused on solidarity, culture and education, with a special emphasis on children's rights
- Compliance with the UN's Guiding Principles on Human Rights
- Employee engagement in CSR actions with a targeted increase in number each year

HR and CSR responsibilities are not taken lightly. Each year a few steps further are taken in the desired direction. As of 2013 the targets regarding employee engagement are incorporated into the managers' annual performance appraisals.

# Crédit Agricole Srbija

## OUR ENVIRONMENTAL RESPONSIBILITIES

Our environmental responsibilities are in the realm of the whole Bank and its employees, but the Operations Division is the leader in overall projects aimed at cutting paper consumption, fuel consumption etc.

Our responsibilities in this area are very clear:

- Controlling our direct and indirect environmental impacts through controlling the costs in the relevant areas
- Cutting paper consumption per employee as well as energy costs
- Using recycled materials whenever possible and making sure that everything that can be recycled is properly sorted

Our Environmental policy statement is a public document, while there is an Annual Environmental and Social Report for Financial Institutions that the Bank sends to EBRD.

Every big client of the Bank has to fill in the form based on the standards found in EBRD reporting and submit it as part of the required documentation, during approval process.

The form designed for environmental purposes to check our clients' alignment with our principles is 'Environmental and Social Due Diligence Checklist'.



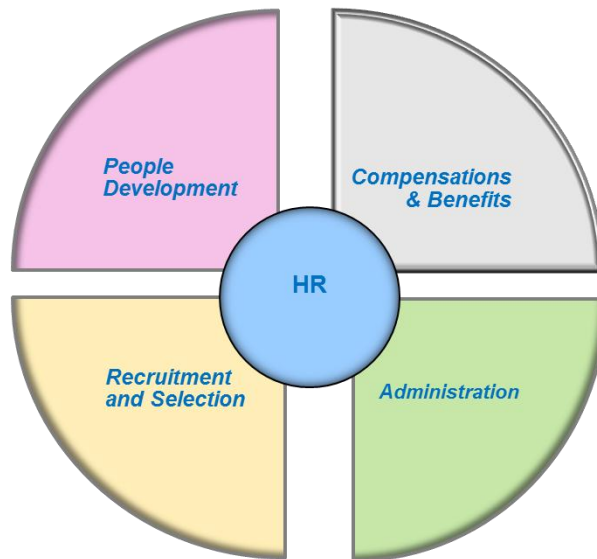
# HUMAN RESOURCES



# Human Resources

## STRUCTURE

Crédit Agricole Serbia Human Resource Division provides strong values like focus on internal clients, responsibility and ethics through the Compensations & Benefits, Administration, People Development and Recruitment.



The main activities are:

### COMPENSATIONS&BENEFITS

- Management of the overall Staff Charges Budget
  - ✓ Payroll for CAS and CALS
  - ✓ Ex-pat additional expenses
  - ✓ Tax calculations
  - ✓ Monthly monitoring of all HR related expenses
- Management of the Compensations Policy of the Bank
  - ✓ Salary and compensation policy
  - ✓ Incentives policy
  - ✓ Annual Performance Bonus
  - ✓ MBOs
  - ✓ Profit sharing and additional benefits
- Implementation (and maintenance) of grading structure design – as an outcome of job evaluation / job grading process
- Benefits Policy

### TRAINING AND DEVELOPMENT

- Performance Management strategy
  - ✓ Annual Performance Management
  - ✓ Management of all PM processes:
  - ✓ APA (Annual Performance Appraisal) processes
  - ✓ Objective setting process – MBO for management
  - ✓ Poor performance management (Improvement & develop plans)
- Training and development
  - ✓ Training strategy & TNA (Training needs Analyses with BLs)
  - ✓ Management of training activities and Training center activities
  - ✓ Evaluating and follow-up
  - ✓ Designing and conducting internal soft skills training
- Talent Management process at the Bank level & Career Development
  - ✓ Key talents assessments and development plans
  - ✓ Internal and international mobility as a part of development plans and International missions
  - ✓ Succession planning; Mobility; People Review

### RECRUITMENT AND SELECTION

- Development of recruitment strategy
- Overall recruitment and selection process management – for all vacant positions in the Bank
  - ✓ Recruitment process – candidate sourcing, direct recruitment, database, advertisement; internal recruitment and selection process
  - ✓ Selection process – interviewing, reporting
- Induction process for new employees
- Probation period monitoring
- Exit interviews and turnover analyses
- Graduate Program
- Branding – “Employer of choice”
- VIE

### ADMINISTRATION

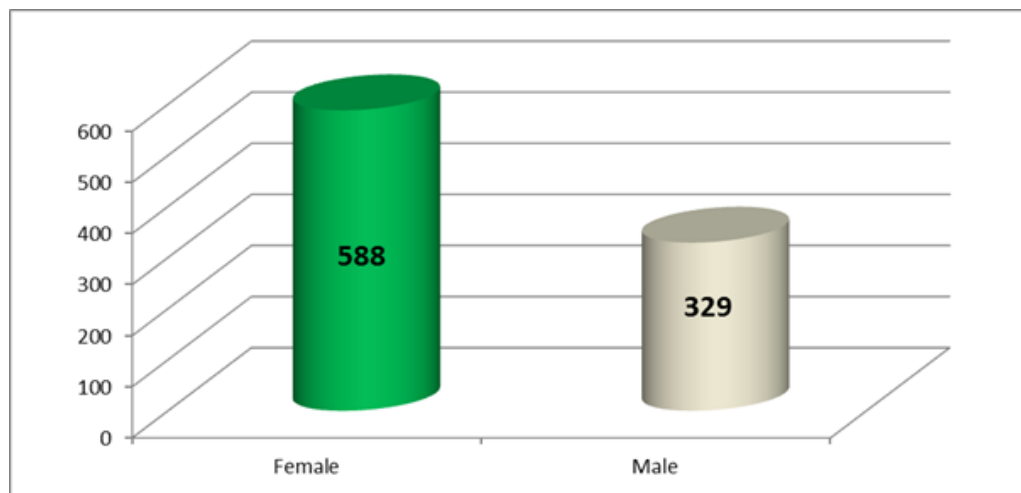
- Activities related to employment relations and social security:
- Document management
  - ✓ Keeping all personal files (and updating) in electronic database as well as in a “hard copy”
  - ✓ Issuing documents on employees’ requests, such as: decisions on annual and paid leave, various employment certificates, health cards...)
  - ✓ Producing various reports related to the employees of the Bank
- Communication, administrative and legal support to CAS and CALS employees, related to employment issues
- Development and maintenance of HRIS
- Internal organization changes and Job systematization changes
- Legal support and representing the Bank in communication with authorities (labor inspection, NBS...)
- Management and control of the Headcount on the Bank level



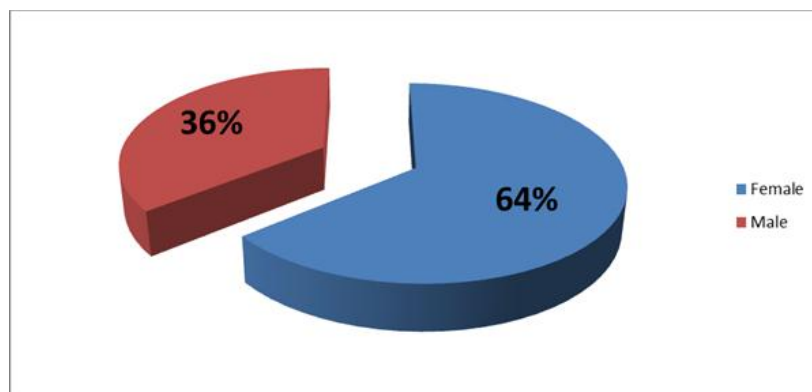
# Human Resources

Employees are the key of the CAS success therefore careful consideration is required during Recruitment and Selection process, Training, Career Development, Performance Management, Administration and Compensations & Benefits. Main goal is to create long term satisfied and motivated employees with required knowledge and skills. These employees should be able to focus on clients as well as to represent the Bank in the best possible way.

Total number of employees in 2013 was 917, with approximately 1.79 more female employees.



Speaking in percentages 64% of employees are females and 36% are males on 31/12/2013.



# Human Resources

Employee's gender ratio in comparison with the type of Labour Contract is given in the following table on 31/12/2013:

| LABOR CONTRACT/ GENDER  | Male       | Female     | Total 31/12/2013 |
|-------------------------|------------|------------|------------------|
| Temporary               | 17         | 53         | 70               |
| Permanent               | 312        | 535        | 847              |
| <b>Total 31/12/2013</b> | <b>329</b> | <b>588</b> | <b>917</b>       |

Average work experience in Bank for 2013 was 12.1 years. For women average work experience was 12.5 years and for men 11.4 years.

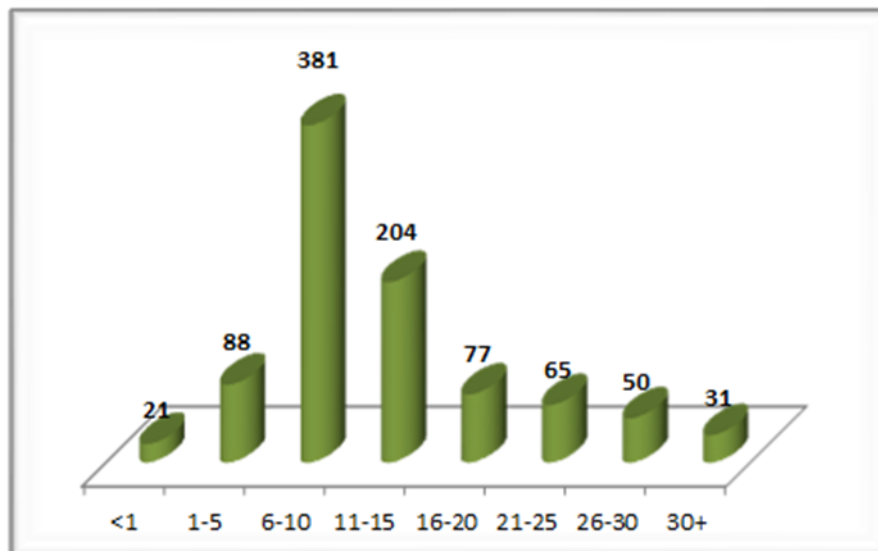
| Work Experience (in years) | 31/12/2012 |            |            | 31/12/2013 |            |            |
|----------------------------|------------|------------|------------|------------|------------|------------|
|                            | Female     | Male       | Total      | Female     | Male       | Total      |
| <1                         | 13         | 6          | 19         | 14         | 7          | 21         |
| 1-5                        | 79         | 57         | 136        | 47         | 41         | 88         |
| 6-10                       | 276        | 152        | 428        | 244        | 137        | 381        |
| 11-15                      | 82         | 65         | 147        | 125        | 79         | 204        |
| 16-20                      | 52         | 16         | 68         | 52         | 25         | 77         |
| 21-25                      | 34         | 23         | 57         | 46         | 19         | 65         |
| 26-30                      | 40         | 14         | 54         | 39         | 11         | 50         |
| 30+                        | 18         | 5          | 23         | 21         | 10         | 31         |
| <b>Total</b>               | <b>594</b> | <b>338</b> | <b>932</b> | <b>588</b> | <b>329</b> | <b>917</b> |

Majority of employees are the ones with 6 to 10 years of work experience, and there is also a large group: employees at the beginning of their careers (<10 years of experience).

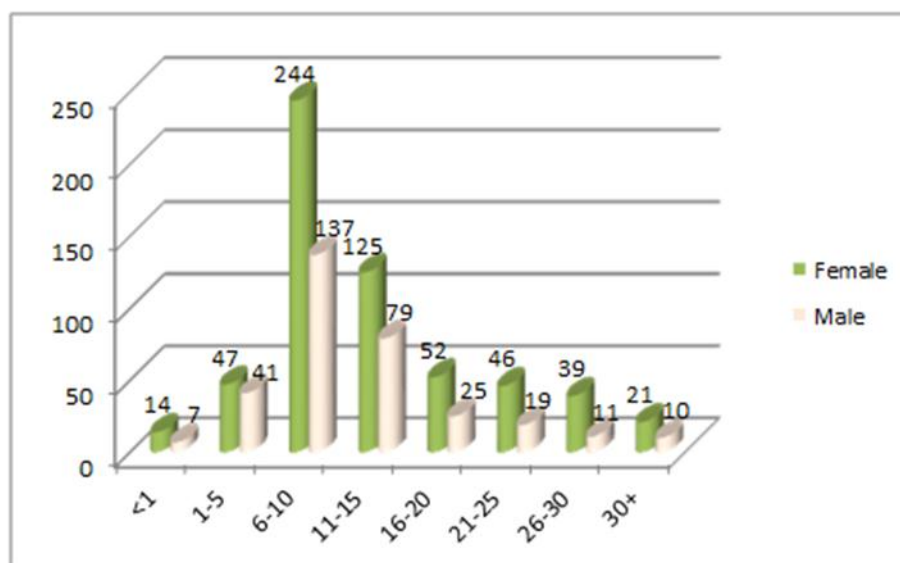
So we can say that our Bank is open for fresh ideas of young people that are willing to grow with us.

