

oney

2020 ANNUAL REPORT





SUMMARY

• Editorial	3
• Key figures	6
• Partner in transformation of commerce	10
• Constant improvement of the customer experience	29
• The year of care	31
• Together for a fairer, more humane and more sustainable world	41
• Working better together	48
• Governance	51



Jean-Pierre Viboud
CEO Oney

EDITORIAL

PARTNER IN THE TRANSFORMATION OF COMMERCE, ONEY GIVES EVERYONE THE POWER TO IMPROVE THEIR DAILY LIVES AND CONSUME BETTER.

2020 will have been unprecedented in many ways. All over the world and for each and everyone of us, COVID-19 has thrown our lives, habits, ways of workings and business into turmoil, bringing challenges and, of course, change. In the world of retail, banking and our way of (better) consuming, there will be a before and an after.

2020 was also a year of solidarity, a time when we looked out for each other, our employees, our customers and our partners. Since the very start of the crisis, all of Oney employees have pulled together to keep Oney operational, and to support our partners and customers.



Jean-Yves Forel
Chair of Oney Bank Board of Directors
Managing Director in charge of European
Day to Day Bank and Paris 2024 Olympic Games
Project, BPCE
Member of General Management Committee of
BPCE Group

2020 WAS ALSO
A YEAR OF
SOLIDARITY, A
TIME WHEN WE
LOOKED OUT FOR
EACH OTHER...

For 37 years, we have played an important role in driving the economy. Thanks to our innovative payment solutions and our financing services and offers, we support our retailers both on and offline, and allow our customers to improve their daily lives and to consume better. Oney now has 7.8 million customers and 550 partners. We are established in 12 countries and our international development continues.

In 2020, we stayed the course and our Oney 2024 strategy was given an added boost by the consumption patterns that emerged as a result of the global pandemic.

The increased use of online shopping and payment solutions has reinforced the relevance of the strategy we have put in place to respond to changing consumer behaviours: the digitisation of services and e-commerce support for our retail partners and customers.

We are committed to give everyone the power to consume better by supporting circular economy.

To do this, we are deploying our solutions to a growing number of partners in the circular economy, thereby responding to the boom in the purchase of refurbished and second-hand products - a major European trend and a shift towards better consumption. It is a reality also observed in Oney's activities. Indeed, the amount of purchases made using our split payment solution (3x4x Oney) in the circular economy sector has increased significantly in 2020 (up 67%).

2020, THE PURSUIT OF OUR EUROPEAN CONQUEST

Our transformation has stepped up a gear. 2020 is our first year with our double shareholding BPCE and Auchan Holding. The support of our two shareholders has made it possible for us to deploy our unique European strategy and introduce a new, more global organisation that means we can move forward in a coherent and coordinated way throughout Europe, in particular by using more and more global tools and by prioritising a cross-functional approach.

2020 was also about pursuing our growth in Europe. We launched our business in Germany, which becomes the twelfth country in which we operate, a major step in our European expansion - Germany being the third largest e-commerce country in Europe.

More than 550 retail partners in Europe now place their trust in us every single day. We support them with solutions adapted to their purchasing journey.

To meet their needs, we are continually improving our offer, simplifying and digitising customer journeys, offering international support to our partners, and partnering with more and more Payment Service Providers to give a maximum number of online and off-line retailers access to our solution. Our split payment solution is now available in seven countries and we are the leaders in France, Italy, Romania and Portugal.

We have also made important progress towards our goal of complying with the Paris Agreements by reducing our carbon emissions. Our strategy has been validated, it is applicable to all the countries where we operate and has enabled writing of specific and precise action plans. We are therefore well on our way, and resolutely determined to do our part for a fairer, more human and more sustainable world.

2021, TOWARDS A MORE CONSCIOUS CONSUMPTION.

In 2021, we will step up our development and growth for the benefit of our customers, retail partners, employees and shareholders, and will continue to support the transformation of commerce towards more digital and more conscious consumption.

Now more than ever, we are partner in the transformation of commerce, giving everyone the power to improve their daily lives and to consume better.

Jean-Yves Forel

Jean-Pierre Viboud



KEY FIGURES

Business

7.8 M

CUSTOMERS

39.7 M€

NET PROFIT

12

COUNTRIES

433.7 M€

NBI

550

PARTNER RETAILERS AND E-RETAILERS,
I.E. ALMOST 9,000 PHYSICAL
OR VIRTUAL POINTS OF SALES

3.05 B€

VALUE OF CUSTOMER PROJECTS
MADE POSSIBLE THANK
TO OUR FINANCING SOLUTIONS

1.7M

CUSTOMERS/INSURANCE POLICIES

6.82 B€

AMOUNT PAID WORLDWIDE USING
OUR PAYMENT METHODS

Social

2,600
EMPLOYEES WORLDWIDE

82%
GENDER EQUALITY INDEX
(FRANCE)

76,697H
OF TRAINING

1.8%
PART OF WORKING TIME
DEDICATED TO TRAINING

28
EMPLOYEE NPS
(MARCH - APRIL 2020)

Societal

38%

OF DAMAGED INSURED
GOODS ARE REPAIRED RATHER
THAN REPLACED

€410,157

AMOUNT DEDICATED TO ACTIONS
OF GENERAL INTEREST

+67%

INCREASE IN PRODUCTION
ACHIEVED WITH PLAYERS
IN THE CIRCULAR ECONOMY

Environmental

13,000 T_{eq} CO₂

CARBON FOOTPRINT
(SCOPE 1 AND 2)



PARTNER
IN TRANSFORMATION
OF COMMERCE

WHO ARE WE?

