







ACTIVITY REPORT

● ● ● ● 2013

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In a changing world of new opportunities, Oney Banque Accord continues to grow, diversify and gain market share. 2013 is the 30th anniversary of our creation and our results are on the rise, thanks to our motivated and committed teams. This success is also driven by new business initiatives, which have enabled numerous projects focussed on the requirements of clients and partners to see the light of day. We have been joined by new partners, launched innovations and brought new products to market. International business has become a real growth driver, enabling us to offset the burden of legislative constraints affecting the way we do business, particularly in France.

For 2014, we have identified new growth levers and have an improved, updated and shared Vision to take us even further. We will enrich and simplify the customer experience. We will innovate to provide greater client satisfaction with simple, tailored solutions to boost their purchasing power as consumers. We are confident for the future of Oney Banque Accord, because we have ambitious and forward-looking business initiatives and professional and motivated employees to successfully implement them. Our daring, our simplicity and the confidence we inspire in our clients and partners will make the difference!

Jean-Pierre Viboud,
Chief Executive Officer
Oney Banque Accord



THE WORD



**Jérôme
Guillemard,**
Chairman
Oney Banque Accord

THE MANAGEMENT TEAM



BOARD OF DIRECTORS

Jérôme GUILLEMARD
Chairman of the Board of Directors
Régis DEGELKE
Henri MATHIAS
Xavier de MEZERAC
Gérard MULLIEZ
John ROCHE



EXECUTIVE MANAGEMENT

Jean-Pierre VIBOUD
Chief Executive Officer
Pierre ANTOINE
Risks Director
Thierry CHOPARD
Business Development Director
Benoît DERVILLE
Audit Director
Jacques GUILLAUME
Human Ressources and Communications
Director
Gilles MARION
Financial Director
Dominique STOURM-BRETON
Marketing Director

COUNTRY MANAGERS

Julien CAILLEAU Portugal MD	Denis MARDON Spain MD
Nicolas DREYFUS France MD	Agnès NIKITSKY Russia MD
Franck DUPREZ Romania and Ukraine MD	Christophe de POMPIGNAN, Hungary MD
Mathieu ESCARPIT Italy MD	Stéphane TANTER Poland MD
Corinne HOCHART Guarantee Company MD	Hélène CHEREL Head of Business Development Oney Romania
Edwina LECLERE Malta MD	
Tang LOAEC China MD	



KEY FIGURES 2013



9.4

BILLION EUROS
+20%

TOTAL PRODUCTION

14.1%

BASEL II
SOLVENCY
RATIO

3.2%

RISK RATE ON
OUTSTANDING
LOANS

7.6

MILLION
+3.6%

NUMBER OF CUSTOMERS

2.6

BILLION EUROS
+0.9%

OUTSTANDING LOANS

394.6

MILLION EUROS
+15.5%

SHAREHOLDERS' EQUITY
INCLUDING RETAINED
EARNINGS

STANDARD
& POOR'S
RATING

A
A-1

LONG TERM

SHORT TERM

373

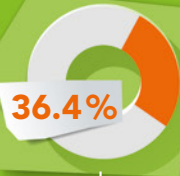
MILLION EUROS
+3.2%

NBI

54.8

MILLION EUROS
+51.1%

NET INCOME



SHARE OF NON-LOAN
BUSINESS IN NBI

2.2

BILLION EUROS
+13.5%

LOANS GRANTED

ABOUT US



Oney Banque Accord develops the business of its retailing partners, contributing to growth in sales and client satisfaction levels. It achieves this with innovative payment methods, financing and fraud management solutions and increasingly efficient customer relationship management tools.

Oney Banque Accord is both a retailer and a bank and puts this dual expertise at the service of leading chains such as Auchan, RT Mart, Leroy Merlin, Décathlon, Boulanger, Pixmania.com and Showroomprive.com.

In parallel, it offers these retailers' clients simple and accessible financial, insurance and payment services, which promote purchasing power in-store and elsewhere.



KEY WORDS 2013

Partner to the leading online and store-based retailers

- 11 countries
- 7.6 million clients
- 1,935 employees

OUR BUSINESS LINES

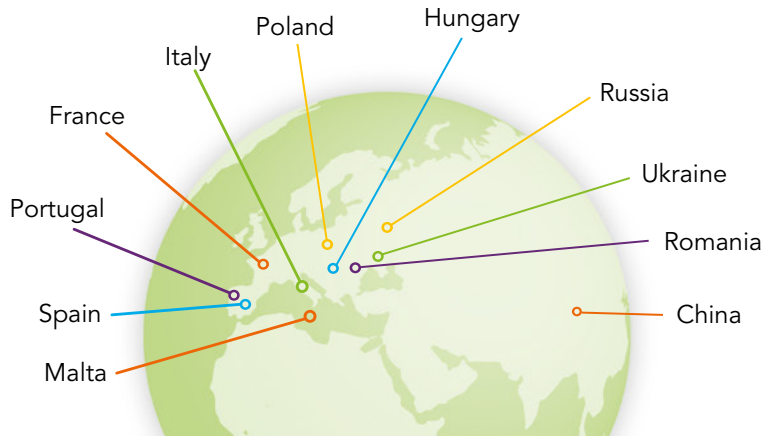
- Electronic payments
- Means of payment
- Consumer loans
- Insurance
- Fraud management
- Client knowledge