# Human Resources

381 employees are classified in the group of 6 -10 years of service, that is shown below:



Next chart shows years of service according to gender on 31/12/2013:



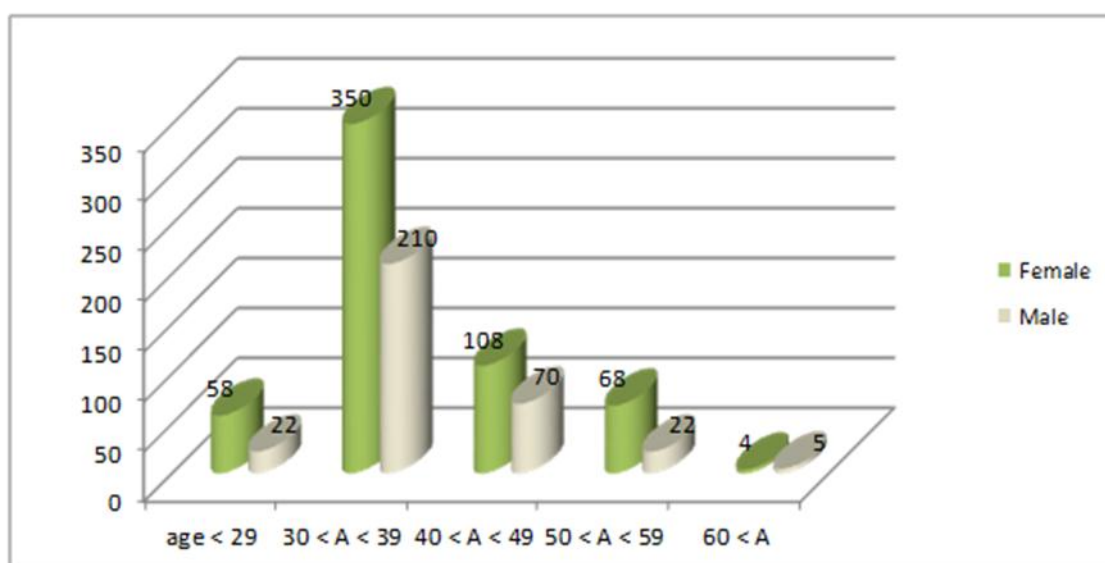
# Human Resources

In 2013 average age of employees was 38 years, and it was the same for both genders. In 2012 average age of employees was 37 years for both genders.

| Age makeup of personnel |            |            |            |            |            |            |
|-------------------------|------------|------------|------------|------------|------------|------------|
| Age in Years            | 31.12.2012 |            |            | 31.12.2013 |            |            |
|                         | Female     | Male       | Total      | Female     | Male       | Total      |
| age < 29                | 82         | 37         | 119        | 58         | 22         | 80         |
| 30 < A < 39             | 347        | 220        | 567        | 350        | 210        | 560        |
| 40 < A < 49             | 102        | 54         | 156        | 108        | 70         | 178        |
| 50 < A < 59             | 60         | 26         | 86         | 68         | 22         | 90         |
| 60 < A                  | 3          | 1          | 4          | 4          | 5          | 9          |
| <b>Total</b>            | <b>594</b> | <b>338</b> | <b>932</b> | <b>588</b> | <b>329</b> | <b>917</b> |
| <b>Average</b>          | <b>37</b>  | <b>37</b>  | <b>37</b>  | <b>38</b>  | <b>38</b>  | <b>38</b>  |

Employees - the majority in the Bank is between 30 and 39 years old, with 350 women and 210 men in this category. It is important to point out that the reason for the large number of maternity leaves is the fact that in 2013 there were 408 women under 40 years old. Women who went on maternity leaves were replaced with employees hired through temporary based contracts, until return from maternity leaves.

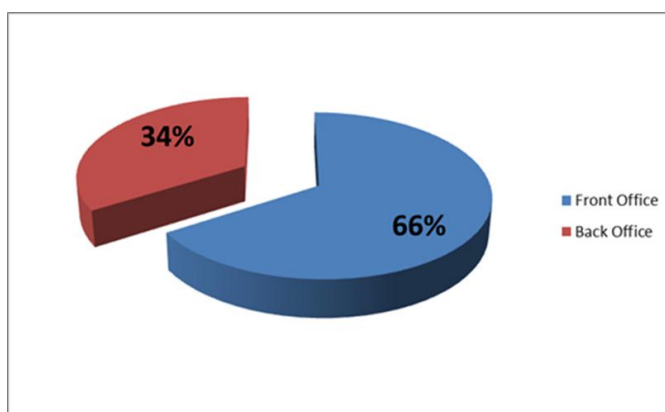
Next chart shows the make-up of employees and their age according to gender on 31/12/2013:





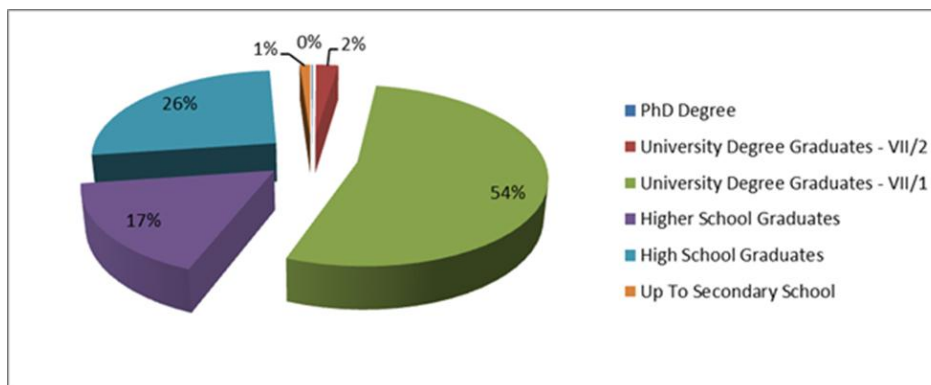
# Human Resources

66% of all employees are located in Front Office (Branch Network, Treasury, Corporate & Agriculture, Retail-Head Office without Marketing) and 34% in Back Office (Management, Risk & Permanent Control, Finance, Operations, HR, General Secretary, Compliance, Marketing and Internal Audit)



## Educational structure breakdown

The level of education of our employees is high, with 54% of population with University degree. The rest of educational breakdown structure on 31/12/2013 is shown in the chart below:



## Voluntary outgoing flow of permanent staff according to gender:

| Voluntary outgoing flow of permanent staff | 31.12.2012 |           |           | 31.12.2013 |           |           |
|--|------------|-----------|-----------|------------|-----------|-----------|
|  | Male       | Female    | Total     | Male       | Female    | Total     |
| Resignations                               | 14         | 10        | 24        | 10         | 11        | 21        |
| Retirement and early retirement            | 0          | 1         | 1         | 0          | 2         | 2         |
| Other reasons                              | 0          | 1         | 1         | 0          | 0         | 0         |
| <b>Total</b>                               | <b>14</b>  | <b>12</b> | <b>26</b> | <b>10</b>  | <b>13</b> | <b>23</b> |

Voluntary turnover in 2013 was 2.70% and in 2012 was 2.79%.

# Human Resources

## Training Programmes

Staff development for each business line is carefully planned and guided through different training programmes.

The benefit of internal trainings is that they are designed to be focused on specific needs and represent a combination of interactive and theoretical approach. 90% of internal trainings have follow-up tests to ensure that the level of clarity and understanding is achieved through this process. This kind of approach provides a good return on investment in the training area. The CAS Training Centre in Stara Pazova which can accommodate around 50 participants at a time is a perfect venue for both internal and external tailor-made trainings.

The ratio of Internal vs. external trainings is 69% vs. 31% in 2013, and it will continue to follow similar trend in 2014 as well.

## Health Care

Crédit Agricole Serbia Bank health policy provides responsible health care through the prevention of health risks. Therefore, Bank has provided in 2013, at its own expense, free medical examination for all employees. Also, for unspecific medical check-ups and for family members, CAS provided 20% discount.

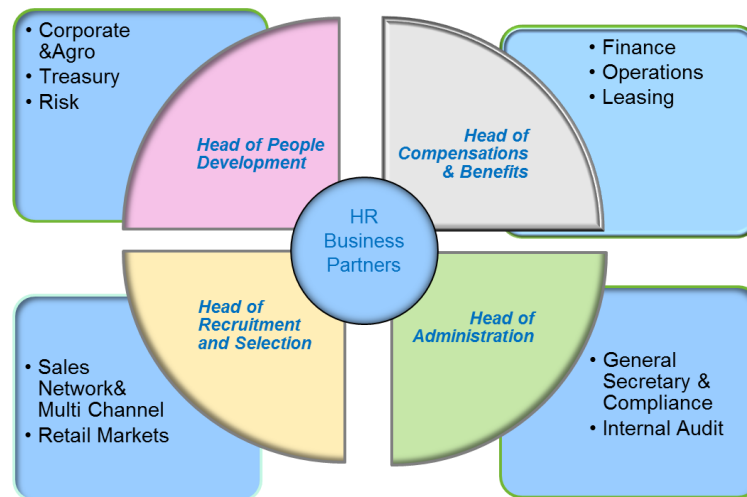
## Partnership Program

HR business partnership is a process whereby HR professionals work closely with their business population and help them to achieve shared organizational objectives by designing and implementing HR strategies, systems and processes that support strategic business objectives.

The Purpose and Key Roles of HR Business Partnership are:

- To develop the “same language” between Business and HR by having HR partners who understand the business needs and are able to align HR and business strategy
- To act as a single point of contact for the targeted business population in process of managing the HR related issues and provide proactive support (employee relations, workforce planning, organizational design and change, compensation review, performance management appraisal, talent management, succession planning, recruitment, internal mobility)
- To build a solid relationship with the targeted business population, provide coaching, constructive feedback and facilitate the management team to bring the best solutions for their employees which are directly aligned with organizational objectives and values

# Human Resources



## Graduate Program

Graduate Program goals are to employ and develop young and talented employees, with no experience in banking sector, and to give them chance for further development.

Graduate program is a part of Recruitment Strategy and is designed to provide:

- Pool of candidates - Support for lower level positions
- Career development - In-house designed and organized development programs
- Branding - Employer of the choice

Program included following Educational Institutions:

- Faculty of Economics from Novi Sad and Belgrade
- Faculty of Agriculture from Novi Sad and Belgrade
- PMF – Financial mathematics from Novi Sad
- FON – Faculty of Organizational Sciences from Belgrade

In the first month apprentices are on probation period, which includes: Induction training, Job specific training, Placements of new hires upon needs and Mentoring.

After first month, best apprentices are engaged, according to Business needs for six months through Contract on vocational training and professional improvement.

After that period, apprentices could be hired in case there is a business need for that particular job.

# RELATIONS WITH CLIENTS & SUPPLIERS





# Relations with Clients and Suppliers

## Corporate

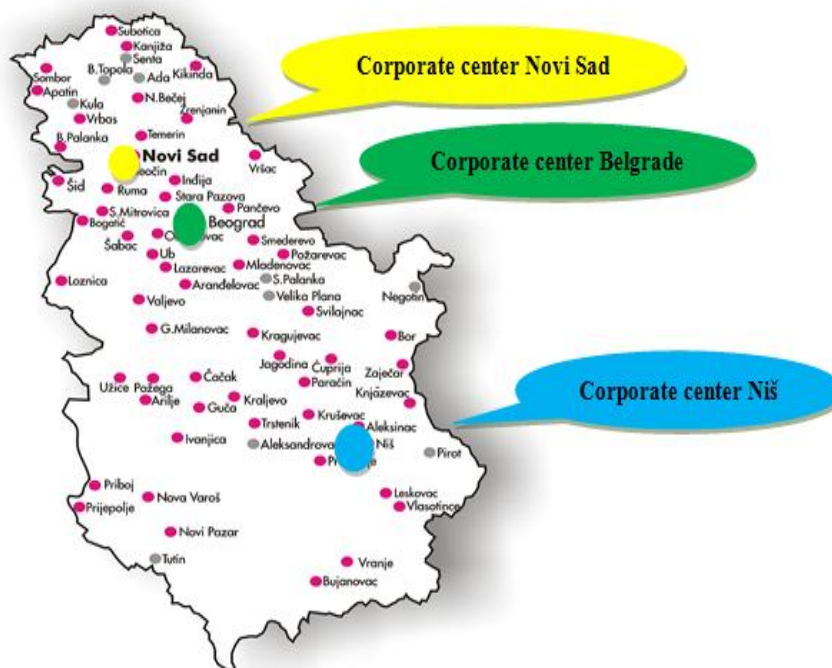
Crédit Agricole Srbija provides strong financial support to top corporate clients - both domestic and international.

- Well organized network consisting of 82 branches, 3 specialized corporate centers, in all major Serbian cities is specially designed to satisfy all of our corporate clients' needs and demands.