For 37 years, we have been creating payment, financing and insurance solutions that meet the needs of a changing retail environment, and helping millions of Europeans to improve their daily lives.

By forging partnerships with retailers and online retailers from a variety of sectors, we have made it possible to finance anything from the purchase of household appliances and digital tools to the renovation of a kitchen or bathroom, or interior decoration for your home, equipment for welcoming a new baby, dream holidays, the need for new glasses, or a way to cover unforeseen expenses.

Our solutions support the business of 550 retail partners, i.e. almost 9,000 physical or virtual points of sale.

LEADER

IN SPLIT PAYMENT
IN FRANCE, ITALY,
PORTUGAL AND
ROMANIA AND
SECOND IN SPAIN

7.8M

CUSTOMERS

9,000

PHYSICAL OR VIRTUAL
POINTS OF SALE



AT ONEY, WE SEE CONSUMPTION IN A POSITIVE WAY.

At Oney, we are partners of retail and see consumption in a positive way. **We believe that everyone has the right to consume to improve their daily lives and are committed to ensuring that everyone has the power to engage in better consumption in order to positively impact society, by:**

- **forging partnerships with more and more retailers** who already offer a better approach to consuming, and by helping the others improve,
- **offering payment and financing solutions** for peer-to-peer transactions, allowing for an improvement in purchasing power, and therefore in the power of choice,
- **offering insurance solutions to secure financing** and extend the lifespan of products, even second-hand ones.

PARTNER IN THE
TRANSFORMATION OF
COMMERCE, ONEY GIVES
EVERYONE THE POWER TO
IMPROVE THEIR DAILY LIVES
AND CONSUME BETTER.

THE FOCUS
OF ONEY 2024
STRATEGY IS BOTH
GLOBAL AND
EUROPEAN.

OUR OBJECTIVES FOR 2024:



SUPPORT THE TRANSFORMATION

of all forms of retail, as one of the European leaders in split payment solutions,



OFFER FINANCIAL

and insurance products that are more digital and more responsible to establish us as an ally of anyone striving to regain control over their spending, to improve their daily lives and consume better,



CARRY OUT OUR AMBITION

to ensure sustainable performance by putting people - customers and employees - and our societal commitments at the heart of our decisions.



OUR PAYMENT
AND CREDIT SOLUTIONS

Our culture of innovation, our payment expertise and our knowledge of commerce and retail enable us to design and deploy innovative payment, credit and insurance solutions. Alongside our retail partners, we offer a smooth and memorable customer experience.

ONEY OFFERS PAYMENT, CREDIT AND INSURANCE SOLUTIONS TAILORED TO THE NEEDS OF OUR PARTNERS AND CUSTOMERS.

From cards to mobile payments, split payment, personal loans, revolving loans, specific-purpose loans and more, **we cover the full range of payment and financing solutions to meet our customers' needs, giving them the power to improve their daily lives and consume better.**



Banking cards
Private label cards
Gift cards



Revolving credit
Instalment credit
Personal loans
Debt consolidation



Insurance
Savings



Split payment



Personal loan



Fight against fraud

Consuming is not an end in itself. Through their consumption, our customers aim to improve their daily lives. **By providing them with solutions that simplify their purchases and help them to realise their projects and plans, we help them to improve their lives, whatever their choices.**



The 3x4x Oney solution offers fast, simple, practical and secure payment by bank card.

As pioneers of split payment in 3 or 4 instalments and market leaders in France, Portugal, Romania and Italy, our omnichannel solution is available both online and in stores, for CtoC and in marketplaces.

Capable of adapting to all PSPs, the solution is currently available for retail partners of Adyen, Danelys, PayPlug, Limonetik, and more.

3x 4x Oney can also be used in B2C and in marketplaces.

More than 550 partners in Europe are already using our solution.



A FULL DIGITAL AND
OMNICHANNEL
PORTFOLIO, UNIQUE
ON THE MARKET



LONG-TERM FINANCING




BUY NOW, PAY LATER

oneytrust

confidence between people

With 20 years of experience, our subsidiary Oneytrust is the French pioneer in the fight against online fraud and digital profiling. Oneytrust offers innovative and multi-channel services services for the e-commerce, banking and insurance. Available internationally, Oneytrust's offer has already attracted more than 600 partners.

Our expertise, based on automated validation of digital identity, allows our customers to develop progressive and invisible controls throughout their journey in three different markets :

 **To know more about Oneytrust**



E-COMMERCE
(risk assessment of a transaction)



**BANKING
AND INSURANCE**
(start-up process)



**PARTNERSHIPS
AND SERVICES**
(white label modules)

oney insurance

Through our subsidiary, Oney Insurance, we offer B2B insurance services in ten different countries and in various sectors.

We offer payment protection insurance (PPI), provident insurance, affinity insurance and other specialist products.

Our strength lies in our flexibility, accessibility, versatility and responsiveness. We carefully develop ultra-personalised services and design tailor-made insurance solutions.

Our vision and our ethics: working hand in hand with our partners by creating a long-term relationship of trust.

 To know more about Oney insurance



PAYMENT PROTECTION
INSURANCE (PPI)



PROVIDENT INSURANCE



AFFINITY INSURANCE



Our Smartney solution gives customers the opportunity to borrow on favourable terms in a simple and innovative way, using cutting-edge technology.