ONEY GENERATOR OF CONFIDENCE

- Because the relationship with our clients is built on confidence,
- Because each of us should have the confidence to live their life and realize their goals
- And because we act in a straightforward and creative manner.

OUR MISSION

Enrich and simplify your customer experience



ON INNOVATIONS

side



900

CLIENTS WERE ABLE TO
PAY BY FINGER
DURING THE SIX-MONTH
NATURAL SECURITY PILOT
SCHEME IN FRANCE.



Oney Banque Accord France has launched a brand new web site, built with its clients, which is the first site in its sector based entirely on responsive web design.

Innovation is core to the DNA and Vision of Oney Banque Accord. Driven by its staff'actors, the company generates momentum and growth opportunities for a secure future. Payment methods, anti-fraud measures, client service improvements, whether setting up a new business or simply improving an existing one, innovation is ever-present in the company and aims to optimize the experience of our clients and partners.

AUTOMATIC IS REVOLUTIONISING PAYMENTS AT THE WHEEL

Automatic was developed in an internal innovation programme jointly led by the Oney Spain and Alcampo (Auchan Spain) teams. It revolutionises payments at petrol stations.

The principle is simple: to reduce waiting times at petrol stations by identifying clients by their car registration numbers. The identified client then authenticates the transaction using his/her PIN but no longer has to use his/her card. The client's usual type of fuel, payment method, etc. is pre-recorded, so all that remains is for the client to authenticate the transaction and to serve themselves. This innovation was successfully tested in 2013 in two Alcampo stations and led to time savings of 30 to 50%. The roll-out and extension to other retail formats with terminals is being planned for 2014.





ELECTRONIC SIGNATURE OF CONTRACTS IN STORES, A FIRST IN FRANCE

Oney Banque Accord France introduced a major innovation in 2013 with a new unprecedented solution for the electronic signature of contracts. It is the **first French player to roll out this technology on a large scale in stores** with its partner Boulanger. This unprecedented process enables the chain to offer its clients an innovative new service. When the client applies for a card in-store, he/she signs the contract on an electronic tablet. The supporting documents are scanned and directly included in the file. The contract is no longer printed out in-store. **The chain and the client save 13 minutes on each contract.**

During the test carried out in the summer in the Boulanger store in Villeneuve d'Ascq (in the north of France), **100% of clients accepted this new way of signing contracts and 100% of clients said they were satisfied and considered this tool to be "modern" and "in keeping with the times"**. In addition to the time saved, electronic signature provides easy and secure access to the contract as it is stored and archived on the client's online area.



SELLSECURE, THE ANTI-FRAUD SOLUTION TO BE MARKETING FROM 2014

Whilst the online sales market is constantly growing, fraud levels are exploding and becoming a real and increasing threat for online retailers. **With the backing of years of expertise in managing the fraud risk on its own products**, Oney Banque Accord has decided to offer this expertise to online retailers in the form of a new solution: SELLSecure. The challenge for SELLSecure lies in efficiently combating cyberfraud whilst optimising the funnel conversion rate for online retailers. **Detect, analyse, research**, this brand new solution for transaction protection on the Internet provides online retailers with real-time anti-fraud protection based on predictive technology combining electronic surveillance and investigative tools with specialised anti-fraud investigators. **SELLSecure is therefore significantly different to other players in the market, as it combines human intelligence and predictive technology.** Launched at the end of 2012, the solution was approved for marketing in France by the French data protection agency, CNIL, at the end of 2013.



FLASH'N PAY, A UNIQUE CLIENT EXPERIENCE

A test version of flash'Npay was launched in 2013 with clients in an Auchan store in the north of France. Created by the retailers for their clients, protected by three security patents, flash'N pay is the first mobile payment solution from the retail sector. More than simply a means of payment, this application is perfectly suited to clients' requirements and expectations as regards shopping. **It provides perfect support for clients, accompanying them at each stage of their shopping:** making a shopping list, loyalty cards, automatic discount vouchers, payment, paperless receipts, etc.