Corporate operations within Crédit Agricole Srbija are divided into two segments, namely

- Operations with SME's– annual revenue ranging from 2 to 10 million EUR
- Operations with large corporates– annual revenue over 10 million EUR

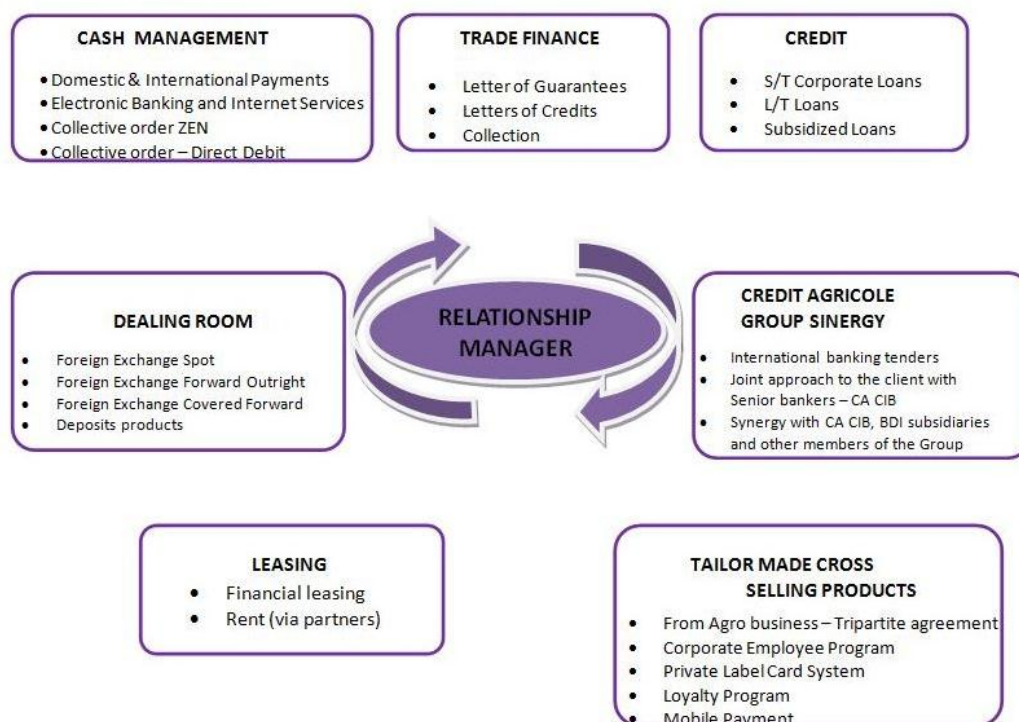
Crédit Agricole Srbija facilitates various financing options like short-term and long-term ones to its clients both in domestic and foreign currency, as well as full cash management support with sophisticated e-banking solution.



# Relations with Clients and Suppliers

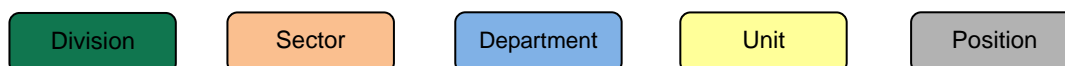
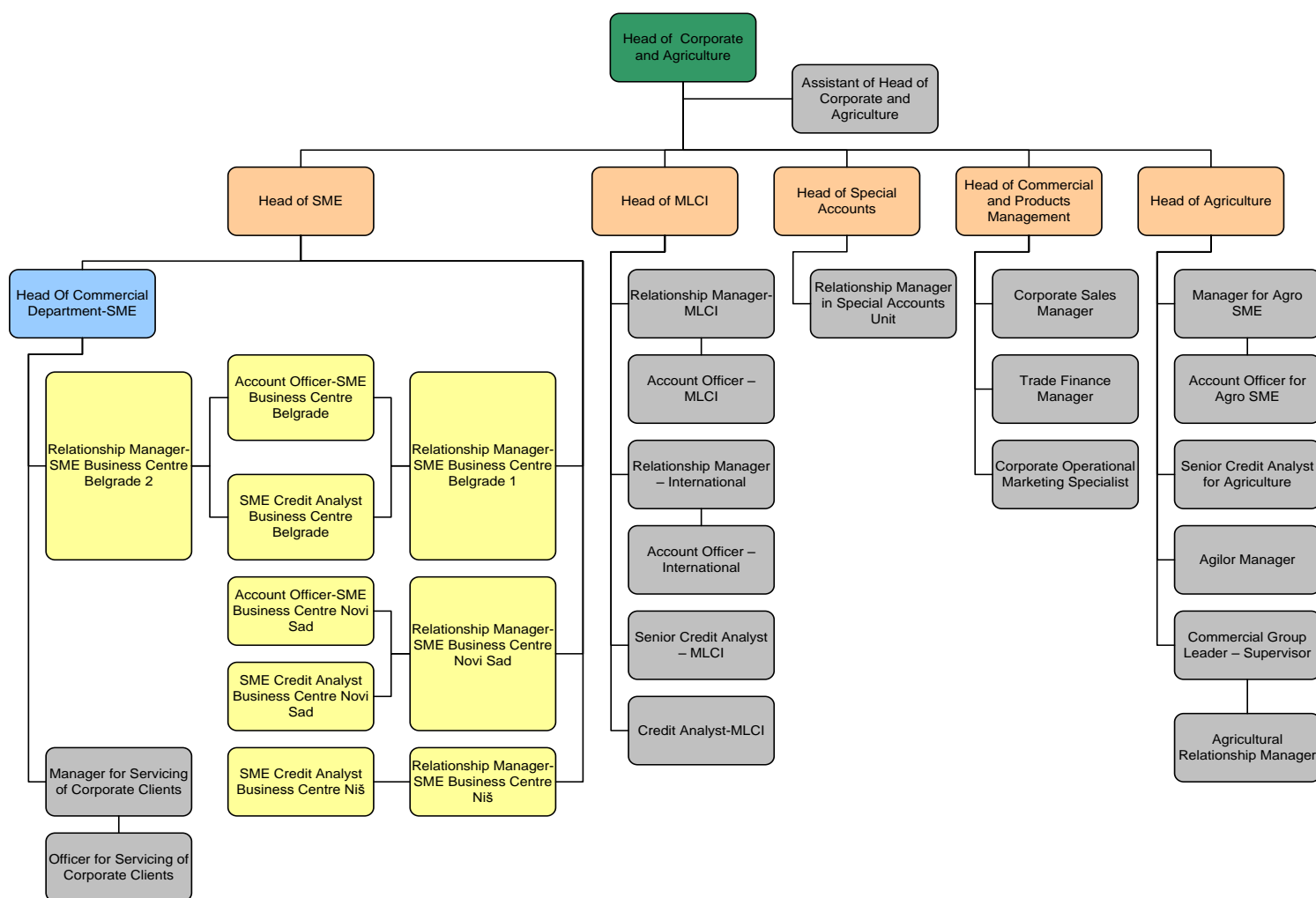
- ISO 9001 Certificate in the field of banking services
- Strong and realistic ambitions to provide the highest level of service possible to our corporate clients
- Dynamic and proactive development
- Highly modernized and efficient approach
- Principal membership in VISA International, DinaCard association, MasterCard International
- Cooperation with EIB, EBRD, IFC as means of providing the best possible financial support under the most convenient conditions for our corporate clients
- Cross-selling with retail division
- Special campaigns with very competitive conditions
- Offering a full, top quality range of services to our clients – POS terminals, ATMs, Electronic banking, Business cards-credit and debit, Collective order, M-payments

**Primary goal: Clients' satisfaction with our products and services**



# Relations with Clients and Suppliers

## CORPORATE AND AGRICULTURE DIVISION



# Relations with Clients and Suppliers

## ☐ SME

- ✓ 3 Business centers positioned in Belgrade, Novi Sad & Niš + cash management services in our Branches
- ✓ 7 SME Relationship Managers + professional supporting teams
- ✓ focus on constant upgrading of level of service provided to top SMEs around the country
- ✓ High penetration rates

## ☐ MLCI

- ✓ Central teams with dedicated International Desk
- ✓ Full support of the Group – CA CIB
- ✓ 1 centralized team positioned in Belgrade
- ✓ Subsegments: Middle Market, Large Corporate, International & Institutional
- ✓ 3 LCI Relationship Managers + professional supporting team
- ✓ Joint approach to the Clients with Senior Bankers

## ☐ Corporate

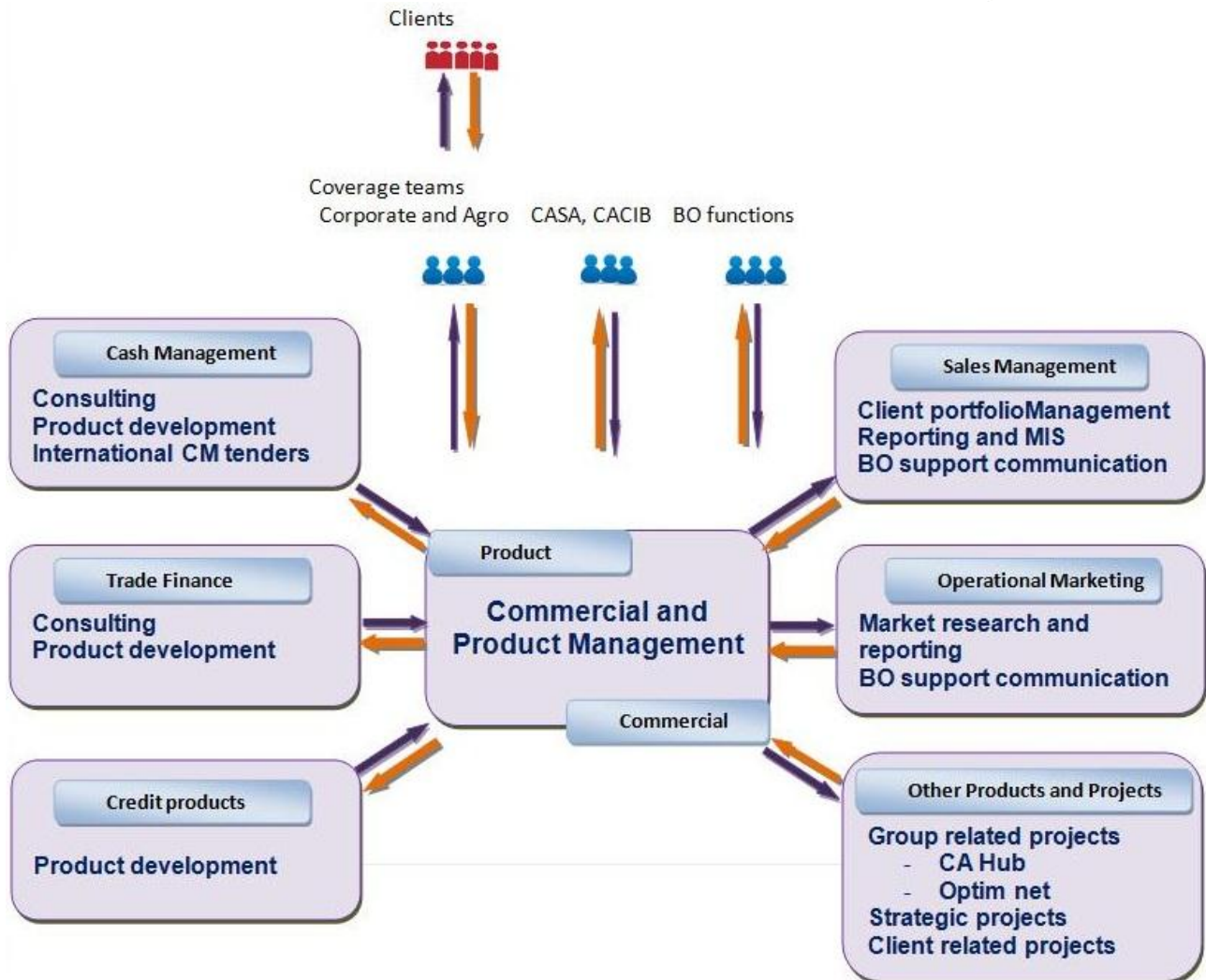
- ✓ Providing full-time quality support to all of the Corporate clients' day-to-day business activities
- ✓ 1 center in Novi Sad and 1 center in Belgrade
- ✓ 3 professionals

## ☐ Commercial and Product Management

- ✓ Commercial and Product Management provides professional support to Corporate and Agriculture division sales teams in order to satisfy all corporate clients' needs and demands related to :
  - Products management (Cash management, Trade finance, Credit products)
  - Commercial (Sales management, Operational marketing)



# Relations with Clients and Suppliers



## ❑ Special Accounts Unit (SAU)

- ✓ Special Accounts Unit (SAU) has a mandate to negotiate the recovery with problematic corporate clients
- ✓ SAU goal is better risk management of non performing portfolio in Corporate segmented as WATCH and DOUBTFUL depending of the Bank strategy per each client
- ✓ Experienced and skilled professionals with legal and economic background

# Relations with Clients and Suppliers

## Corporate goals 2014

### Selective development

- Focus on development of multinationals, Large corporate and mid cap
- More balanced growth, over-performing market focus on RSD, factoring, EIB
- Maintain level of deposits mainly in RSD
- Club deals with CACIB, IFC, EBRD and other financial institutions
- Leveraging brand and CA network through development of synergies with the other CA Group members (CACIB, Caisses Regionales, BPI subsidiaries)
- Improving equipment rate through cross selling with Retail and Leasing.