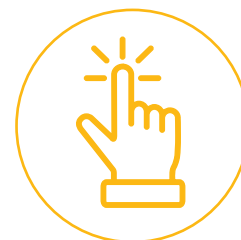
In 2018, we launched our subsidiary Smartey in Poland. To meet the needs of the Polish lifestyle, we are offering loan solutions via «Smartney». This innovative structure creates a brand new category of non-banking products, at rates that are among the lowest on the market, over longer durations and for larger amounts.

Using all the latest technologies, Smartney offers simple, fast and completely digital loan offers. This solution allows customers to carry out their projects in record time: only 6 minutes separate the moment the customer starts the application for consumer credit and the receipt of the money on his account. The Smartney service is available through brokers, at sales outlets and online.

In 2020, Smartney launched collaborations with many new online and offline partners like Lendo, Lendi, Platinum Financial, RCB, ePortfel24, Loando, Helikon, Open Finance, Rankomat, ePortfel24, PayU and Expander.

We have also been working with brand new partners to develop a remote application process over the phone (customers start the process over the phone and complete it online).

 **To know more about Smartney**



SIMPLE



FAST



DIGITAL

ON OUR WAY TO BECOMING A EUROPEAN LEADER IN SPLIT PAYMENT



GERMANY, THE 12TH ONEY COUNTRY

In September 2020, we launched our business in Germany. As the third largest e-commerce country in Europe, the German market is pivotal and at the cutting-edge of consumption: it therefore represents a major milestone on the path to achieving our goal of becoming a European leader in split payment solutions, and expanding our offer to our retail partners and customers.

TO CONQUER GERMANY, WE ARE OFFERING IN THE FIRST PLACE THREE FINANCING AND PAYMENT SOLUTIONS

THE SPLIT PAYMENT SOLUTION



The 3x 4x Oney split payment solution is an omnichannel payment service that allows consumers to pay for their purchases in instalments.

A 12-MONTH LONG-TERM LOAN

This solution is based on the same model as the 3x 4x Oney split payment. The 12-month period has been developed to meet the specificities of the German market.

BUY NOW PAY LATER

This solution will enable German consumers to defer their payments for up to 30 days free of charge. For even more flexibility, the solution can be combined with the split payment service offered by Oney, at the end of the 30 days, also free of charge. This new product is also available in France and will soon be rolled out in other countries where Oney operates.

With these payment solutions, we want to give German consumers the opportunity to realise their projects and goals and to choose a payment plan adapted to their needs.

We can now support our current partners who already do business in Germany - **such as Edenly, an online jeweller and Oney's first partner in Germany, whose German customers can now take advantage of our payment facilities - as well as our future partners, with solutions tailored to their purchasing path.**

ONEY IS PURSUING ITS AMBITION AND GETTING CLOSER TO IT EVERYDAY: BECOMING THE EUROPEAN LEADER IN SPLIT PAYMENT SOLUTIONS.

Already available in five countries (France, Spain, Italy, Portugal and Belgium), **our 100% digital and secured payment solution was launched in two new countries in 2020: Germany and Romania.**

In December 2020, Oney signed its first partnership for 3x 4x Oney in Germany - the third largest e-commerce country in Europe. German customers of online jeweller Edenly can now benefit from Oney's services, make their purchases and pay online in a convenient way thanks to our 3x 4x Oney split payment solutions, and «Buy Now, Pay Later» thanks to a new feature that allows customers to defer payments for up to 30 days free of charge.

A huge step forward for our expansion in Germany: less than three months after launching our business in this country.

With a presence in Romania for the past 14 years, Oney already offered payment and financing solutions for Romanian consumers in the country's 51 Auchan and Leroy Merlin stores.

Oney took a new step in December 2020 by offering the «3x4x Oney» split payment solution to customers of Altex (Romania's no. 1 retailer of electronic products) and Flanco (major retailer in the IT field).

LEADER

IN SPLIT PAYMENT
IN 4 EUROPEAN
COUNTRIES

7

WE OFFER OUR SPLIT
PAYMENT SOLUTIONS
IN 7 EUROPEAN
COUNTRIES

1/3

1 SPLIT PAYMENT
OUT OF 3 IN FRANCE
IS MADE BY ONEY

BEST

ACCEPTANCE RATE
OF THE MARKET

550 PARTNERS

THE GROWTH OF
OUR PARTNERSHIPS



In 2020, 550 partner retailers and e-retailers do trust us.

Thanks to and alongside them, we can help our 7.8 million customers improve their daily lives and consume better. We are now an indispensable player in payment solutions and purchasing experience.

In the seven countries where we offer our 3x 4x Oney payment solutions, many new retailers signed up.

WE ARE LEADERS IN
FRANCE, PORTUGAL,
ITALY AND ROMANIA.

A SIGNIFICANT INCREASE.

Thanks to our development strategy through a policy of partnerships, **our market share has significantly increased in 2020.**

LEADER IN SPLIT PAYMENT.

In France, we have consolidated our position as leader in split payment with more than 30% of market share.

AGILITY AT THE SERVICE
OF NEEDS.

New merchants joined us this year, demonstrating our ability and agility to find solutions that meet their needs.

Many retailers have also renewed their trust in us and we are very proud to be able to support 550 (e)merchant partners.

NEW LOCAL PARTNERSHIPS.



IN FRANCE

The use of the «3x 4x» solution has intensified, both online during the lockdowns and when stores reopened, especially for the purchase of high-tech products, household equipment, healthcare and sport.



Since January, Oney has signed with new retail and e-commerce partners such as **Optic 2000, Royal Air Maroc, So Brico, Mon Lit Cabane, La Chaise Longue, Barbecue&co, Bexley, Agnès B, and more...**



We also expanded our partnership network in the payment sector with more than 20 new partners: service and payment providers (Adyen, Dalenys, PayPlug, Limonetik, etc.) and e-commerce modules (PrestaShop, Magento, Shopify, etc.). 100 new VSE/SME sites now use our 3x 4x Oney solution, thanks to the partnership with PayPlug.