It functions across channels, and is the only solution offered on the French market which can be used for online and in-store purchases accepting all of the client's loyalty cards and bank cards, regardless of their bank. Flash'N pay has signed a partnership agreement with Ogone, one of the major international operators for online and mobile payment services, proving just how strong the solution is.

In 2014, flash'N pay will continue to expand in France and internationally with reputable partners.



MANAGEMENT OF ELECTRONIC PAYMENT FLOWS, DEVELOPMENT OF A NEW BUSINESS LINE FOR RT MART IN CHINA

As part of its rapid growth in China, RT Mart was looking for a partner to provide support with electronic payments. Oney China invested in this new business line for RT Mart and at the end of 2012 put forward an efficient and innovative solution, which was accepted. The agreement signed gives Oney China **exclusive management of electronic payments by card at RT Mart hypermarkets.** Thanks to this contract, all checkouts in RT Mart stores are now equipped with Oney China payment terminals, 100% of payments by bank card are made via these terminals and 100% of RT Mart's prepaid cards are managed by Oney. In 2013, close to 20 million prepaid cards were issued by Oney China.



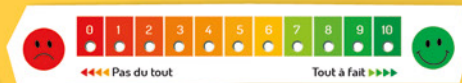
**ON
PARTNERS**
side



X2

THE NUMBER OF AUCHAN
STORES IN PARTNERSHIP
WITH ONEY ROMANIA IN 2013
DOUBLED.

To best respond to its retail partners' expectations, Oney Banque Accord France launched a new tracking system for satisfaction levels at the chains, enabling its partners' perception of service quality levels to be immediately assessed.



With its unique approach to financial services, Oney Banque Accord proves day after day that it is a different kind of bank, which places itself resolutely on the side of its partners and their clients. Originating within a large retailing group, Oney Banque Accord has always stood out, taking a retailer's approach to its banking business enabling it to provide support for leading online and store-based retailers.

NEW MAJOR PARTNERSHIPS

In 2013, Oney Spain and Oney Banque Accord France signed major new partnership agreements, which illustrate their dynamic business approach and ability to win over all types of retailers. Oney Spain signed a partnership agreement with Toys'R'Us and Babies'R'Us and their 42 Spanish stores. Meanwhile in France, a new partnership agreement was signed in 2013 with Darty.com. These two partnerships are evidence of Oney Banque Accord's ability to provide support for differing types of chains, irrespective of retail channel or positioning, with innovative tailored solutions, and with a distinctive retailer's approach.





ELECTRONIC PAYMENT SERVICES, A STRATEGIC RANGE FOR RETAILERS

Over the last few years Oney Banque Accord has developed new expertise in electronic payment services. Today this expertise is used by Auchan in France and Poland, RT Mart in China since 2013 and continues to be enhanced and used by increasing numbers of partners.

The issue of electronic payments is a crucial one and the reason behind the creation of Oney Banque Accord. New regulatory restrictions as a result of the growing challenges posed by data security are, now more than ever, accelerating the trend towards outsourcing this business. Retailers are looking for sustainable and reliable solutions for what is no longer core to their business.

To respond to this growing demand, Oney Banque Accord joined with Crédit Mutuel Arkea several years ago to create an EIG (named Armony). The aim is to develop a latest generation electronic payments platform, which will share volumes thus ensuring that it is competitive. Oney Banque Accord already handles a significant proportion of the electronic payment flows of Auchan France.

Oney Banque Accord's mission is to become a reference in electronic payment systems to provide support for its partners in-store and online, in France and around the world.



LAUNCH OF THE CRM BUSINESS IN ITALY

In 2013, Oney Italy repositioned its business **to focus on data exploitation and management** for Auchan and Simply. Checkout and loyalty scheme data actually generate value for retail chains, and are therefore a major issue for the sector.

In September 2013, in collaboration with Auchan Italy, Oney launched a **CRM laboratory aimed at extracting the maximum value from client data in particular by developing business performance indicators**. Starting with store sales, it helps understand variations by analysing client profiles and behaviour at the shelf, shelf sub-section and right down to product level.

Oney also analyses all Auchan flyers in order to evaluate their business efficacy, for example: Does my flyer generate new clients? How did my best customers behave?

Oney hosts the Auchan and Simply Italy databases containing checkout and loyalty scheme data for more than 5 million families.