### Accelerate acquisition and equipment rate

- Based on proximity and capability to answer the market needs
- Capacity to build long-term relationship and increase client satisfaction

### To continue improvement of risk management

- Selective development in upper segment of SME, MM and Large and International portfolio
- Tighter management with regular client reviews (quarterly)
- Keep diversified portfolio per sector and per client, and in line with limits
- Proactive management on watch and doubtful portfolio
- Implement Concentration/ Portfolio analysis and early risk indicators

### Growth and strengthening of the Group synergies

Business parts of the Crédit Agricole S.A. Group are BPI, CA CIB & Caisse Regional. In 2013 we were able to further leverage the CA brand, maintain strong group support and an exceptional level of organization within the CAS network in order to raise the quality of the service offered to our corporate clients. Listening to the clients, providing what they need and reacting swiftly to the market's constantly - changing and competitive environment is our priority in 2014. as well.

### Partnerships

Creating new partnerships and upgrading existing ones with renowned organizations that provide overall benefits to all of the stakeholders is a long-term goal in Crédit Agricole Serbia.

This year, we renew Tripartite agreement with DDOR to speed up growth as well as TeTo Senta sugar factory. We have also continued a tradition of more than successful partnership with top financial organizations (EIB, EBRD, IFC, KfW), Ministry of Agriculture, sponsoring the Agriculture fair in Novi Sad, as well as successful cooperation via various campaigns and Agilor long channel with top dealers of agro mechanization – Agropanonka, Res Trade, Almex, VAIT, Agrovodina and Interagrar.

# Relations with Clients and Suppliers

## Crédit Agricole Srbija in a competitive environment

### Research objectives:

- To determine overall satisfaction level as well as satisfaction with different service sectors and products amongst the clients of Crédit Agricole bank;
- To benchmark key indicators from this wave against results recorded in previous years in order to capture trends;
- Identify advantages and areas that should be improved;
- Record usage of different financial products at Crédit Agricole and other banks;
- Record basic loyalty measures (likelihood of recommendation, future usage of the bank's services and products);
- Assess bank's image and recent changes in image;

### Sample:

- Quantitative survey, 15 min. questionnaire, CATI (computer aided telephone interviewing);
- Sample N=50 clients of Crédit Agricole bank from Corporate segment;

### Key points of the Customer Satisfaction Survey

#### Relationship with the bank

- In this wave, there are more clients that have been using Crédit Agricole for 5 years or longer compared to the previous wave. There are about 6% of newcomers this year. The most important reasons for choosing Crédit Agricole Bank were firstly suitable offer of products and services (72%) and secondly, personal recommendation (28%). We recorded good loyalty measures. As much as 94% of clients claim that they will continue using Bank's services in the future. Almost half of the clients plan to increase business volume with Crédit Agricole in the next 12 months. Clients are now more ready to recommend Crédit Agricole - we recorded an increase in comparison to the previous wave.

#### Overall satisfaction with the bank

- Recorded overall Bank satisfaction has increased marginally compared to the previous wave (it takes value of 83 now) and more or less stays in line with the results from the previous waves. Just like in other segments, the most problematic touch point of the bank-client relationship seems to be the prices. There is a significant increase in satisfaction with the Bank's communication and, to a smaller extent, in satisfaction that concerns functioning of the Bank's branches.

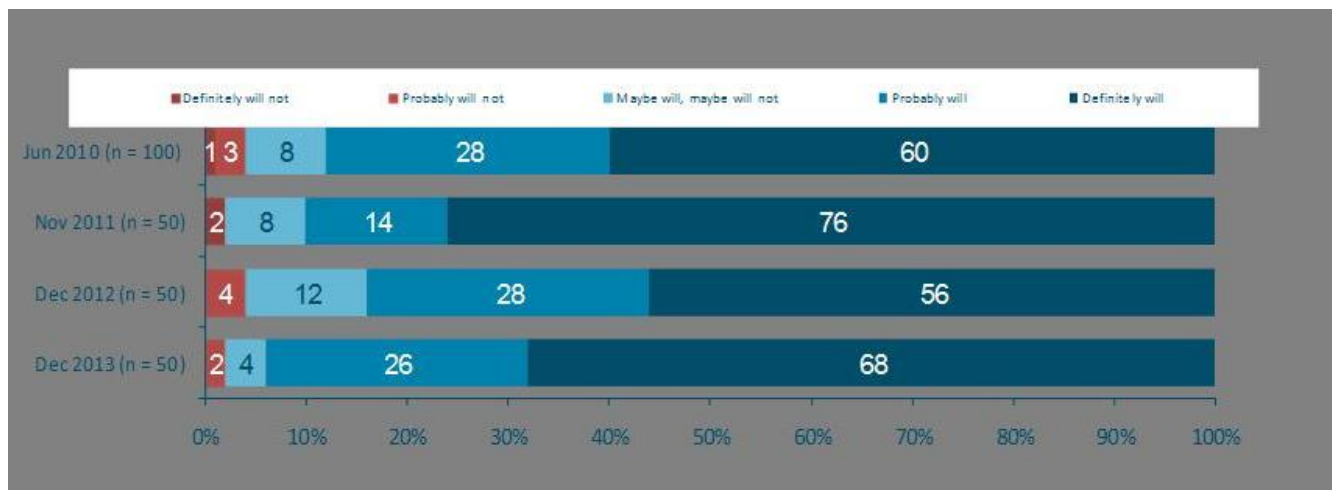
# Relations with Clients and Suppliers

## Satisfaction and usage of products

- The most widely used products and services in general are: account (100% of total), loans (72%), e-banking (72%), paying cards (46%) and guarantees and letters of credit (total of 36%). Accordingly, most of these products (loans, account, e-banking, but also guarantees and letters of credit) have the greatest significance for the clients.
- Overall satisfaction with products used in Crédit Agricole Bank has risen only marginally compared to the results recorded in the previous wave. Despite the relatively small sample size of those who use loans, it seems that there is an increase in satisfaction with this product. In addition, clients are very satisfied with the Bank's readiness to inform and advise on the loan choice.

## Future usage

As much as 94% of clients believe that they will continue using Bank's services in the future.



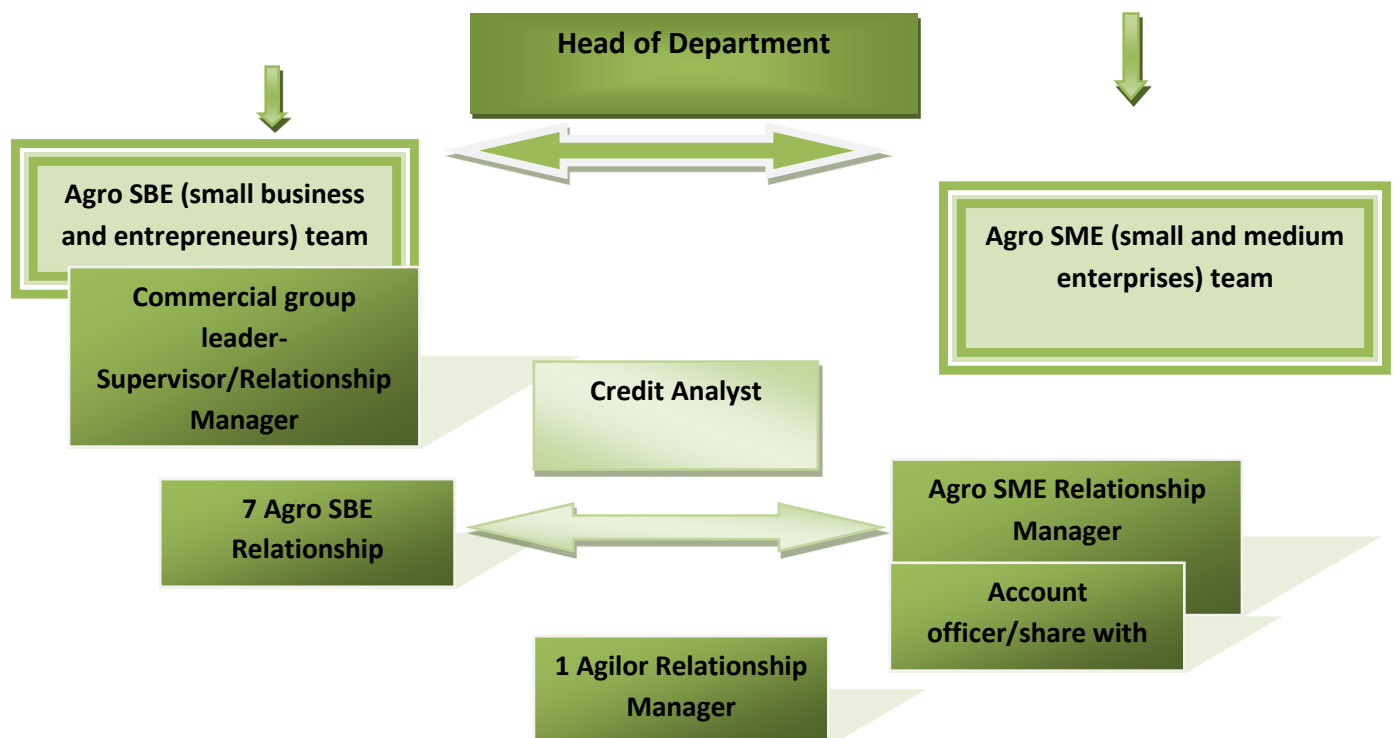


# Relations with Clients and Suppliers

## Agro

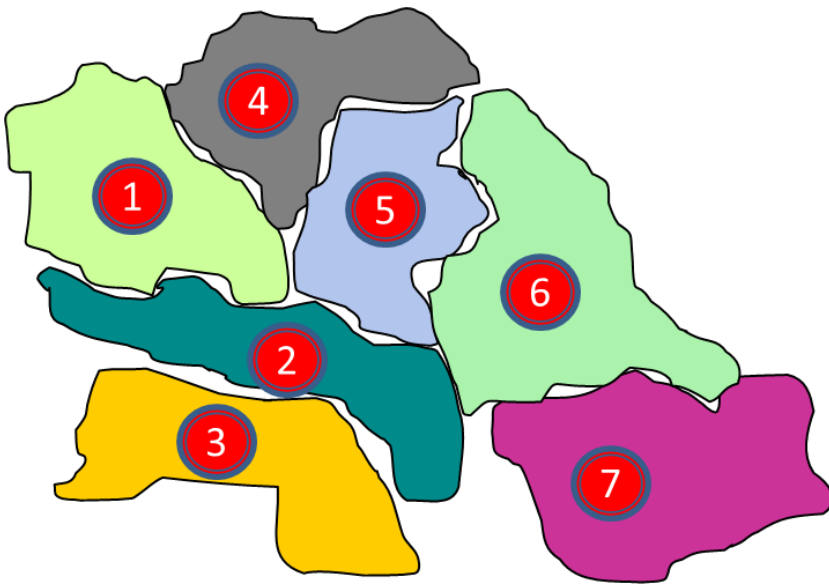
The year 2013 was so far the most successful in Agro sector. Unofficial data suggests that CAS was the second Bank on the market regarding new production, with market share growth of 11.6%.

New, modernized and functional approach towards the organization of Agro Sector is designed to fully and efficiently service all of the existing as well as new clients.



Strong foundation in Crédit Agricole S.A. which finances more than 70 % of the French farming market and more than 40 % of the food production industry. The Group attains a principal economic role not just in French, but also Europe's farming industry, automatically presenting a competitive advantage for all of its subsidiaries. Experience on the Group level, solid organization and high level of professionalism enable us to efficiently monitor market trends, flexibly respond to our clients' diverse needs and demands, as well as offer highly competitive conditions for our products and services.

# Relations with Clients and Suppliers



*Srednja Bačka, Filijale Bečej, Ada*

*Severna Bačka, Filijale Subotica, Sombor, Vrbas*

*Juzna Bačka, Filijale Bačka Palanka, Novi Sad, Temerin)*

*Severni Banat, Filijale Zrenjanin, Novi Bečej, Kikinda*

*Juzni Banat i centralna Srbija, Filijale Pančevo, Vršac*

*Srem, Filijale Sremska Mitrovica, Ruma, Šid, Inđija i Stara Pazova)*

Client in focus: Products and services as a result of clients needs in 2013

Unique market approach - **AGILOR**, revolutionary concept in the Serbian market, represents a long-channel in financing of agricultural mechanization. Its basic concepts are already used at a very high success rate within the CA group.

Thanks to the successful implementation of Agilor, our agro clients have no need at all to come to the bank in order to obtain credit support for purchasing of agricultural mechanization. Very conveniently priced loans for tractors, harvesters and other equipment are now available to our clients at the dealers' business premises.