Thanks to this expertise, we have been able to support our partners during the lockdown period in the implementation of their new purchasing process (click & drive, click & collect, etc.).

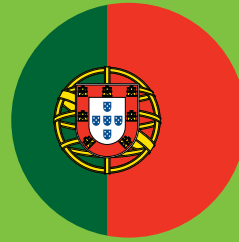


On top, the online long-term loan offering is attracting more and more clients, a good example being the Optic 2000 Group (Optic 2000, Lissac, Audio 2000), which has been rolling out both the split payment and online long-term financing solutions since June.



IN ITALY

Oney is developing the «3x 4x» solution with retailers including **WRS for car accessories, Musical Store for music and culture, San Marco for outdoor furniture, Conte for home insurance, and Philip Watch and Bluspirit for jewellery, to name just a few.** These partnerships have joined other partners that we have been supporting for several years, such as E-Price, a leader in e-commerce in Italy.



IN PORTUGAL

Oney has forged 12 new partnerships with major brands in various activity sectors, such as **La Redoute, Hey Phones, Egitana, Lanidor, 4paper, Adyen and PCDIGA.**

Like in France and Spain, in Portugal Oney signed a partnership with the Payment Services Provider (PSP) Adyen.



IN SPAIN

Oney has signed 20 new local partnerships. Our new partners include: **Sprinter, Cortefiel (Tendam), Kimoa, Xiaomi, Kave Home, Rodi Motor (150 physical sales outlets), Merida Bike, Honfa, Create Ikhos, and more.**



IN BELGIUM

Showroomprivé, Edenly, Pêcheur.com and Weekendesk all placed their confidence in us for their online split payment solution. **Le Roi du Matelas has also chosen us for its 55 stores across the country.**



IN ROMANIA

We continued our expansion with the launch of our flagship product, the «3x 4x Oney» split payment solution with:

Altex, no. 1 retailer of electronic products and Flanco, an electro IT retailer in Romania.

This solution perfectly meets the needs of Romanian consumers, in a country where e-commerce is booming, representing more than 4.3 billion euros, mainly in the IT and travel sectors.



IN GERMANY

Oney continued its European expansion with the launch of its activities in Germany in September 2020.

Germany is now the seventh country in which we offer 3x 4x Oney. Oney has even already launched its 3x 4x Oney and PayLater services in Germany with Edenly (jewellery).

Edenly was also our first 3x 4x Oney partner in Italy.

WE ARE NOW A KEY PLAYER IN THE PAYMENT AND SHOPPING EXPERIENCE AND THE LEADER IN SPLIT PAYMENT IN FRANCE, ITALY, PORTUGAL AND ROMANIA.

ONEY, THE PREFERRED PARTNER OF RETAILERS IN THE CIRCULAR ECONOMY.

Europeans are ready to embrace more circular consumption. The trend has been confirmed in a study carried out by Oney with Harris Interactive^[1]:

57% of French people say they bought used or reconditioned products in 2020, and the French people who bought used or reconditioned products in 2020 (50%) estimate that they will have spent an average of 255 euros over the course the year (excluding vehicles). It's a trend that Oney - a major player supporting circular commerce for several years already - is also observing on a daily basis.

The boom in the purchase of refurbished and second-hand products is also a reality in Oney's activities.

Indeed, the amount of purchases made using our split payment solution (3x4x Oney) in the circular economy sector has increased significantly in a year (up 67%).

 [See the full infographic](#)

57%

of French people say they have bought second-hand or reconditioned products in 2020

255€

the average expenditure over the year (excluding vehicles) on second-hand or reconditioned products

+67%

growth in the volume of purchases made using our split payment solution in the circular economy sector

[1] Oney study carried out online by Harris Interactive, with a representative sample of the French population aged 18 and over. 1,006 people were interviewed from 24 to 26 November 2020.



ONEY HAS ENDEAVOURED, OVER THE PAST SEVERAL YEARS, TO GIVE EVERYONE THE POWER TO ENGAGE IN BETTER CONSUMPTION BY SUPPORTING CIRCULAR COMMERCE.

To do this, we deploy solutions throughout Europe to a growing number of players in this sector. Some examples of partnerships with retailers whose business is wholly or partly dedicated to circular consumption:

- **In France** : BackMarket, Electro Dépot, Selency, Vestiaire Collective, Happy Cash and Kiabi;
- **In Italy** : Trendevice, Joojea, and more;
- **In Spain** : BackMarket and more.

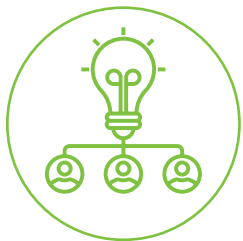
For several years now, we have also been supporting Showroomprive.com (France, Spain, Belgium, Italy) and Veepee, two major players who give unsold products a second chance, thereby limiting waste, and offer sales of reconditioned products.

A woman with long dark hair and sunglasses is looking off to the side. She is holding a baby in a stroller. The baby is wearing a brown fuzzy hat and a green pacifier. The woman is wearing a red jacket. The background is blurred.

CONSTANT IMPROVEMENT
OF THE CUSTOMER
EXPERIENCE

At Oney, we are always looking for the best customer experience possible, to create a smooth and memorable shopping experience, and faster and simplified shopping journeys.