PARTNERSHIPS WITH MALL STORES

As hypermarket clients also use the shopping malls and the chains in them, and as meeting client requirements means providing support with all of their shopping, **Oney Banque Accord has teamed up with the stores in shopping malls in Russia, Portugal and Hungary** in order to promote card acceptance and to offer its clients more advantages. So, 5% of purchases made with the Jumbo card in malls managed by Auchan or Immochan in Portugal are refunded in the form of a cashback to be used in the Jumbo hypermarket. In Hungary, discount vouchers to be used in stores in the malls have been included with the account statements of clients holding cards. Clients have been overwhelmingly in favour of this increase in the advantages associated with their cards. **An increase in visits to the chains and a fall in electronic payment costs, which the retailers appreciate.**



SUPPORT FOR AUCHAN'S EXPANSION

The prime mission of Oney Banque Accord has always been to support Auchan's expansion in all countries where it does business. In 2013, Auchan continued its expansion in the three geographic zones where it does business: Western Europe, Eastern Europe and Asia. Oney Banque Accord has supported this expansion being present with the full product range as new stores have opened. **2 new hypermarkets in France, 19 in Russia, 20 in Romania, 2 in Ukraine, 54 in China, 1 in Poland and another 57 to come there in 2014: Auchan's expansion provides new business opportunities for Oney Banque Accord.** This represents a real challenge for local teams, which have had to be strengthened in order to ensure commercial support in countries where **the number of hypermarkets has in some cases doubled (Romania in 2013) or tripled (Poland in 2014).**

**ON
CLIENTS**
side 



7.6

MILLION CLIENTS
WORLDWIDE

Oney Banque Accord is at the cutting edge of innovation, providing its clients with unprecedented experiences. In 2013 Oney Banque Accord clients were able to pay by finger and smartphone in France, be authenticated by their car registration plate in Spain and make contactless payments in Poland and Romania.

Oney Banque Accord was historically set up to enable clients to pay for and finance store purchases, and has, over the least 30 years, developed a broad range of financial and non-financial products to boost its clients' purchasing power. Oney Banque Accord provides daily support for over 7.6 million clients worldwide with their payment, financing, insurance and providential requirements.

THE CLIENT STANDS AT THE HEART OF THE COMPANY

Oney Banque Accord's Vision 2020 aims to place the client physically or virtually at the heart of the company. As part of the company's 30th anniversary celebrations, numerous campaigns have been organized in most countries to include the client. Small gifts and messages for the birthday of clients in Romania, special offers for the 30th anniversary in Hungary: **the year has been characterized by numerous client offers**. The high point was in France, where 100 clients were invited to a party celebrating the 30 years of existence of Oney Banque Accord. They were able to visit the offices, meet the teams, give their feedback and enjoy the unique celebrations with the staff'actors of Oney Banque Accord France and representatives of its retailing partners.





PRODUCTS THAT BOOST PURCHASING POWER

Core to the DNA and Vision of Oney Banque Accord as a retailer is its mission to boost its clients' purchasing power. In 2013, there were numerous campaigns to this end. **France and Russia relaunched cashback schemes attached to their Auchan bank card.** Each time the card is used it generates a cashback to be used in Auchan hypermarkets. In Portugal, the same cashback system has been implemented in the malls managed by Auchan and Immochan: each purchase made using the Jumbo card in stores in these malls generates 5% cashback. The cashback is 1% for all purchases made with the card outside of these mall chains. Numerous countries have reviewed their card range: Poland and Romania have added contactless payment, Portugal has launched a bank card and France has added the option of immediate debit. **All these changes have the same aim: to give clients access to products to boost purchasing power.**

At the same time, there have been many campaigns during the year providing clients with limited offers: 3% cashback for a month in Hungary, or in Poland, free credit for 4, 10, 24 or 36 monthly payments at Auchan and 100 PLN (25 euros) offered for 200 PLN (50 euros) spent with the Leroy Merlin card. Finally, Portugal has launched a restaurant card, initially for Oney and Jumbo employees.



MOVING TOWARDS SOLUTIONS WITH HIGHER INSURANCE COVER

In response to client expectations, Oney Banque Accord has broadly diversified its business, in particular with the move towards products providing increased insurance cover in all countries. 2013 was no exception, with the launch of numerous products. **Portugal** successfully launched an extended guarantee range sold in Jumbo-Box stores. This product offers additional cover to the manufacturer's guarantee of 1 or 3 years for all household electrical goods, including small items (this is a unique product in the market replacing goods that break down) and CDs and DVDs for damage and theft. **Poland** has also signed a new partnership agreement with Allianz for the sale of home insurance. **Spain** has launched funeral insurance. Finally, **Hungary** has also strengthened its range, in particular with extended guarantees. To support these countries, the insurance subsidiary based in Malta has expanded with the aim of strengthening capacity in order to support future projects. In 2013 she became the insurer of the "Garantie Moyens de Paiement" marketed in France.