We have signed deals on cooperation with the top dealers of agricultural mechanization in the country, enabling our new and existing clients to finish the complete loan-granting procedure at the above mentioned dealers' business premises, and eliminating a need for going to the bank. The clients submit the necessary documentation to the specially trained dealers' employee, and receive a final decision on loan approval within a very short time period. CA Srbija is the unique provider of such service in the Serbian market, proving once again that customer satisfaction comes first. In this moment, CAS has signed Agilor agreements with main dealers covering more than 90% of the market.

# Relations with Clients and Suppliers

- Tripartite agreements – Different approach to the market is agreement on financing suppliers with favorable conditions, Crédit Agricole Bank and processing company together promote financing model. Developing an original and selective approach of the market, Bank is financing producers, based on the signed tripartite agreements under the exclusive financing conditions.
- Special campaigns for corporate and agro clients, during which the clients are presented with a unique opportunity to finance their working capital/investments/fixed assets at the most competitive conditions on the market.
- Special agro loans for land purchase, presenting our clients with an opportunity to obtain financial support for agricultural land and thus permanently upgrade their agro business, by expanding the maximum loan maturity to 12 years. In this way, we have further added to the flexibility of our client's loan repayment, once again keeping up with the market demand.
- Successful continuation of cooperation with the Ministry of Agriculture, being one of the top banks on the market in terms of amount of disbursed loans with part of the interest rate subsidised by the Ministry.
- Welcome package for young farmers is a package of banking services for the development and improvement of agricultural household. The main problem that the majority of young farmers face today is how to remain on family farms, with enough funds for further development and investment in agricultural production and the improvement of living standards in rural areas. That is why Crédit Agricole Bank has prepared a package of services intended only for young farmers who see their future in development of agriculture. Users of the package can be farmers under 35, those who have years of family tradition and adequate professional training in agriculture and those who have decided to go into agricultural production.
- Agro comfort account package – another unique product in the market, containing all of the products and services that our clients – agro individual households, might need in their day-to-day operations. In addition to increasing the quality of our service to agro clients we have also provided opportunities to manage their funds using several services. Besides the standard package, now our agro clients will have approach to the accounts related to their agro business.
- Visa debit - New debit card for special purpose account has been developed. The purpose of debit card is to allow individual households easier management of their assets on current account. i.e. in the areas where CAS doesn't have branch they'd be able to withdraw money via ATM and POS, and pay for goods and services. Once again, we have showed our flexibility, by providing our clients with an opportunity to purchase this card as a product for itself, or as part of Agro comfort package.
- Business cooperation with DDOR Novi Sad ADO Novi Sad is a short term model of insurance policy. Professional approach of skilled and experienced teams from CAS and DDOR, guarantee the appropriate structure of financing to Agro clients, in order to secure their production.

# Relations with Clients and Suppliers

Crédit Agricole Srbija Agricultural division - Customer Satisfaction Study

- Methodology:
- Customer Satisfaction Study (CSS);
- Computer Aided Telephone Interviewing (CATI);
- Quantitative survey, 15 min. questionnaire, CATI (computer aided telephone interviewing);
- Sample N=50 clients of Crédit Agricole bank from AGRO segment;
- 
- Research objectives
- To determine overall satisfaction level as well as satisfaction with different service sectors and products amongst the clients of Crédit Agricole bank ;
- To benchmark key indicators from this wave against results recorded in previous years in order to capture trends;
- Identify advantages and areas that should be improved;
- Record usage of different financial products at Crédit Agricole and other banks;
- Record basic loyalty measures (likelihood of recommendation, future usage of the bank's services and products);
- Assess bank's image and recent changes in image;

## Relationship with the bank

In general, clients are loyal to the Bank. As much as 90% of them believe that they will continue using Bank's services in the future. Actually, it seems that there is a marginal increase of this parameter. In this respect, there are more clients who express definite decision to use Bank's products and services (top box percent), compared to the previous waves. However, results concerning business volume increase call for caution. Scores show that fewer clients are definitely prepared to increase their business volume in the next 12 months in comparison to the previous wave. Likelihood of recommendation shows a marginal increase compared to the values recorded in the previous waves.

The most important reasons for choosing Crédit Agricole Bank were suitable products and services that the Bank has to offer (72%) and personal recommendation (48%). Results show that there is an increasing impact of these two factors in 2013. Bank's good reputation and location of the branch also have influence on clients' choice.

## Overall satisfaction with the bank

Overall satisfaction index has grown in comparison to the results from 2012. As in the previous waves, the most problematic aspect of the bank-client relationship seem to be the prices. Clients are very satisfied with the branch they visit (employees, organization, location). We record an increase in communication satisfaction compared to the previous waves. This is especially true for satisfaction with the bank's ads.

Good reputation (26%) and location of the branch (14%) also had an influence on their choice.



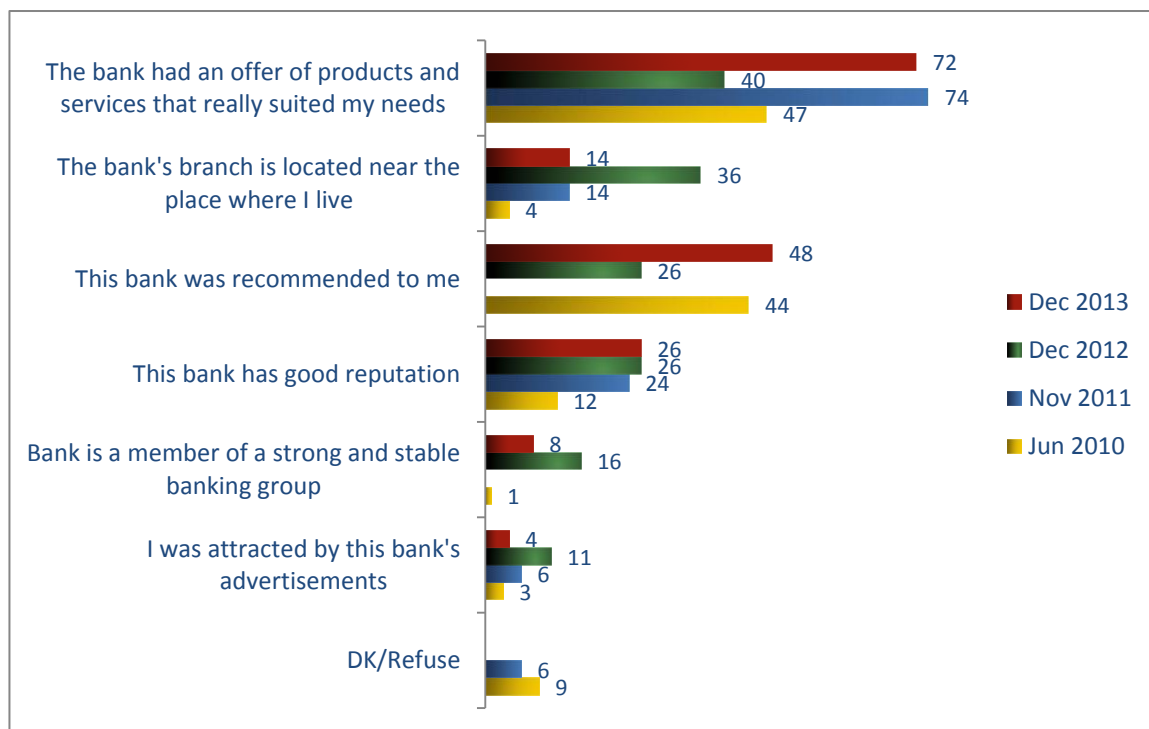
# Relations with Clients and Suppliers

## Satisfaction with products

There is congruence between importance of products and their usage. The most important products are long term loans, short term loans and current account, which are also widely used. In general, satisfaction with banking products is in line with previous results. Most satisfying aspects of product satisfaction are debit cards and life insurance. Significantly higher values were also recorded for current account and subsized loans compared to the previous wave. Lowest results were recorded for savings, and show significant decrease compared to the last wave. Clients are more satisfied with efficiency of transfer orders and availability of balance sheets than with the fees that bank charges for account maintenance and the allowed overdraft amount. When loans are concerned, while the highest scores were obtained for bank's advice on the loan choice and bank's readiness to inform about terms and conditions, interest rates are the main reason for dissatisfaction.

## Reasons for choosing Crédit Agricole Bank

Clients started using Crédit Agricole primarily because bank had an offer of products and services that suited their needs (72%) or because bank was recommended to them (48%). Good reputation (26%) and location of the branch (14%) also had an influence on their choice.



# Relations with Clients and Suppliers

## Agro goals 2014

### Improving processes

- Improving approval rate for ST and LT scoring
- CRM tool, better management of portfolio and better management of commercial actions
- New incentive scheme can be applied with focus on some KPI's
- Improving equipment rate, to follow number of accounts in CAS registered in Treasury department

### Main challenges in 2014

- To continue with unique campaigns for agriculture clients, offering possibilities to finance both short and long term deals
- To increase limit for agribusiness loans, enabling us to respond to growing demands for financing from our top agro clients
- Renewal and new tripartite agreements, continuing a highly successful cooperation with the top processing companies in the market
- Further development of new and unique product on the Serbian market - Agilor!
- Continue and nurture a successful cooperation with the Ministry of Agriculture
- Increase brand recognition
- Continue relying on the strong foundation provided by the Crédit Agricole Group



# Relations with Clients and Suppliers

## Retail

Credit Agricole Srbija has taken numerous initiatives to better support its retail clients in 2013. There has been a new organization of the network, new branch offices were opened, major projects were advancing at a favourable pace.

An interview taken for the new internal e-magazine Pauza best depicts the organizational changes:

### THEME OF THE MONTH: New Network Organization

In a brief interview with Mr Romuald Le Masson, Head of Sales Network and Multi-Channel we wanted to find out more about the new organisation of the Network.

"The new organisation started in June 2013 but it was prepared during last year by the teams, so we took initiative to implement and add more value to the project. There are three main changes or drivers as I call them: Regions – in order to have a more coherent market vision, the seven regions will be reduced to four regions which will be more effective from the commercial point of view. Also, we are adding a multi-channel way of work to the regions.



Romuald Le Masson  
Head of Sales Network &  
Multi-Channel

*"Three main drivers of the new network organisation are: more coherent four regions, new management system and fully utilised Commercial Tool and portfolio management. The main benefits will be experienced through higher client satisfaction, more motivated employees and prosper for the Bank"*

**Management** – there will be a new management approach and it is described in the new job descriptions.

The new management will be able to better explain the Bank's strategy; they will better facilitate day-to-day work, and will be able to take initiative faster. The management will also be able to be more concrete in their proposals and therefore the changes will be implemented quicker. Also, they will have a better communication to all the sectors.

**Tools** - maximising the usefulness of the existing tools: Commercial Tool and Portfolio concept will be fully implemented.

**What benefits are expected after the changes have been implemented?**

Let us use the metaphor of the table – for the table surface to be solid and stable, a minimum of three legs are needed to support it. This is why three sides of the business will experience benefits after the implemented changes and the system will remain stable:

**Clients:** they will experience higher client satisfaction because our sales force will make the client feel our values – proximity, thanks to commercial tool our RMs will be more skilled and give better advice to the client and they will be more useful to the client because they will be able to propose the best solutions for each client.

**Employees:** for us employees, the benefit is that we are experiencing a new challenge and a new period that will allow us to polish our skills. Moreover, there will be new trainings and very strong share of practices between France and Serbia.

**Bank:** when the clients are satisfied and the employees are motivated and skilled, the Bank prospers as well and it makes us proud in comparison with our competition.

### Targeted Organisation



#### Reorganization of the Network: zoning final target





# Relations with Clients and Suppliers

Opening of new branches was also discussed in Pauza:

## THEME OF THE MONTH: Empowerment of CAS branches

It is always a good sign when the Bank opens new branch offices since it broadens the reach to clients, creates new opportunities for doing business and in this practical way validates the real needs of our clients.

We have talked to Mr Romuald Le Masson, Head of Sales Network and Multi-Channel and Mr Svetozar Šijačić, Head of Retail Markets to cover both angles of opening these two new branch offices.



Romuald Le Masson  
Head of Sales Network and  
Multi-Channel

*"The opening of these two new branches translates the Bank's strategy to prove its proximity to clients and its will to be an engaged and relevant actor in the local economy and its development. By adding two new branches we show commitment to our clients and send a message that we are accountable as a Bank that serves its clients."*

These two new branches provide perfect opportunity to propose and test new products, to fully use Commercial Tool and Portfolio Management concept.

In order to get additional flow of clients, we are going to try a new concept with a specific room inside the Makenzijeve Branch with café machines and printers. This will be a kind of laboratory in order to understand better the needs of our existing and new clients.

The teams of employees working in the branches are very enthusiastic and I am sure they will overcome this challenge with success. Moreover, Regional Sales Managers, the Regional Manager and team from Business Lines and Logistics are also fully committed in this first step—they all provide full support, so the main ingredients are there and we are all confident we will succeed.