INNOVATION IS ONE OF THE KEYS TO OUR GROWTH AND TO THE DEPLOYMENT OF THE PURCHASING PATHS OF TOMORROW, MORE FLUID AND MEMORABLE.



A COLLECTIVE DYNAMICS

In our Group, this quest for constant improvement is the result of a collaborative approach that brings together our Talents, partners, startups, and key players in the field of innovation.

BY STIMULATING CURIOSITY AND ENCOURAGING INITIATIVE,

we can create an environment conducive to open innovation right across the group, with a spirit of community and co-creation.



2020 WAS NO EXCEPTION.

We developed and extended our product range to offer **more solutions to our customers and help them improve their daily lives and consume better.**



IMPROVING RETAILER INTEGRATION.

Our innovations are not only aimed at improving the customer experience but also the partner experience.

In France, we improved the process for integrating retailers, to optimise each step (approval, contract, qualification, etc.) and considerably reduce the integration time for our solutions.

THE YEAR OF CARE





AT ONEY, WE HAVE BEEN MOBILIZING THROUGHOUT THE YEAR.

During this unusual year, our focus remained firmly on supporting our employees, customers and partners, always putting people at the heart of our concerns. 2020 was marked by an unprecedented health crisis, with major economic and social consequences on a global scale.

At Oney, we worked hard to support our customers, partners and employees throughout this difficult time,

as well as assisting healthcare staff and patients, through human, organisational, financial and material support.

THIS STRONG COMMITMENT LIES AT THE HEART OF OUR SOCIAL RESPONSIBILITY POLICY FOR A FAIRER, MORE HUMAN, AND MORE SUSTAINABLE WORLD.

OUR MAIN GOAL WAS TO BE AT THE SIDE OF THE MOST FRAGILE CUSTOMERS DURING THE CRISIS.

As a result, nearly 800,000 customers have been supported in Europe and almost 300,000 have been actively contacted in France, to assess their situation and offer them some possible solutions.

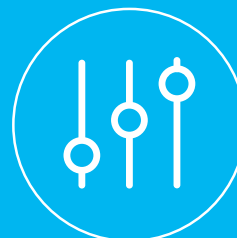
IN FRANCE, WE ALSO STRENGTHENED OUR PARTNERSHIP WITH THE CRESUS NETWORK OF ORGANISATIONS, TO PREVENT OVER-INDEBTEDNESS,

better support customers in economically fragile situations, and help the French people learn to budget better.

Cresus has also trained our customer relations team in France to enable our employees to detect signals from fragile customers.



PAYMENT BREAKS
almost 15,000 payment breaks granted.



DEBT RESTRUCTURING OFFERED
to certain customers in difficulty.



IMPLEMENTATION OF MORATORIA
for certain customers in fragile situations, in several European countries.

WE HAVE CONSISTENTLY REMAINED ATTENTIVE TO OUR CUSTOMERS.



THE «LISTENING TO CUSTOMERS» TRAINING

In Portugal, for example, we launched the «Listening to Customers» project, **a training programme born out of our societal commitment «Using digital technology for the benefit of human relations».**

Originally online, this training has been adapted so that it can be done 100% remotely. **Through advisers, all employees can listen to recordings, at Oney headquarters or at home!**

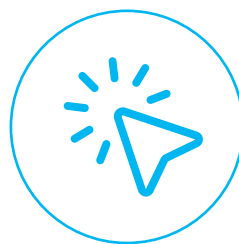


A DEDICATED WEBSITE FOR MORE INFORMATION.

In Hungary, the teams created a website (<https://www.oney.hu/koronavirus>) providing all the information on the credit moratorium and updated government guidelines related to the moratorium.

A FAQ section section was also available on the site. **Between April and December 2020, the site was visited 14,451 times : a great success!**

WE HAVE
SUPPORTED OUR
RETAIL PARTNERS
THROUGH A VARIETY
OF MEASURES.



SUPPORTING

Support for popular retail channels during the lockdown (e-commerce, click & drive, click & collect).



BACKING UP

to help partners return to business once the shops reopened. For example, **in several countries, we implemented considerable commercial actions, with payment or credit in 10 instalments without charge.**



ADAPTING

Adaptation of support and training systems with new remote formats, (e-café, etc.).
Adaptation of our payment routes in response to our partners' omnichannel developments: implementation of click and collect, call to pay, etc.

WE HAVE STRONGLY SUPPORTED OUR PARTNERS WITH:



At Smartney, we actively supported our offline partners by offering them a process through which brokers can accept customer enquiries over the phone and finalise contracts on the Smartney website.

We also introduced webinars and remote meetings with brokers to keep them informed of developments in the sales process.

In addition, we made the call centre an efficient new sales channel.



At Oneytrust, we sent emails and offered enhanced advice on fraud prevention – following an upsurge in cases during lockdown.

WE HAVE TRULY WORKED SIDE-BY-SIDE WITH OUR PARTNERS TO HELP THEM RECOVER THEIR LOST REVENUE AS MUCH AS POSSIBLE.

We are also proud to have contributed to the collective effort, offering support to healthcare staff and patients.

EXAMPLE OF OUR LOCAL ENDEAVOURS INCLUDE



DONATION OF MASKS

Donation of 70,000 masks to several hospitals and medical centres in France to cope with the shortage at the beginning of the crisis.



DELIVERY OF 2,200 TABLETS TO HOSPITALS AND NURSING HOMES.

A partnership with the Foundation des Hôpitaux de Paris - Hôpitaux de France, working alongside the Boulanger Foundation.



CONSTRUCTION OF A FIELD HOSPITAL.