CONTACT VIA THE WEB INCREASINGLY EFFICIENT

Numerous countries improved their web channel in 2013. Poland and Spain launched a new web site as part of the brand change from Accord to Oney. France has also completely overhauled its client site. Based on the observation that 1 in 3 emails sent to clients are opened using a smartphone, Oney **Banque Accord France's site is based fully on responsive web design, a first in the consumer credit sector in France.** 1,000 pages, 60 functionalities, client pages and prospect pages, simulators, etc., all of the site's content is automatically adapted to the device used by the client (PC, smartphone, tablet, etc.). At the same time, the site has been simplified so that only four headings are presented making navigation easier for users. As for the client pages, these have been fully reviewed to make them more user-friendly and straightforward. **In Portugal, as well as the website, the e-account statement has been completely redesigned and enhanced.** Thanks to a new more dynamic colour design, the revised version of the e-statement will make it easier to read transactions made. New personalised areas dedicated to client communication have been set up, including as an example, ongoing and forthcoming special offers by partners.



CLIENT SATISFACTION, STEERING THE COMPANY

Client satisfaction has always been a priority for Oney Banque Accord in all countries. Two countries, France and Portugal, have been specially organised to monitor client satisfaction extremely closely. Portugal carries out very regular research to track this. **Throughout 2013, the satisfaction rating was held at an excellent level of 8.55/10, on a rising trend.** The main qualities cited are confidence, transparency, innovation, perfect knowledge of client requirements, swift resolution of problems and the proximity of the Oney teams.

In France, client satisfaction has been tracked real-time since 2012. Following contact with Oney Banque Accord, the client is invited to give a rating and to add a comment. This scheme produces a very detailed study channel by channel and allows targeted action to be taken as quickly as possible to best satisfy clients. At the end of 2013, results had improved. **This core ranking given by clients and communicated each quarter is an integral part of the bonus calculation for each employee in the country.**

ON CSR
side ○○○○





MILLION E-ACCOUNT STATEMENTS SENT IN 2013

In order to provide ever improved support for clients in financial difficulties, Oney Banque Accord France has signed a partnership agreement with the Crésus organisation to offer free and confidential support with financial planning for certain indebted clients.

Oney Banque Accord aims to grow with respect for its various stakeholders, employees, clients, partners, suppliers, the environment and civil society. Four major targets have therefore been set: to encourage our staff'actors to fulfil their potential; to make financial services available to the greatest number; to campaign for the development of healthy lending; to avoid waste and to safeguard resources.

TO CAMPAIGN FOR THE DEVELOPMENT OF HEALTHY LENDING

In France, Oney Banque Accord has campaigned for the implementation of a central consumer database («fichier positif») for many years. In 2013, implementation of the Registre National des Crédits was enriched in law. It is regrettable that the Constitutional Council censured it. Just as is the case in more or less all other European countries, this register would have helped to severely curb the opportunity for accumulating credits and would have opened up acces to loans for sections of the population excluded to date. By providing lending institutions with reliable and complete information, it would have represented an efficient means of combatting over-indebtedness in France. Nethertheless, Oney Banque Accord continues to support its clients in the best possible way . For exemple, in an effort to improve its understanding and support for these difficult situations further, Oney Banque Accord France has taken a third seat on a commission on over-indebtedness aimed at analysing and assessing the admissibility of files and proposing solutions to regularise the situation of those concerned.

In Portugal, where a national consumer credit database already exists, the Oney teams have rolled out a training module dedicated to managing the household budget in order to share good practice on this issue, to show how loans should be used properly and to prevent cases of over-indebtedness arising. This module has so far been presented to the employees of Oney and Jumbo. In the next stage it will be adapted for presentation to clients.





TO MAKE FINANCIAL SERVICES AVAILABLE TO THE GREATEST NUMBER

Oney Banque Accord's mission is to offer simple, high-performance products, available to everyone. Just like retailers who accept all clients in their stores, Oney Banque Accord wants to make financial services as accessible as possible to its clients, whilst guaranteeing them impeccable quality. In 2013, Oney Banque Accord France's life insurance product again received critical acclaim from the market, ranking amongst the best performing products in all awards in the sector. **Oney Banque Accord positions its products in all countries to offer the best value for money and to reach the greatest number of potential clients.** In 2013, Oney Portugal launched the Jumbo bank card, which completes the card range for the Jumbo chain and ensures a range that is accessible to all clients, from the prepaid card through to the bank card. With this card range Oney Portugal has something to offer every client. Oney Banque Accord France has added the "immediate debit" option to the Auchan bank card in order to provide a product to match client expectations. In all countries, insurance and prudential products provide clients with insurance cover from top-quality and inexpensive products.