The main benefit is that our clients in Ada will experience our services in PI, SBE and especially Agro tailored to their specific needs. In Makenzijeve, we are aiming at acquisition of new clients, more visibility and boost in recommendation and equipment rates.



Svetozar Šijačić  
Head of Retail Markets

*"Novelty in Makenzijeve is the corner for our clients to take a break with a cup of 'Crédit Agricole coffee', complimentary scanning, printing and photocopying of the documentation relevant to them. Also the Insurance Agent is at our clients' disposal to answer questions while we promote the electronic banking channel at the same time."*

The municipality Vračar where Makenzijeve Branch Office is situated is one of the smallest by size but the most densely populated urban municipalities of all in Belgrade. In the vicinity of our Branch Office there are premises of great cultural and historical significance for our country, such as: Sveti Sava Temple, City Library and a great number of companies. The location capitalizes on the busy streets which were all preconditions for the accomplishment of the opening of the new Branch Office—greater number of new clients.

On the other hand, the Branch Office in municipality Ada shows the capability of the Crédit Agricole to adapt to specific needs of the market. The main potential of Ada municipality are farmers and cooperatives with significant areas of land that is used for agriculture purposes. Crédit Agricole is one of the rare banks in the market that showed willingness to financially support this segment of agriculture. Apart from this fact, there is a significant number of small and medium enterprises as well as employees in them which indicates a good foundation for further development of our newly opened Branch Office in Ada.

Also, the Ada Branch that has two employees will receive constant and consistent support from the Branch Office in Bečej.

Both branch offices have the same aim, although the angles of business are different—both aim to develop long lasting and successful cooperation with the citizens, with the small and medium enterprises and entrepreneurs and we are confident we will succeed in these tasks.

# Relations with Clients and Suppliers

Developing meaningful relationships with the clients

## Customer Recommendation Index

In 2013 Crédit Agricole Serbia has started to track Customer Recommendation Index regularly and universally through the same methodology adopted for all Groups' entities, through a recommendation score from 0 to 10.

The Crédit Agricole Group wishes to reposition customers at the heart of its strategy with a real commitment to listening to their needs and expectations and to improve if necessary the quality of service delivered.

- The CRI is a measurement of customer satisfaction (score, rate etc.) and forms part of a positive and operational process of continually improving client satisfaction.
- The CRI system is:
  - ➔ simple: "one" question asked to the customer
  - ➔ easy to understand: Using clear and visual reporting processes and formats
  - ➔ operational: with the implementation of actions to improve processes and raise the awareness of local management (management, improvement, mobilization). The results of the CRI may be communicated externally at any time, taking account of market practices and in particular competitors' habits.

Survey is done for each segment of the Bank: Corporate, SBE, Agro and PI. The "Customer Recommendation Index" (CRI) is a key tool for improving "customer satisfaction". It shows the level of customer loyalty as well as the field that customer feels as a key point of cooperation with Bank. Also, it indicates weak points seen by customers that represent areas that Bank has to improve.

## Customer oriented activity

Modern banking concept in creation of long term relationship with the client has two aspects: need anticipation before the competition, and creation of personalised offer according to identified needs.

In 2013 Bank continued with the centric client approach:

- CRM department is continually working on client need recognising
- Commercial activity and pre-recognised offers are prepared in accordance to identified needs
- Based on the experience in cooperation with clients and client status in a Bank, future activities are planned in advance.



# Relations with Clients and Suppliers

## Small Business Enterprises

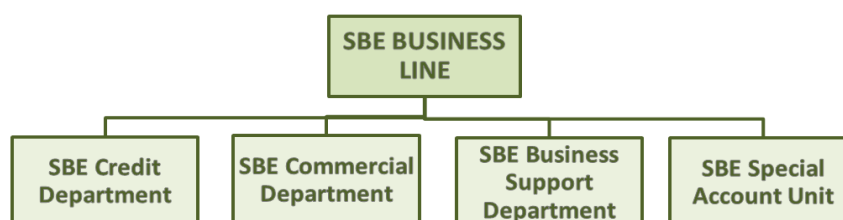
Entrepreneurs and small businesses have consistently proven to be drivers of jobs and innovation and the backbone of most local economies. Small businesses are presumed to be more flexible and therefore better able to adapt to changing market conditions. The basic characteristics of small and medium enterprises and entrepreneurs which are among others: flexibility, propensity for innovative and risky ventures and greater opportunity for specialization. Today's small business sector creates many of the new ideas and innovations future generations will take for granted e.g. ingenious website designs, clockwork radios, etc.

To support these critical sources of economic growth, Crédit Agricole Srbija has a specialized business line that is continuously adapting to the needs of the clients in this segment.

The primary aim: "Client in focus: satisfying client needs for products and services of the bank, while providing the necessary support."

In SBE business line we strive to achieve the highest possible level of customer satisfaction by identifying and fulfilling client's needs. We consistently build partnerships with our clients that are based on respect, trust, flexibility, commitment and dedication. Within our business line, in order to find efficient and effective solutions for our clients' business, we rely on teamwork.

Special attention is paid to the organizational structure within the SBE business line since dealing with clients in the segment can be demanding.



# Relations with Clients and Suppliers

There are four departments within the SBE business line:

**SBE Credit Department** – provides support to the branch network, analyses the credit requests of the clients.

- 7 Credit Analysts, together with the SBE Credit Group Leader, Head of SBE CD and 4 SBE Credit Processing Officers provide support
- Efficient organisation where each analyst covers a number of branches, enabling the creation of a client portfolio with the main benefit of knowing the client history, the client's business and the best way to provide support
- Decision making ability regarding loan requests up to a certain level
- Focus: to provide clients sustainability and business development through lending and consulting.

**SBE Commercial Department**

SBE Business Line consists of the following segments:

- 1 Micro enterprises and entrepreneurs with income up to € 500,000
- 2 Small companies and entrepreneurs with an income range from €500,000 to €2,000,000
- 3 Institutions

**Micro** - Within SBE BL is the Micro segment that consists of companies with revenues of up to € 500,000 per annual balance sheet. Bearing in mind that these customers account for almost 95% of all businesses, there is a Relationship Manager or Branch Manager in charge of working with this segment in each Branch office. Covering the entire territory of Serbia, our aim is provide our clients with the full support for the development of their business.

**Small** - Small segment consists of companies with revenue range from € 500,000 to € 2,000,000 per annual balance sheet. As the volume of work and transactions carried out by the clients in this segment is significant, a specially trained team of 15 experts within the SBE Commercial Department provide all the necessary services for these clients and raise their satisfaction level by predicting their future needs.

Key roles:

- Taking care of customers on a daily basis providing services and advice
- Maintaining and developing relationships with SBE small companies
- Centralized team able to create tailor -made offers when needed
- Negotiating with clients
- Structuring credit arrangements

# Relations with Clients and Suppliers

**Institutions** - Institutions are a segment within the SBE Business Line as of 2012. In this segment we take care of the public enterprises with the revenue up to 2 M RSD like municipalities, sporting and cultural organizations as well as non-profit organizations. Keeping in mind the needs of the institutions and the diversity of their operations compared to small businesses and entrepreneurs, we have created special offers and special approach to these clients.

**SBE Business Support Department** - the aim within this department is to increase efficiency and cut the time needed to provide services to our clients and also to monitor the business and its development within SBE Business Line. The main tasks within this department are:

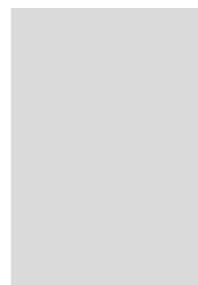
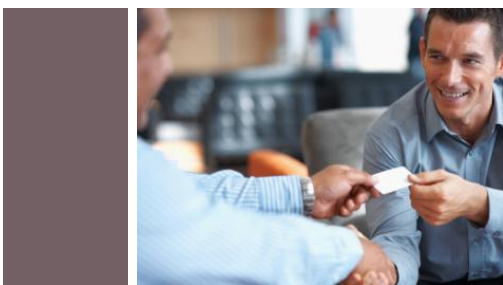
- improvement of SBE commercial activities
- participating in the development of SBE business
- actively participating in projects related to SBE BL
- monitoring and analyzing client portfolio
- constant communication with employees from other departments and sales network
- reporting and monitoring activities, results and effects of the overall work within SBE BL
- active participation in the planning and budgeting process

**SBE Special Accounts Unit** - negotiations with problematic SBE clients, in order to improve the overall position of the Bank. The tasks of this Unit are the following:

- proposing rescheduling and restructuring
- regular client monitoring
- proposing activation of collection measures
- participation in the Watch and doubtful committees

## Products and Services

We offer our clients products and services tailored to their needs, with a continuous aim to increase efficiency in our day to day business. In order to do that even more efficiently, we introduced the SBE Entry program with the aim to familiarize our new clients with the Bank upon which we hand them a complimentary Visa Business Electron debit card.



# Relations with Clients and Suppliers

## SBE Customer Satisfaction Survey

In a sample of 200 clients from SBE segment the results were as follows:

- the relationship with the Bank: a high level of customer loyalty - 90% of customers plan to continue cooperation with the Bank, while 40 % plan to increase the volume of cooperation in the next 12 months.
- overall satisfaction with the Bank: Global Satisfaction Index has increased in the previous year and so far these were the best result in this business line since customer satisfaction survey was introduced, especially in the area of communication with customers.
- satisfaction with the branch offices: very high. Customers are satisfied with the employees in the branch offices, especially with SBE Relationship Managers. The level of satisfaction was significantly increased compared to last year.
- satisfaction with communication with clients: clients are satisfied with the readiness of the Bank to inform them about the new products and services, changes related to existing products and services, with the conclusion that the Bank provides a very clear message to customers.
- image of the Bank: almost 80% of the clients perceived CAS as the member of the global financial group; clients perceived the Bank as a stable and reliable financial institution and long-term partner. In addition, the customers see the Bank as the initiator of innovative products and services.

A review of the strategic objectives in 2014:

- Improve portfolio management and strategic orientation "client in focus"
- A proactive approach to managing relationships with customers
- Improving the characteristics of existing products and services, as well as the development of new ones
- Establish clear segmentation strategies according to these segments and customers
- Creation of high quality lasting relationships with clients based on improved skills of the teams and individuals in the SBE BL
- Further development of advisory role for our customers in order to build long-term and stable relationships based on mutual trust



# EMPLOYEE ENGAGEMENT IN CSR





# Employee Engagement in CSR

## Corporate philanthropy

Our commitment to solidarity, children's rights, health, education and culture is not new at CAS. However, nothing would be as successful and enjoyable without our colleagues who are the driving force behind all our projects.

Our initiatives are based on the following:

We are part of the society and our commitment is to contribute to the development of solidarity based economy.

There are no small steps because every step in the right direction encourages further local initiatives.

We try to combat social vulnerability by recognizing the challenges and providing support.

We are committed to recording all our actions in our internal e-magazine and adding and building our CSR employee engagement portfolio as proud employees of Credit Agricole Srbija.

## Our key projects in 2013

- Magic Breakfast
- Adopt a School
- Christmas Shoebox

## Smaller, but still significant contributions were made in these projects

- Children's Room
- Dorćolijada
- Košnica - Beehive
- Bank Employee
- Belhospice Charity Football Tournament

We are all Good Fairy Dobrila's Team because this little Fairy with a big heart represents all of us when we engage in actions and projects that are socially responsible.

# Employee Engagement in CSR

## GOOD FAIRY DOBRILA'S TEAM

### Magic Breakfast

In total, 7.8 tons of food was collected for children attending special schools for children with disabilities for additional meals during the sixth charity event "Magic Breakfast" held from 15th to 21st April 2013 in eight cities in Serbia.

With the support of the Food Bank, Crédit Agricole Srbija and wholesaler company METRO Cash & Carry Srbija and thanks to the assistance of numerous companies, institutions and individuals this humanitarian action provided to the pupils of schools for children with special needs a more pleasant time at their schools this spring.

The action "Magic Breakfast" had an aim to collect food for 4.600 pupils in 35 schools for children with special needs in Belgrade, Novi Sad, Subotica, Šid, Bačka Palanka, Kikinda, Zrenjanin, Šabac, Pančevo, Sombor, Vršac, Niš, Pirot, Loznica, Leskovac, Čačak, Užice and Kragujevac.

Purchasing and donating a specially formed package with the price of RSD 260 citizens and companies provided an additional meal to the pupils and the Food Bank made sure the distribution of food was equal to all the schools according to the number of pupils.

"Magic Breakfast" was held in Belgrade with the support of the Secretariat for Social Welfare of the city of Belgrade.



Volunteer Day at custom made METRO Šabac



Volunteer Day at METRO Subotica



Volunteer Day at METRO Kragujevac



Volunteer Day at METRO Novi Sad



# Employee Engagement in CSR



## GOOD FAIRY DOBRILA'S TEAM

### IN A VISIT OF THE ADOPTED SCHOOL 'DUŠAN DUGALIĆ'



The school year was drawing to an end and we decided to pay a visit to our adopted school before the school holidays started and talk to the teachers about the experiences of children and parents regarding the school meals that employees of Crédit Agricole donated every month.