Participation in the construction of a field hospital in Romania with Auchan and Leroy Merlin.

Faced with the difficulty and uncertainty of this highly unusual year, we have demonstrated resilience, agility and unity. We have collectively come up against unprecedented challenges and have successfully stayed the course.

We managed to switch to 100% teleworking in just 24 hours and have proven our ongoing resistance to two waves of the pandemic (and several lockdowns).

TO SUPPORT AND PROTECT OUR EMPLOYEES DURING THIS DIFFICULT TIME, WE HAVE IMPLEMENTED A SERIES OF MEASURES.

THE SWITCH TO 100% TELEWORKING

in just 24 hours in March,

LISTENING AND PSYCHOLOGICAL SUPPORT.

The implementation of advice and psychological support units, open 24 hours a day, 7 days a week - primarily in France and Portugal,

PERMANENT ADAPTATION.

Continuous adaptation of the pace of teleworking and presence on site according to government guidelines,

FREE SOPHROLOGY SESSIONS.

In France, free sophrology sessions have been offered to all employees to learn to better deal with working from home,

CONTINUED RECRUITMENT.

New employees also continued to be recruited during the first lockdown, joining the team remotely with all the support and equipment necessary to bring them on board in the best possible conditions.

WE HAVE SUPPORTED OUR EMPLOYEES TO HELP THEM DEAL WITH THE TRANSITION TO MASS TELEWORKING, BY:



CREATING WEBINARS

on new ways of organising work (how to successfully WFH, quality of life when teleworking, how to manage remotely, etc.).



LAUNCHING OUR OWN CORPORATE SOCIAL NETWORK

to keep people connected and reinforce a sense of immediacy,



DISTRIBUTING PREVENTIVE KITS

to employees upon their return to the office in Spain, Hungary, Malta, etc



IMPLEMENTING NEW COMMUNICATION RITUALS

in all our countries (newsletters, a virtual Christmas celebration in Spain, a new intranet in Portugal, challenges at Oneytrust to maintain team cohesion, etc.).



NEW HEALTH INSURANCE FOR EMPLOYEES

introducing, in Hungary, a new health insurance for employees, including an annual check-up and free flu vaccination.

SMARTWORKING, THE CHANGE MANAGEMENT MISSION.

As the «future of work» seems to have already begun, in the Summer of 2020, we began an international brainstorming exercise to come up with new ways of working at Oney.

This process was followed by the launch of a change support mission, named «smartworking», the aim of which is to define a framework for the intensification and widespread deployment of teleworking over the long term.

The result will be a change management plan, consisting of focus areas such as managerial techniques, tools used, and so on, and for all Oney employees.

LISTENING TO EMPLOYEES AND TO THEIR NEEDS.

We have also conducted several surveys throughout the year to ask employees about their well-being, their energy levels and their working conditions.

These surveys, specifically created to respond to the situation at hand, enabled us to quickly put in place the necessary actions to improve the daily lives of our teleworking employees.

They also helped us to appreciate the unwavering and often heightened commitment among our employees to keeping Oney operational and serving our customers and partners: indeed, we have achieved record participation and engagement scores!

Our NPS increased by 8 points between December 2019 and December 2020.

MAINTAINING THE COURSE AND THE WELL-BEING OF EMPLOYEES.

These different measures and the commitment of our teams have enabled us to stay the course on all of our strategic projects, while ensuring the well-being of our employees.



TOGETHER FOR A FAIRER,
MORE HUMANE AND MORE
SUSTAINABLE WORLD

2020 was about prioritising our commitments, in line with our global Oney 2024 strategy and reinforced by the ongoing pandemic.

THIS WORK TO PRIORITISE AND STRENGTHEN SOME OF OUR COMMITMENTS WAS OUR FIRST PROJECT FOR 2020.

WE HAVE REAFFIRMED OUR FOUR MAIN AREAS.

1. SUPPORTING AND ENCOURAGING «BETTER CONSUMPTION»

in response to the urgent need to establish more circular and more inclusive consumption: managing your money better, using your credit better, and making better choices about what you buy.

2. HONOURING OUR PLEDGE TO CUT CARBON EMISSIONS,

in the respect of Paris Climate Agreements.

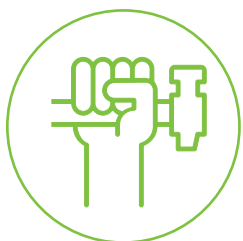
3. PUTTING PEOPLE

- customers, employees and partners -
at the heart of our digital transformation.

4. ENSURING THE EMPLOYABILITY

of our employees in a changing working world.

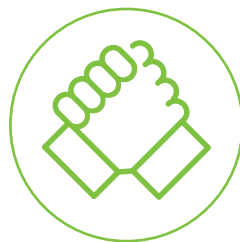
SUPPORTING AND ENCOURAGING «BETTER CONSUMPTION».



WE ARE TAKING ACTION SO THAT EVERYONE HAS THE POWER TO ENGAGE IN BETTER CONSUMPTION.

Through our solutions and services, we allow our customers to better manage their budget, make better use of their financing and better choices about what they consume and buy.

Examples include our work in Spain, with our preferential loan in partnership with Leroy Merlin for all home renovation projects, and in Romania, where we have developed zero-interest loans for the purchase of electric scooters and bikes at Auchan.



ONEY SUPPORTS RETAILERS IN THE CIRCULAR AND SUSTAINABLE ECONOMY,

providing our customers with the means to access informed and quality consumption for a better life together in the future.

