



STAFF/ACTORS



CLIENTS

REINVENTING
OURSELF



FINANCIAL



PARTNERS

ACTIVITY
REPORT
2014



TOMORROW



CSR

oney Banque Accord





REINVENTING OURSELF
TO PREPARE FOR
TOMORROW

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The word



Jean-Pierre Viboud
Chief Executive Officer
Oney Banque Accord



Xavier de Mézerac
Chairman
Oney Banque Accord

2014 was a year of major transformations. We cemented our fundamental values, diversified our business and seized the opportunities that an ever-changing world offers. We reinvented ourselves to prepare for the future.

We have modernised our Vision, which sets our course for the next five years to "enrich and simplify the customer experience". We have identified new growth drivers, accelerated digitalisation and expanded our range of e-payment solutions. On retail partners side, we have supported their business development by means of a differentiating range of products and services. On clients side, we have continued to respond appropriately to their needs, wishes and plans. These changes are by way of implementing our development strategy. Our good results for 2014 attest to the appropriateness of this course of action, which was initiated 6 years ago.

The strength of Oney Banque Accord lies in the uniqueness and the relevance of our offering, which combines innovation, agility and reactivity. In 2015 we will continue to exploit these assets to attain our objectives, further our expansion and stay ahead of the game. We can achieve this thanks to our dynamic, committed and motivated teams who work daily to ensure that the ambitions of Oney Banque Accord succeed.



THE MANAGEMENT TEAM



○ Board of Directors

Xavier de MEZERAC
Chairman of the Board of Directors

Jérôme GUILLEMARD

Marie LECLERCQ
(as of 6 January 2015)

Henri MATHIAS

Gérard MULLIEZ

Caroline PERON
(as of 6 January 2015)

John ROCHE

○ Executive Management

Jean-Pierre VIBOUD
Chief Executive Officer

Pierre ANTOINE
Risk Director

Adeline BATAILLE
Director of Human Resources and
Communication (as of 6 January 2015)

Julien CAILLEAU
Director Zone Russia and Asia (as of 6
January 2015)

Thierry CHOPARD
Business Development Director

Benoît DERVILLE
Audit Director

Nicolas DREYFUS
Managing Director France

Gilles MARION

Financial Director and Director Zone
Central Europe and Malta
(as of 6 January 2015)

Dominique STOURM-BRETON

Director of Marketing and
Customer Experience

○ Country Managers

Franck DUPREZ

MD Romania and Ukraine

Mathieu ESCARPIT

MD Italy and JOIAS (as of 6 January 2015)

Marc GARNIER

MD Hungary (as of 6 January 2015)

Corinne HOCHART

MD China

Edwina LECLERE

MD Malta

Denis MARDON

MD Spain

Agnès NIKITSKY

MD Russia

Christophe de POMPIGNAN

MD Portugal (as of 6 January 2015)

Stéphane TANTER

MD Poland

Hélène CHEREL

Head of Business Development
Oney Romania

Share of activities, excluding credit, in the NBI
36.16%

NBI
383.2
million euros
+2.7%

Outstanding credit
2.7
billion euros
+2.6%

Credit production
2.3
billion euros
+6%

Rating Standard & Poors
A-
long term
A-2
short term

Equity capital after inclusion of the results
432.3
million euros
+9.5%

Number of customers
7.7
million
+0.49%

Total production
9.9
billion euros
+4.82%

Basel III solvency ratio
13.7%

Outstanding credit risk rate
2.96%

Net result
51.1
million euros
+16%
excluding the sale of Nectar in 2013





GET TO KNOW US BETTER

As a partner of retailers, Oney Banque Accord lends support across all sales channels for redefining and optimising their customer path by capitalising on its dual identity as a retail bank.

As a subsidiary of the Auchan Group, Oney Banque Accord holds a privileged position as an observer of path-to-purchase trends. Its "commercial DNA", combined with its expertise in electronic money transfer and payment solutions, makes it a unique market player, ideally placed to support retailers.

Thanks to its innovative technologies, its command of the full range of electronic money transfer and payment solutions, its customer knowledge and its understanding of new consumption patterns, Oney Banque Accord enables its retail partners to offer their customers paths-to-purchase that are simpler, secure, cross-channel and innovative.

Oney Banque Accord is a benchmark in its field and supports leaders in the world of commerce. Whether the business concerns mass distribution in the case of Auchan, sport in the case of Décathlon, home furnishings/improvements in the case of Leroy Merlin and Alinéa, automotive equipment in the case of Norauto, household appliances in the case of Boulanger, luxury goods in the case of Le Bon Marché Rive Gauche, travel in the case of iDTGV.com, or e-commerce in the case of Darty.com or ShowroomPrive.com, Oney Banque Accord provides support in relation to consumption trends affecting well-known retailers.