The visit was scheduled for the end of June and the first thing that was noticeable when entering the school building were cheerful, clean halls equipped with children's drawings, framed handicrafts and smiling teachers, children, and therapists.

Children were found in the small dining room consisting of four tables, having for breakfast the donated sandwiches that were regularly prepared and supplied by the bakery 'Hleb i kifle'.

"The most beautiful days at school are Tuesdays and Thursdays" according to Ivana Mitrovic Djordjevic, speech therapist, because the sandwiches with grilled vegetables arrive on those days and the children call that kind of breakfast - 'happy breakfast'. All 92 children eat their breakfast in shifts and each shift lasts 20 minutes, because the dining room cannot accommodate them all at once.

"Children had the exact same menu for the past seven years and this was the first school year in which the menu was qualitatively better and different. Parents of children particularly emphasized to thank the employees of Crédit Agricole, who without personally knowing their children, took such good and human care of them."



Little dining room during 'happy breakfast'



Pupils of the adopted school during breakfast

The children were not left alone or unsupervised at any moment in school, and since they were not accustomed to visits, we did not want to disturb them too much taking photos of breakfast.

## Happy Breakfast



Dragica Nedeljković, School Principal

"We highly appreciate the care and attention of employees of Crédit Agricole and have no words to thank you for adopting us. Times are tough and we all feel the crisis, and as you know, in our school, more than 80% of the children come from socially vulnerable families.

The breakfast you donate means a lot, especially because, to use an expression that our pupils use, it is 'fancy' since each sandwich is wrapped in cling foil and in compliance with the special dietary requirements for children with disabilities.

For our school and for the parents of our children, having this kind of food was unachievable until you made it possible. Therefore, since we have nothing else for your employees, please receive a big, heartfelt and warm thank you." said in an interview Dragica Nedeljković, School Principal.

# Employee Engagement in CSR

## GOOD FAIRY DOBRILA'S TEAM

### HOW THE 225 CHRISTMAS SHOEBOXES WERE COLLECTED

Each year, traditionally we collect Christmas shoeboxes for children whose 'only and secret Santa Claus' are the employees of Crédit Agricole. This year we have managed to capture several of these moments, but of course the number of colleagues who brought in the boxes was much, much bigger while again, traditionally, a lot of them did not want us to take photos.



Left to right: Silvana Janić and Bruno Charrier



Left to right: Biljana Vidaković, Marina Mihajlović, Sanja Marinković and Kristina Ilić— packing the collectively bought content for the sweet packages— contributions of all colleagues from Marketing and Communications, Long Channel, Product Development



Left to right: Ana Bojović, Ljiljana Todorović, Jelena Filipović, Dejan Čamprag, Aleksandra Bubić



Left to right: Romulld Le Masson, Vladimir Bošković, Marija Marić Mitrović, Svetozar Šijačić and Raško Tomašević



Left to right: Siniša Ristić, Jelena Lazović, Marija Mršović, Vladimir Knežević, Milena Grujić



# Employee Engagement in CSR

## GOOD FAIRY DOBRILA'S TEAM

### CHRISTMAS SHOEBOX AT NOVOSADSKI SAJAM IN NOVI SAD



200 shiny Christmas boxes were sitting at the conference hall, waiting for pupils of *Milan Petrović* school in Novi Sad

The theatre show and organisation of Christmas Shoebox at Novosadski sajam on 10th December 2013 was an extraordinary happening. All our collected shoeboxes together with those of employees from Novosadski sajam were shining at the conference hall and waiting for 200 pupils of school for children with disabilities *Milan Petrović* from Novi Sad.

Our fourth Christmas Shoebox was dedicated to children with disabilities, this time from the school *Milan Petrović*, with which the Bank cooperates for a number of years.

In cooperation with partners METRO Cash & Carry, Novosadski Sajam and Red Cross of Novi Sad, the organisation of this event was crowned by the show for children 'Those who sing do not mean ill' which the Bank presents to the children every year.



Scene from the Christmas play



Part of the audience at Novosadski Sajam



Santa Clauses help giving out presents to children



Children with Christmas shoeboxes



# Employee Engagement in CSR

## GOOD FAIRY DOBRILA'S TEAM

### CHRISTMAS SHOEBOX AT SAVA CENTRE IN BELGRADE



Bruno Charrier, President of the CAS Executive Board is greeting the present at Sava Centre



Part of the audience at Sava Centre

Traditionally December is booked for nice and joyful theatre plays for children, Christmas fairy tales, gift packages from Santa and winter magic.

Our fourth Christmas Shoebox, project for socially vulnerable children in Belgrade, was held on 11th December 2013 for 1200 children and as many parents at Sava Centre.

In cooperation with the long-standing partners METRO Cash & Carry, Food Bank and Secretariat for Social Welfare of the City of Belgrade, the organisation of this event was crowned by the children's theatre show 'Those who sing to not mean ill' which Bank gives to the children as a special gift every year.



A girl with her Christmas package



Scene from the play 'Those who sing do not mean ill' by the actors of the crew Balkan Novi Pokret



A boy with his Christmas package



# Employee Engagement in CSR

## GOOD FAIRY DOBRILA'S TEAM

### NOVI SAD CHILDREN'S SUMMER 2013



The official start of the *Novi Sad Children's Summer 3* was announced at the press conference on 20th June 2013 in Novi Sad.

In line with its policy of corporate social responsibility and dedication to children while advocating their rights, Crédit Agricole Srbija supports this event for pre-school and school children. The children will enjoy rich educational and sports programmes during the summer months organised at several locations in Novi Sad.

### Dorćolijada

On Saturday, 22nd June 2013 there was held a traditional Dorćolijada — sports-recreative competition for senior citizens in Belgrade.

There were 55 teams present and 165 competitors from 14 municipal and other associations of senior citizens.

Crédit Agricole Srbija received a plea to donate T-shirts for senior sportspersons and children's choir that traditionally sang at the event.

Team competitions were held in the following disciplines: darts, bowling, penalties without a goalkeeper, free basketball throws, chess and archery.



Senior citizens in Crédit Agricole T-shirts



Fitness class

The whole event was held in a great atmosphere of friendship and sports spirit supported by Crédit Agricole colours.

### BELhospice 2013



Football team of the Bank

Crédit Agricole Srbija traditionally participates in charity football tournament organized by BELhospice, so this year as well, our football team played in CAS colours. The charity event raised over 11,000 Euros for the care of terminally ill patients with cancer. The tournament winner was the team of Telenor. On 15th June, on the grounds of the Sports Center Kovilovo, BELhospice organized the fifth charity football tournament.

Participants in the tournament were the following teams: Crédit Agricole, Actavis, KPMG, UniCredit Bank, SAGA, Telenor, Coca-Cola Hellenic, Executive Group, Moravcevic Vojnovic and Partners in co-operation with Schoenherr, Roche, TeleGroup and 204th Aviation Brigade. The tournament was supported by Nelt, Dialer Communications, Association of Football Referees Belgrade and Sports Centre Kovilovo as the host of the event.

The tournament winner was Telenor which in the final match defeated TeleGroup 3-1.



# Employee Engagement in CSR

## GOOD FAIRY DOBRILA'S TEAM

### SUMMER CAMP BEEHIVE OF FRIENDSHIP



Crédit Agricole Srbija for the fifth year supports the sports-ecology camp 'Beehive of Friendship—Košnica prijateljstva'.

Children from the Children's village in Sremska Kamienica, children from socially vulnerable families, children from Safe Houses and children who live in the streets and participate in the programme 'Inn—Svratiste' are all coming to the summer camp.

Also, 'Košnica prijateljstva' is a camp that supports friendship and children and in its vision it states that they strive toward a society that guarantees to all children, regardless of their religion, nationality, social or economic status, background, gender and physical and mental capabilities, their rights stated in the Convention of the UN on Children's rights. In this light, every year, children from Serbia socialize for a week with children from Macedonia, Bosnia and Herzegovina, Kosovo and Metohija and as of this year, with children from Belgium as well.

This year the camp of friendship accepted 60 children and it was organized in a traditional environment of Begečka Jama in a Nature Park, some 20 km away from Novi Sad in the period of 21.—28.July2013.



High school graduates of the culinary school taking care of meals for children every day of the camp



Time for a festive lunch made by the Hell's Kitchen Chef, Jovica Jović

The presence of eight children from Belgium, also from socially vulnerable families, for the first time gave the camp a truly international feel. A proof that for goodwill and fun the language is not a barrier was yet another successful camp 'Košnica prijateljstva'.

This year, the camp joined ten volunteers from the EU, from France, Belgium, Spain, Check Republic and Africa who arrived through a volunteering programme that was organized in collaboration with the Volunteer Center of Vojvodina for the fifth year.

The aim of the camp was accomplished this summer as well: the children socialize, were active and learned something new.

Sleeping in tents had an aim to better integrate the socializing aspect and the peer group. Through everyday sports activities and workshops the participants had a chance to adopt a healthier life style and educate themselves about the importance of health in general.

Children's theatre festival was organized as well and the play was prepared having the tolerance as its main theme. Children were enjoying it because they prepared it and acted in it.

Karaoke competitions, hairstyle competitions and games without frontiers were all aimed at accepting differences and respecting them in others.



Children during ecology class



# Employee Engagement in CSR

## GOOD FAIRY DOBRILA'S TEAM



Charity action Children's Room is designed primarily with the aim that employees who have gently used toys, picture books, books, coloring books and children's games donate them to the Centres for Social Work in Belgrade.

The collection period lasted from 2<sup>nd</sup> until 19<sup>th</sup> June 2013 during which the employees of Crédit Agricole invited their partner in actions for children, METRO Cash & Carry to join us. As a result, even more children, that only see their parents for a couple of hours under supervision, could enjoy playing with toys while spending their time together with their parents.

The spirit of giving and solidarity once again proved to work, as so many times before among the employees of Crédit Agricole Srbija. There were toys, coloring books, picture books, colouring pens, packed with a lot of love in boxes and chosen for children who will play them. Coca Cola joined the action and donated 770 liters of juices for the Centers for Social Work.

The delivery and handover of toys to the Centre for Social Work in Ruska Street no. 4 in Belgrade took place on July 26<sup>th</sup> and a big warm THANK YOU received in the name of all Crédit Agricole and Metro Cash & Carry employees for collecting toys for children.



A small part of collected toys



Handover of toys to the City Center for Social Work  
Left to right: George Branković, Chief of General Affairs and Olivera Simendić, Assistant Director

## Games Without Frontiers



Games Without Frontiers for children with special needs

Crédit Agricole Srbija traditionally supports the Games Without Frontiers, an event organized by the NGO Little Big People (Mali Veliki Ljudi).

This year, the ninth "Children's Olympics" was held on 3<sup>rd</sup> July 2013 at Bojčinska woods. Children from 8 institutions of social protection: Sremčica, Stamnica, Kuline, Kolevka, Veterinik, Bela Crvka, SOS Sremska Kamenica and children from day care for children in Šabac came together to compete and have fun.

During the breaks between competitive games the children were entertained by Igor the magician, who by performing his acts caused the most beautiful sound in the world - children's laughter.

The winners of this year's Games Without Frontiers were children from the home Sremčica who won the trophy for their home, and all other participants took medals and gifts. Games without frontiers achieved its human target. Children, who spend their entire life in homes, spent the day outdoors, socializing, playing and making new friends.



# Employee Engagement in CSR

## GOOD FAIRY DOBRILA'S TEAM

### BANK EMPLOYEE IN SUBOTICA



Živorad Milanović, Housing Loans Manager

Spring series of lectures as part of the Bank Employee project organized by the work group for Banking and Finance as part of the UN Global Compact in Serbia continued with lectures in Subotica, on 26<sup>th</sup> April 2013.

Crédit Agricole actively participates in the project and has been recognized as a bank that donates time and expertise, as it believes that financial education of young people is very important. This time the training took place at the Secondary School of Economics Bosa Miličević in Subotica.



Students of the school Bosa Miličević, Subotica

The students and their teachers had the opportunity to hear two very interesting and interactive lectures given by our colleague Živorad Milanović, about the types of loans, the loan approval process, and securities.

### BANK EMPLOYEE IN ČAČAK



Živorad Milanović, Housing Loans Manager

The lectures for students of High School of Economics were held in Čačak on 16<sup>th</sup> May 2013.

If there is any visual feedback on how interesting the lectures our colleague Živorad Milanović held were, then the indicators are definitely silent cell phones and no text messages.

This is what happened in Čačak, when students, in a very interactive and interesting way heard an explanation of bonds through examples of football clubs Manchester and Serbian clubs Red Star and Partizan.

The teachers took notes, while the students truly enjoyed the learning experience.

## CSR Report 2012



Crédit Agricole Srbija submitted its third annual progress report on the website of the UN Global Compact in Serbia and the UN Global Compact in New York on 24<sup>th</sup> May 2013.