We have established key criteria for players in the circular economy with whom we want to establish promising and useful partnerships. It marks the start of a new partner relationship that jointly encourages «better consumption» and meets the demands of consumers who favour the circular economy.

 **Watch the video to know more.**

In addition, we are making our teams aware of the principles of the circular economy.


We organised two conferences for Corporate employees and our General Management team took part in an e-learning expedition dedicated to the circular economy and better consumption.

TO REDUCE OUR CO2 EMISSIONS, WE HAVE IMPLEMENTED A NUMBER OF ACTIONS:

From January 2021 for all the Oney Group 100% of our electricity consumption is covered by Guarantees of Origins from renewable energy production. We have, in fact, signed a partnership with Origo. By way of this endeavour, we are supporting the development of renewable electricity production at the right price.

Based on the SBTi method, our carbon trajectory between now and 2024 has been decided. **To achieve our objectives, 36 global action plans have been defined, involving all the Group and all our employees.** We will take action in the areas of purchasing, business travel and information systems services to successfully implement a low-carbon operating approach.

We have confirmed our membership in the inter-company organisation «ACTS AND FACTS». **Acts and Facts aims to pool efforts and good practices in the fight against climate change, to raise awareness and to provide training.** We actively participate in 5 of the 12 decarbonisation and circular economy projects related to our businesses. **This active participation demonstrates our desire to provide solutions to support better consumption.**

 To know more about Acts and Facts



100%

OF OUR ELECTRICITY CONSUMPTION IN 2021 WILL BE COVERED BY GUARANTEES OF RENEWABLE ORIGIN

36

ACTION PLANS TO REDUCE OUR CARBON FOOTPRINT

5

DECARBONISATION AND CIRCULAR ECONOMY PROJECTS WITHIN ACTS AND FACTS

ENSURING A HUMANE DIGITAL TRANSFORMATION.



DIGITAL, AN ESSENTIAL CHANNEL.

Pandemic aside, we know that digital technology has become an essential channel for accessibility to services and consumption.



FOR THE PAST 37 YEARS,
OUR TEAMS HAVE BEEN
WORKING TO SIMPLIFY
OUR PROCEDURES

so that our customers can make their projects a reality and improve their daily lives. And in 2020, digitising our solutions and subscription paths was even more of a priority.

For example, in Portugal, customers can now obtain a personal loan at a brand's site through a fully digital process and using digital signature by OTP (One Time Password), while in France they can add an electronic signature via mobile.

ENSURING THE EMPLOYABILITY OF OUR EMPLOYEES



WE HAVE ADAPTED TO NEW WAYS OF WORKING.

In 2020, we had to adapt to new working methods and invent different ways of managing the onboarding of new employees, as well as the continuous training of our Talents and monitoring the performance of our teams.

In Spain and Portugal, our induction and integration processes have been revised to guarantee the best possible welcome to new employees.

Named the «YOU Programme» in Portugal, the approach includes the distribution of a welcome kit, a COVID-19 prevention kit, an office tour, introduction of the team, customer opinion recordings, training on our Oney 2024 strategy, compulsory training courses, and more.

In France, managers have taken training courses on remote support for teams.

HR teams in all our subsidiaries are always careful to ensure that performance and development reviews are carried out annually for every member of staff, and that these are occasions for considerate and constructive discussions.

WE HAVE BEEN
RECOGNISED AS
A RESPONSIBLE
FRENCH COMPANY.



Proof of the importance of our CSR commitments for Oney but also for our employees : in 2020, 100% of the Group's employees had a CSR target in the variable part of their remuneration.

Our actions have not gone unnoticed. We have been recognised as a socially responsible French company.

IN THE RANKING MADE BY LE POINT,
OUT OF MORE THAN 2,000 FRENCH
COMPANIES, WE HAVE RANKED:

9th

place in the banking/finance
sector

120th

place in the overall list

This recognition is a fantastic acknowledgement of our societal commitments and our achievements in this field.

To find out more, Mylène Engespach, Transformation, Communications and CSR Director at Oney, shares her pride and highlights examples of progress already achieved by Oney, in particular to encourage better consumption.



Watch the interview of Mylène Engespach

A photograph of three people in a social setting. In the foreground, a woman with short dark hair is laughing heartily, wearing a red, blue, and white plaid shirt and a pearl earring. Behind her, a man with a beard and a blue button-down shirt is also smiling. To the left, another person is partially visible, wearing a blue patterned top. The background is softly blurred, suggesting an indoor environment with warm lighting.

WORKING BETTER
TOGETHER

To support our Oney 2024 strategy, in 2020 a new organisation was set up, allowing us to

PULLING TOGETHER AND MOVING FORWARD THROUGHOUT EUROPE IN A COHERENT AND COORDINATED WAY.

MAKING EVERYONE'S WORK EASIER AND MORE EFFICIENT.

To do this, we are encouraging the use of shared tools and are rolling them out across all our subsidiaries to facilitate everyone's work and become even more efficient.

A CORPORATE SOCIAL NETWORK IN ALL ONEY SUBSIDIARIES!

In Spring 2020, in the midst of the first lockdown, we decided to launch our Corporate social network in all of Oney's subsidiaries.

This new interface, made available to all employees, keeps our teams updated on all the latest Oney news from around the world, for browsing and reading as well as instantly circulating information, best practices and achievements, and to celebrate and share our success.

TEAMS, OUR COLLABORATIVE PLATFORM.

Teams is also now used Group-wide at Oney. This collaborative platform allows employees to share files within their teams and work together jointly and simultaneously.

In addition, at Oney, we also use it as a tool for our videoconferences, thereby helping us to reduce the number of business trips we take, and cut our CO2 emissions as a result!