TO AVOID WASTE AND SAFEGUARD RESOURCES

Oney Banque Accord has campaigned for several years in numerous countries to limit paper use and ensure recycling of used paper. **So in 2013, 19 million e-account statements were sent out in France, Spain and Portugal, saving 380 tonnes of paper.** In Portugal, at the end of 2013, 87% of clients had chosen to receive an e-account statement. In France, the roll-out of the electronic signature solution at 42 Boulanger stores saves 50 sheets of paper on each new contract. In 2014, this solution will be rolled out with other partners saving even more paper whilst ensuring an improved service for clients. **What's more, paperless account statements and contracts ensure greater security in the storage of these documents for clients.**

Recycling solutions have been set up in all countries, just as in Spain, where information sessions are held regularly. **In France, Spain and Portugal, 28.3 tonnes of paper were recycled in 2013.** In addition to these examples, most countries run campaigns to raise awareness about waste generally (water, electricity, gas, paper) and recycling (batteries, light bulbs, paper, plastic, etc.).



TO ENCOURAGE OUR STAFF'ACTORS TO FULFIL THEIR POTENTIAL

Committed, straightforward and enthusiastic, these three adjectives perfectly illustrate the state of mind of Oney Banque Accord's staff'actors. With an average age of 35 in 2013, more than 24 different nationalities, a balance of men and women and staff'actors from both banking and retail sectors, Oney Banque Accord's profile differs strongly from that of the market, in all countries. The company puts this difference to work for its clients and partners, who notice its impact on a daily basis.



Since its set up, Oney Banque Accord has developed an original human resources policy based on the values of **Confidence, Sharing and Progress**. With its staff'actors, day by day the company creates a working environment to favour innovation and self-fulfilment for everyone.

In 2013, construction began on the new Oney Banque Accord headquarters where the French and international teams will be based from September 2014. This new headquarters, with a Breeam rating of Very Good*, was conceived to offer an open, modern, user-friendly working environment, reflecting the company's spirit in the building itself.

Internal mobility is favoured. In 2013, 46% of recruitment requirements were met internally in France and 5% of Spanish employees changed jobs, reflecting a policy that offers employees real development opportunities.

Development opportunities are also created thanks to **continuous expansion of the training programme**. Oney University, launched in 2009 with three schools (Loans, Management and Sales), was expanded with the addition of the CRM school in 2013, and the Insurance school will add further value from 2014.

* for more details, read the CSR Report.



TO MAKE EMPLOYEES ACTORS IN THEIR OWN COMPANY

Oney Banque Accord's aim has always been to make its employees actors in their company. For this reason the company is based on an **organisation that encourages responsibility at all levels**. It favours participatory management, and this includes when setting strategic perspectives. The 2020 Vision was set in 2008, then shared and permanently enhanced with the support of all of the staff'actors in all countries. In 2013, employees were again engaged in setting the strategic direction for the years to come and reviewing the Vision, with all managers from all countries involved. Making teams responsible is also achieved by Oney Banque Accord's desire to have every staff'actors participate in the company's results. **The collective remuneration structure is thus imbued with the value of "sharing assets"**. The scheme is most advanced in France and Portugal via the triptych of "profit-sharing, performance incentives, share ownership", but other countries also aim to achieve this level of participation. In 2013, Poland set up a system of performance incentives and Hungary will follow suit in 2014.



Find out more about Oney
Banque Accord's CSR
commitment in the 2013
CSR report





FINANCIAL results





BALANCE SHEET ASSETS

CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDING 31 DECEMBER 2013



In thousand of euros

IFRS-EU 31.12.2013

IFRS-EU 31.12.2012

Cash, central bank and post office accounts	-	7,972	-	7,392
Financial assets held for trading	-	0	-	0
Financial assets at fair value through profit and loss	-	0	-	0
Non-hedging derivative instruments	-	0	-	0
Hedging derivative instruments	-	313	-	487
Loans and advances to bank	-	88,461	-	126,560
Demand loans and advances	41,143	-	84,720	-
Term loans and advances	47,318	-	41,841	-
Subordinated loans	0	-	0	-
Loans and advances to customers	-	2,095,695	-	2,077,573
Financial assets held to maturity	-	0	-	0
Equity investments	-	709	-	593
Tangible fixed assets	-	26,428	-	10,481
Intangible fixed assets	-	4,464	-	4,281
Goodwill	-	26,443	-	26,443
Deferred tax assets	-	32,320	-	34,637
Current tax assets	-	4,383	-	4,806
Other assets and accruals	-	425,233	-	411,127
Unpaid subscribed capital	-	0	-	0
Non current assets and groups intended for disposal and classified as held for sale	-	0	-	0
TOTAL ASSETS		2,712,421		2,704,379