United Nations Global Compact is the largest voluntary association of companies committed to the harmonization of its operations with ten universal principles of corporate social responsibility in the field of human rights, labor, environment and anti-corruption.

Crédit Agricole Group is a member of the UNGC from 2003 and Crédit Agricole Srbija is an active member since 2009. The report is available on our external website <https://www.creditagricole.rs/credit-agricole/profil/odr%C5%B8Eivi-razvoi/>



# Employee Engagement in CSR

## GOOD FAIRY DOBRILA'S TEAM

### FRANCOPHONIE

Thanks to the Captain of our football team, Miodrag Topalović, who organized everything, Crédit Agricole Serbia participated in the very noble charity football tournament.

A boy named Matija Šćepanović is a pupil of the school Vladislav Ribnikar and attends the second grade. Unfortunately, the boy was diagnosed with a brain tumour and all of his teachers, parents and classmates actively engaged in raising funds for Matija's surgery.

On this occasion, organized a football tournament was organised and called *"To be healthy you and me, and with us our Matija"*.

CAS employees responded to the call and on 23rd March together with the teachers from Ribnikar played a football match, but the most interesting part was the junior tournament. The children of our employees and students from Ribnikar had a great time and enjoyed playing football while the event collected RSD 31.000.



CAS juniors with Aleksandar Kostić, the Coach

## COMPUTER DONATION

Momčilo Hadžić, Branch Manager of Velika Plana presented three computers to teachers and students of primary school Radica Rankovic in Lozovik, on 19th April 2013.



Our colleague Momcilo learned about the needs of the school when he spoke to the Principal of the School-Danijela Jakovljević Živojinović and he contacted our IT. With the necessary decisions, the dismissed computers were assembled and ready for the primary school.

"It was really nice to see the true joy of the children and the teacher Vito Petrović, who in addition to holding regular Informatics classes, holds science subjects and the school of animation, nature conservation and other groups.

Everyone is happy to be able to work on computers and learn the contents which they were unable to, due to lack of adequate equipment and computers" said Momčilo Hadžić in a brief interview.



### AT NOON FOR CHILDREN

As an introduction to children's week marked by the Magic Breakfast, on 14th April 2013, there was a theatre show for the children of employees 'The Spring is Coming' at the Sava Center Amphitheater.

CAS employees, METRO and the Secretariat of Social Welfare brought their children to enjoy the music of the gifted children from Mokranjac musical school, as well as the joyous play about spring that never arrives.

All had a great time, and from voluntary contributions in lieu of tickets, there was collected RSD 23,700 for Magic Breakfast. Translated into the number of packages of Good Fairy Dobrila, it makes a full of 94.

# Our French Origins

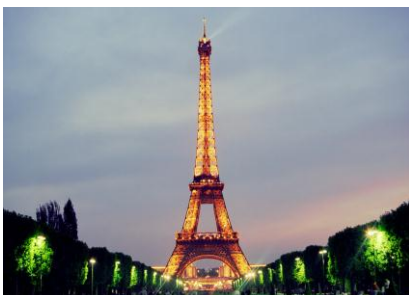
Being part of a big, strong, French banking Group - Crédit Agricole, is our reality and our privilege. Therefore our wish is to share the rich French cultural heritage and nurture the vibrant spirit of France in the heart of Belgrade and in all the regions of Serbia where we have our branches.

That is why we support cultural initiatives and closely cooperate with the French Institute and French-Serbian Chamber of Commerce.

Also, we value our French colleagues and the way they conduct business and we find that we can learn a lot from a French business heritage within a Group that exists for more than 120 years.

Employee engagement, enthusiasm and motivation were the key ingredients for the Danube Project which aimed to strengthen the links between Serbia and France, share our corporate values, educate and motivate.

We welcome every opportunity for cooperation and knowledge sharing because we know that each contact between cultures broadens horizons and sheds slightly different light on how we perceive everyday things.





# Our French Origins

## CRÉDIT AGRICOLE SRBIJA SUPPORTED FRENCH WEEK IN BELGRADE



Spectacular 3D projections on the facade of the City Hall

Crédit Agricole Srbija supported the French Culture Week that was held in Belgrade from 18th until 22nd November 2013 in organisation of the French-Serbian Chamber of Commerce.

As the representative of the French economy in Serbia and the member of French-Serbian Chamber of Commerce, the Bank as the golden sponsor supported the spectacular 3D projection on the facade of the building of the City Hall in Belgrade.

The spectacular 3D projection did not leave anyone neutral since it was a flow of 3D animations where various landmarks of France, as the Eiffel Tower were presented, and some of the projects on which Serbia and France work together, as the Belgrade Metro.

A special part of the projection illustrated the cooperation between two friendly countries during the turmoil of the First World War.

## CAS AT THE FRENCH FAIR



CAS stand at the French Fair at the ULUS gallery

The French Fair at the ULUS Gallery at Knez Mihailova St. lasted from 18th until 20th November 2013 and it was an opportunity for Crédit Agricole to present its potential service of contactless NFC payment via mobile phone.

All fair visitors could try out this way of payment at the stand and also get more information about the products of Crédit Agricole bank.

## GASTRONOMY WORKSHOP



An evening of French gastronomy

Gastronomy as one of the biggest symbols of France was presented in a unique way through the gastronomy workshop held on 19th November at the HoReCa Centre.

Friends and guests of the French-Serbian Chamber of Commerce, Crédit Agricole and METRO Cash and Carry were present while the food was prepared and watched top chefs making French delicatessen from hand picked, first quality produce.

The event promoted French products and expertise and also the cultural ties with Serbia, but in an extraordinary way managed to revive French spirit and culture together with the special relation towards food.

## BEAUJOLAIS NOUVEAU— AN EVENING OF YOUNG WINE



Tasting of the first young, red wine accompanied by good music and lovely atmosphere at the pavilion Cvijeta Zuzorić, was organised on 21st November 2013 in the presence of over 200 guests, representatives of French and other Embassies, European institutions, French companies operating in Serbia, authorities, media representatives and other distinguished guests.

The celebration of the "beaujolais nouveau" wine is one of the most joyful happenings in the year and it is celebrated in many countries around the world on the third Thursday in November.



# Our French Origins

## CURRENT: DANUBE MISSION



Our team in France (left to right): Vladimir Stepanov - MBM Zrenjanin, Irena Jovanović - MBM Savograd, Vladimir Škrbić - RM Vojvodina, Nenad Ivković - MBM Kolarčeva, Miona Simović Stamenković - MBM B.Ribnikar, Aleksandra Bubić - Business Partner (HR), Vesna Dražić - MBM V.Ilića, Dragan Malbašić - MBM Sremska Mitrovica, Nataša Igić - MBM Birčaninova, Damir Blagojević - MBM Subotica, Miodrag Surlandžis - RM Belgrade and French colleagues

### “DANUBE” PROJECT

Within cooperation with International HR Projects CASA DRHI, CAS HR People Development Sector and Sales Network and Multichannel Division developed the Danube project in 2013 as an answer to the changes that took place within the Retail Division.

Restructuring of the Retail organization at the level of the Head Office, Regions and Branches brought about the need to enhance the efficiency of the network. In a rather complex process of implementation of changes the need for strengthening the sense of belonging to the Group was recognized. Moreover, the need to raise awareness of the professional and cultural context which will positively influence the change process within CAS, to increase the level of motivation and finally gain added value by having a more professional approach and better understanding the reasons for change in our environment.

The project has four phases of which the first one is completed and the following three are planned for this year.

1st Phase: in period from 18th -23rd November 2013 the first visit to Regional Bank “Ille et Vilaine” in France in Rennes was organised. In the first group there were eleven colleagues: two Regional Manager, eight Main Branch Managers and Retail HR Partner.

2. Phase: second group of eleven CAS representatives will visit France end of March this year.

3. Phase: Colleagues from “Ille et Vilaine” visit CAS in the first half of 2014.

4. Phase: Regional Sales Managers team visit France in autumn 2014.

The program for our colleagues who visited “Ille et Vilaine” Regional Bank consisted of four themes:

Individual and collective management  
Monitoring  
Investments  
Business

Aleksandra Bubić, Retail HR Partner conveyed part of her experience during the visit.

“In November 2013 the first group of Main Branch Managers together with the Regional Managers and HR Business Partner visited the French „Ille-et-Vilaine” Regional Bank with the headquarters in Rennes within the Danube project.

Our team in France was enchanted by the hospitality of our French colleagues and the organization of the visit.

# Our French Origins

## CURRENT: DANUBE MISSION



Left to right : Vladimir Škrbić - RM Vojvodina, Vladimir Stepanov - MBM Zrenjanin, Dragan Malbašić - MBM S.Mitrovica, Nenad Ivković - MBM Kolarčeva, Aleksandra Bubić - Business Partner (HR), Nataša Igić - MBM Birčaninova, Irena Jovanović - MBM Savograd, Vesna Dražić - MBM V.Ilića, Miona Simović Stamenković - MBM B.Ribnikar, Damir Blagojević - MBM Subotica and Xavier Sarrazin - International HR Projects

On that occasion the members of our team visited the following branches on different locations:

Agence de Pipriac  
Agence de Rennes Opéra  
Agence de Gézé  
Agence de Argentré du Plessis

Also, our colleagues visited the Evergreen Head Office situated in the part of the city called Montrouge in Paris, where they were welcomed by Mr Xavier Sarrazin from International HR Projects.

The first group of the Main Branch Managers had an excellent opportunity to get acquainted with the way of doing business at the Regional Bank "Ille-et-Vilaine" Crédit Agricole in France and first and foremost with:

sales methodology  
reporting system  
people development

They have summarized their experiences, made action plans and conveyed them to the new group of Main Branch Managers who will visit France towards the end of March and gain additional experience and further build on the action plan currently in the making.

Of course the little free time that was left was carefully used to enjoy in the magic of Paris and France but about that, some other time."

The general impression brings us back to the familiar claim that the direct experience is priceless, together with the encounters and talks with colleagues. The perception is stronger and the picture of what was imagined and assumed over the years is comprehensive and integrated, as can be learned from the comments of our colleagues of the first group of MBMs:

"I was impressed by the level of commitment the colleagues were working on people development. One really has a feeling that you are in a community where each individual is very important, encouraged to initiate their own progress, to contribute to solving the problems of the team, and continuously supported in their desire to develop. Maybe for some colleagues this impression paints a picture of less power, but for me it just makes the foundation of all other achievements, traditions and strength that we saw in action, because banking is made of people."

Miona

"Our visit to our counterparts in Rennes has, to my great pleasure, shown that we are really one bank and one team. We were warmly accepted, the hosts were completely committed to us by giving answers to our innumerable questions and in the end they didn't seem to mind our curiosity."

Damir

"The Danube Mission of Crédit Agricole Srbija allows its employees to acquire new skills, experiences, friendships and to raise the leadership and managerial skills to the next level. For me, the strongest impression was the reminder of the fact that employees were the main driving force for the successful development of each company and it requires continuous work on professional development."

Miodrag

"After visiting the Regional Bank Ille et Vilaine we are back full of impressions and knowledge not only in relation to the position of Main Branch Manager, but we felt the importance and strength of our Bank in France. What I want to point out is "Customer centricity", which is expressed in every aspect of business in branches in Rennes and that definitely needs to be adopted here in order to increase our market share in the Serbian market, taking into account the strong competition."

Vesna

"An extraordinary experience for me. First, in terms of a sense of belonging to Crédit Agricole group. A great exchange of knowledge, ideas and opinions in both directions."

Nataša



# Our French Origins

## CURRENT: DANUBE MISSION



A part of our team in front of Arc de Triomphe in Paris

"The biggest benefit for me is another very rich experience that is reflected by new ideas to improve the business."

Vladimir Škrbić

"I have to admit that the Danube Mission is a great experience that I have enjoyed and it will have a major impact in terms of focus in my future work. The strongest benefit of this project is certainly an opportunity to see what kind of awareness and vision a successful manager should possess. I thank to all those who have enabled us to participate in this project and for their efforts and the support we received."

Nenad Ivković

"I have personally experienced the essence of this project as a great satisfaction and honor since it created in all of us an intensified sense of belonging to the Group on the one hand, but also the willingness of the Group to invest the development of CAS on the other hand. This is definitely an experience that broadens horizons and gives us the ability to select good practice, transfer it and apply in our branches. Certainly the biggest impression from France was the focus on employee development and care about customer satisfaction."

Irena

"The acquisition of new experiences in the area of communication with colleagues from the Group and within CAS was a unique experience. Experience in managerial aspects, as well as guidelines that have become clearer since they were in line with the global trends and higher level of development of France, would be well used in Serbia."

Vladimir Stepanov

"We felt the size and power of the leading bank in France on the spot, so that belonging to the Group like this inspires extra motivation and confidence. I would point out a distinct focus on the customer and satisfaction of his needs as well as interpersonal relationships and investing in knowledge and development of employees."

Dragan Malbašić

Expectations are high, but the enthusiasm and energy that our colleagues carry even greater. They all share the same opinion— a project like this is an exquisite experience.

From the photo album of our colleagues:



CSR 2013