TAKING THE PULSE OF OUR COMPANY AND GIVING OUR EMPLOYEES A VOICE.

Launched at Oney in 2019, we continue to use a shared tool to measure our Employee NPS, to check the pulse of our company and give our employees a voice.

In 2020, this tool was especially useful for us to stay connected with our teleworking employees and send out surveys to check on their well-being, their energy levels and their working conditions.

These surveys, specifically created to respond to the situation at hand, enabled us to quickly put in place the necessary actions to improve the daily lives of our teleworking employees.

They also helped us to appreciate the unwavering and often heightened commitment among our employees to keeping Oney operational and serving our customers and partners: indeed, we have achieved record participation and engagement scores!

A close-up photograph of a man with a joyful expression, laughing heartily. He is wearing a dark blue t-shirt. The number '28' is printed on the t-shirt in a large, white, outlined font. The background is blurred, suggesting an indoor office or public space setting.

28

Employee NPS
during first lockdown
(March - April 2020)



GOVERNANCE

STRENGTHENED GENERAL MANAGEMENT TEAM TO BOOST ONEY'S GROWTH.

In October 2019, the Oney Group restructured its General Management team.

These changes clearly demonstrate the Group's determination to put the customer at the heart of its strategy and to step up its European deployment.

The Oney Board of Directors has renewed its confidence in Jean-Pierre Viboud, CEO of Oney Group since 2008, by confirming his position and in Nicolas Dreyfus by appointing him Deputy Managing Director and Executive Director.

Oney's General Management has also been bolstered by the arrival of four new members since end of 2019:

- Mylène Engelspach
- Daniel Louis
- Théo Ahonoukoun
- Yann Couvet.

These four new Directors, with their varied career backgrounds, reinforce the expertise of this experienced team.

Chairman of Oney Bank Board of Directors:

Jean-Yves Forel

Oney General Management Team:

Jean-Pierre Viboud

Théo Ahonoukoun

Julien Cailleau

Yann Couvet

Benoît Derville

Nicolas Dreyfus

Mylène Engelspach

Daniel Louis

Gilles Marion

Eric Platiau

Marion Sanchez

To find out more about the members of Oney's General Management and our Board of Directors, go to oney.com.



MYLÈNE ENGELSPACH, GROUP TRANSFORMATION, COMMUNICATION AND CSR DIRECTOR.

Mylène Engelspach joined Oney's General Management in October 2019 as Group Transformation, Communications and CSR Director.

This Department supports the Group's transformation and European growth and plays a cross-functional role, in connection with all of the Group's internal and external stakeholders, to set Oney on its path to transformation.

A graduate of EDHEC Business School.

In 2005, Mylène joined Oney in 2005 as External Communications Officer.

From 2008 to 2009, she was in charge of Business Foresight and Development within the France Marketing Department.

In 2013, she is appointed Group Communications Manager, then Communications and CSR Manager for the Group and France.

In April 2017, in response to our growing international objectives, Mylène Engelspach focused her attention on the Group scope and took on the role of Group Communications, Brand and CSR Manager.

In March 2018, she became Director of Communications, Brand and CSR.

You can see Mylène Engelspach's profil on [**LinkedIn**](#)

THÉO AHONOUKOUN NEW GROUP HR DIRECTOR.

Théo Ahonoukoun holds an Executive Master's degree in Human Resources from Sciences Po Paris and a Master's degree in Management from ESSEC Business School in Paris. **He has spent his entire career in the banking sector. He has held several positions in the Human Resources Department** of Banque Populaire du Nord until he became to become Head of Human Resources.

In 2017, he was appointed Director of Human Resources and Communications at Hoist Finance, where he defined and managed the company's HR strategy and policy.

His expertise, his authentic and personal approach, and his determination will contribute to driving Oney's transformation, to achieve our objectives for growth:

- by amplifying cross-functionality and synergies between the various entities and teams in the Group,
- by developing and attracting the Talents necessary to achieve Oney's ambition,
- by strengthening the internal and external employability of the 2,600 Oney Talents, so that everyone can build its own career path, one of the main pillars of Oney's social commitment.



See Théo Ahonoukoun's
career on [LinkedIn](#)



GROUP CFO SINCE JANUARY 2020.

Daniel Louis, the Group's CFO, has a Master's degree in Computer Appliances. He has acquired a wealth of experience in the international banking and financial sectors, most notably in his role as CFO for Asia and at the Headquarters of Société Générale, where he spent 18 years of his career.

He then became Head of Financial Steering and then Director of Strategy at Natixis.

His financial and managerial skills along with his human qualities are important assets for Oney, contributing to accelerating our growth.

You can see Daniel Louis's full career on **[LinkedIn](#)**

YANN COUVET, NEW GROUP RISKS AND CONFORMITY DIRECTOR.

A graduate of the Ecole Polytechnique and ENSAE ParisTech (French National School of Statistics and Economic Administration), Yann Couvet, new Group Risk and Compliance Director, **has spent his entire career in the banking and financial sector.**

He began by joining the Internal Audit team at Société Générale. During his career, he held the positions of Risk Manager, Deputy Director of Risk and Director of Financial Risk at the BPCE Group and then Chief Operating Officer in Trading at Natixis, a position he held for nearly five years.

His management experience and recognised expertise in the Risk business in the banking sector are valuable assets for Oney.

His professionalism, human values and enthusiasm will be key to accelerating Oney's transformation, to achieve the Group's objectives for growth.



Discover Yann Couvet's
background on [LinkedIn](#)



THANK YOU!

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