In thousand of euros

31.12.2013

31.12.2012

COMMITMENTS RECEIVED

1,166,059

1,112,473

Financing commitments

1,154,729

1,106,575

Received from banks

903,250

-

855,000

-

Received from customers

251,479

-

251,575

-

Guarantee commitments

11,330

5,898

Received from banks

9,919

-

1,684

-

Received from customers

1,411

-

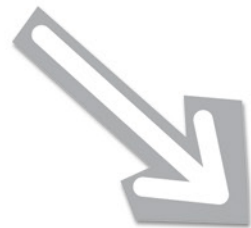
4,215

-

**OFF-BALANCE
SHEET ITEMS**

CONSOLIDATED FINANCIAL
STATEMENTS FOR THE YEAR
ENDING 31 DECEMBER 2013





BALANCE SHEET LIABILITIES

CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDING 31 DECEMBER 2013



In thousand of euros	IFRS-EU 31.12.2013		IFRS-EU 31.12.2012	
Central bank deposit	-	0	-	0
Financial liabilities held for trading	-	0	-	0
Financial liabilities at fair value through profit and loss	-	0	-	0
Financial liabilities valued at amortised cost	-	2,102,119	-	2,132,135
Loans and advances from banks	444,835	-	424,213	-
Deposits from customers	399,111	-	403,127	-
Debt securities	1,220,257	-	1,266,880	-
Subordinated debts	37,917	-	37,916	-
Hedging derivative instruments	-	2,253	-	9,055
Provisions	-	9,100	-	9,428
Technical provisions and debt to reinsurance	-	14,728	-	15,130
Technical Provisions	7,364	-	7,565	-
Debt to reinsurance	7,364	-	7,565	-
Current tax liabilities	-	11,131	-	8,289
Deferred tax liabilities	-	380	-	1,070
Other liabilities and accruals	-	178,063	-	187,667
Group share of shareholders' equity	-	390,326	-	336,739
Subscribed capital and share premium account	85,995	-	84,790	-
Subscribed capital	28,981	-	28,888	-
Share premium account	57,013	-	55,902	-
Other shareholders' equity	0	-	0	-
Revaluation reserves	0	-	0	-
Reserves	250,869	-	216,845	-
Net Income	53,463	-	35,103	-
Minority interests	-	4,322	-	4,866
Total shareholders' equity	-	394,647	-	341,605
TOTAL LIABILITIES		2,712,421		2,704,379



OFF-BALANCE SHEET ITEMS

CONSOLIDATED FINANCIAL
STATEMENTS FOR THE YEAR
ENDING 31 DECEMBER 2013

In thousand of euros

31.12.2013

31.12.2012

COMMITMENTS GIVEN

8,861,813

10,001,855

Financing commitments

8,830,716

9,972,606

In favour of banks

-

0

-

In favour of customers

8,830,716

-

9,972,606

-

Guarantee commitments

16,754

13,877

In favour of banks

16,637

-

13,761

-

In favour of customers

117

-

117

-

Commitments on securities

14,343

15,372

Securities receivable

14,343

-

15,372

-

PROFIT AND LOSS ACCOUNT

CONSOLIDATED FINANCIAL
STATEMENTS FOR THE YEAR
ENDING 31 DECEMBER 2013



In thousand of euros	IFRS-EU 31.12.2013		IFRS-EU 31.12.2012	
FINANCIAL AND OPERATING INCOME AND EXPENSES				
Interest and similar income	-	235,592	-	236,989
Interest and similar income on transactions with banks	1,481	-	861	-
Interest and similar income on customer transactions	234,099	-	235,977	-
Interest and similar income on variable income securities	12	-	152	-
Interest and similar expenses	-	24,820	-	28,585
Interest and similar expenses on transactions with banks	3,199	-	4,433	-
Interest and similar expenses on customer transactions	7,027	-	8,444	-
Interest and similar income on bonds and other fixed income securities	14,594	-	15,709	-
NET INTEREST MARGIN	-	210,772	-	208,405
Commissions income	151,786	0	139,995	0
Commissions Expenses	41,968	0	36,296	0
MARGIN ON COMMISSIONS		109,819		103,699
Net gains or losses on available-for-sale financial assets		-7,534		-12,598
Gains on financial instruments	909		1,939	
Losses on financial instruments	8,443		14,537	
Losses on financial instruments		25		-156
Income on other activities		65,142		67,196
Expenses on other activities		5,208		5,013

In thousand of euros	IFRS-EU 31.12.2013		IFRS-EU 31.12.2012	
NET BANKING INCOME	-	373,016	-	361,531
General Operating expenses	-	222,376	-	215,337
Personal costs	83,526	-	79,966	-
Other administrative expenses	138,850	-	135,371	-
Allocations to amortisation and depreciation of intangible and tangible fixed assets	-	9,574	-	5,936
Allocations to fixed asset depreciation	5,531	-	4,771	-
Allocations net of reversals for provision	4,042	-	1,165	-
Allocations net of reversals for impairment	-	-	-	-
GROSS OPERATING PROFIT	-	141,065	-	140,259
Cost of risk	-	83,713	-	89,591
OPERATING PROFIT	-	57,352	-	50,668
Proportion of net profit contributed by companies consolidated using the equity method	-	-593	-	-697
Gains and losses on fixed assets disposal	-	10,657	-	0
Variation in goodwill value	-	0	-	-
TOTAL PROFIT FROM CONTINUING OPERATIONS BEFORE TAX	-	67,415	-	49,971
Tax expense from continuing operations	-	12,619	-	13,700
TOTAL PROFIT FROM CONTINUING OPERATIONS AFTER TAX	-	-	-	-
Income net of taxes from discontinued operations or operations held for sale (IFRS 5 in progress)	-	0	-	0
TOTAL PROFIT	-	54,797	-	36,270
Group share of net profit	53,463	-	35,103	-
Minority interest	1,334	-	1,167	-
Number of shares	1,449,064	-	1,444,410	-
Group share of net profit per share	36.89	-	24.30	-





CONSOLIDATED CASH FLOW STATEMENT

CONSOLIDATED FINANCIAL
STATEMENTS FOR THE YEAR
ENDING 31 DECEMBER 2013



In thousand of euros		31.12.2013		31.12.2012	
NET PRE-TAX PROFIT	A	-	67,415	-	49,971
Elimination of non-cash items	B	-	9,747	-	31,456
Elimination of non-cash items		5,531	-	4,771	-
Depreciation and amortisation of intangible fixed assets		10,235	-	24,857	-
Allowances net of reversals for customer receivables		4,046	-	1,133	-
Allowances net of reversals for provisions for liabilities and charges		-10,657	-	-	-
Capital gains : losses		-	-	-	-
Other movements		592	-	696	-
REVENUE FROM OPERATING ACTIVITIES EXCLUDING NON-MONETARY ITEMS	A+B	-	77,163	-	81,427
Increase in assets / reduction in liabilities (-)		-	-	-	-
Reduction in assets / increase in liabilities (+)		-	-	-	-
CASH FLOW FROM OPERATING ACTIVITIES					
Loans and advances to customers	C	-25,249	-	-81,399	-
Debts : loans relating to banks	C	13,851	-	-22,824	-
Debts represented by a security	C	-46,623	-	48,284	-
Financial assets and liabilities	C	82	-	3,553	-
Non-financial assets and liabilities	C	-20,944	-	2,869	-
Income tax paid	C	-7,459	-	-13,825	-
Other movements	C	-286	-	-51	-
NET CASH FLOW FROM OPERATING ACTIVITIES (D)	A+B+C	-	-9,467	-	18,036

In thousand of euros		31.12.2013		31.12.2012	
CASH FLOW FROM INVESTMENTS		-	-	-	-
Purchases and sales of fixed assets		-21,792	-	-9,175	-
Purchases and sales of financial assets and investments		-18	-	-7	-
Other movements		13	-	-	-
Variation in scope		10,256	-	-1,235	-
NET CASH FLOW FROM INVESTMENT	E	-	-11,541	-	-10,417
CASH FLOW FROM FINANCIAL ACTIVITIES		-	-	-	-
Dividends distributed to shareholders		-5,811	-	-9,049	-
Dividends distributed to minority		-1,881	-	-984	-
Capital increase		-2,313	-	2,105	-
Other		-3,270	-	-4,426	-
NET CASH FLOW FROM FINANCIAL ACTIVITIES	F	-	-13,275	-	-12,355
Net cash flow from operating activities	D	-	-9,467	-	18,036
Net cash flow from investments	E	-	-11,541	-	-10,417
Net cash flow from financial activities	F	-	-13,275	-	-12,355
Exchange rate effects		-	-262	-	441
NET CHANGE IN CASH AND CASH EQUIVALENTS		-	-34,545	-	-4,295
Cash and cash equivalents at the start of the period		-	76,933	-	81,227
Cash and cash equivalents at the end of the period		-	42,388	-	76,933
NET CHANGE IN CASH AND CASH EQUIVALENT		-	-34,545	-	-4,295



SIMPLIFIED ORGANISATIONAL STRUCTURE

OF BANQUE ACCORD GROUP

AUCHAN GROUP

BANQUE ACCORD SA

ONEY
Portugal

ONEY SPAIN
Spain

ONEY ITALIA
Italy

ONEY ACCORD CONSULTING
China

ONEY TECH
France

ONEY INVESTMENT
France

ONEY COURTAGE
France







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