OUR BUSINESSES

Electronic payments

Means of payment

Consumer credit

Insurance

Fraud management

Client knowledge

OUR MISSION:
Enrich and
simplify the
customer
experience

PARTNER OF LEADERS

of offline and online commerce

11 countries

7.7 million customers

2,060 employees





REINVENTING

OURSELF

TO

PREPARE

FOR

TOMORROW



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A RENEWED VISION THAT SETS OUR COURSE FOR THE NEXT FIVE YEARS

It was in 2007 that Oney Banque Accord first formulated its Vision to guide it up until 2020. Forming a part of daily life, it covers strategic choices, projects, action plans, etc. It helped us through the upheavals of the economic crisis by keeping the focus on the objectives we want to achieve.

Half-way through implementing our Vision 2020 it became necessary to evolve it and to review the existing models to enable the company's further development.

To achieve this, in 2013 Oney Banque Accord started to re-think its corporate strategy and policies for the next few years. This process took place in several stages and was based on a collaborative approach, which at its peak involved its 350 managers from every country. In addition, the General Management and all the Country Managers met with the agents of change in the retail, payment, e-commerce and CRM business units.

This modernised Vision has been deployed in the 11 countries in which the Group operates, which are now all motivated to embrace the new raison d'être "Enrich and simplify the customer experience".

More than ever before Oney Banque Accord is setting benchmarks to boost its retail partners' business, to innovate in order to better satisfy its customers by means of simple solutions geared to all life stages and life projects, to identify new growth drivers to prepare for the future, to implement bold projects thanks to committed and enterprising staff actors !

Our raison d'être
CUSTOMER EXPERIENCE :
MAKE IS EASY AND SMART !

Our uniqueness
ONEY, GENERATOR
OF CONFIDENCE

Because the relationship with our client 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.

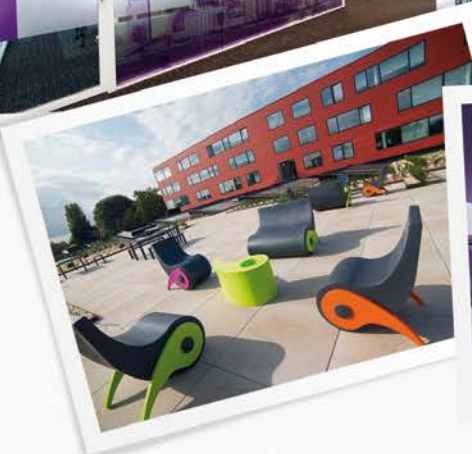


A NEW HEAD OFFICE

Last September the French teams took possession of Ozéa, their new head office located in Croix (Northern France). This building, with 10,000 m² distributed over four floors, which is compliant with the BBC low energy consumption standard and certified BREEAM Very Good, has been designed to offer an open, modern and convivial workplace that reflects the company spirit.

This new headquarters enables the committed and motivated staff actors, who are teeming with promising ideas, to live and work in a place that gives free rein to their imagination and their aspirations, all this with a collaborative work style driven by a high degree of interactivity. Ozéa brings about a new dimension. Since moving in, a sense of pride in belonging has been strengthened, modes of operation are developing, renewed energy emerges to improve our service to customers and increase their satisfaction, and there is even more transversality.

Ozéa is contributing to the transformation of Oney Banque Accord, galvanising employees and boosting their desire to succeed!



INNOVATE TO MAKE A DIFFERENCE

For some years innovation has given Oney Banque Accord the cutting edge. Investments, hiring experts, involving everyone – nothing is left to chance to ensure we can introduce innovations on a daily basis.

A genuine corporate culture has developed around this strategic factor, driven by the staff'actors. A collaborative approach, stimulation of creativity, exploration of new technologies – every effort is made to create an environment that is conducive to innovation.

Oney Banque Accord implements innovations on an ongoing basis, in relation to both its core business and in relation to the exploration of new dimensions. It is committed to enriching and simplifying the customer path by means of purchase processes that combine simplicity and immediacy, whether used in a store, via the Internet or from a mobile device. Data exploitation and analysis for its retail partners, electronic money transfer and payment solutions, the fight against fraud, digitalisation and leveraging knowledge about customers – these all form part of our areas of innovation.

DIVERSIFY ALSO MEANS PREPARING FOR THE FUTURE

Diversification is a key development issue for Oney Banque Accord. Its range of products and services has been enriched over the years :

- For retailers offering a comprehensive range of e-payment solutions we have added innovations in the entire purchasing process and management of fraud...
- For customers with alternative solutions to revolving credit we have added insurance products and innovative payment methods...

Our intention is to continue on this track in order to support the company's growth as well as to support changing purchasing behaviour and customer aspirations.





REINVENTING

OURSELF

**WITH
AND FOR**

OUR

CUSTOMERS





DIGITALISATION OF THE CLIENT RELATIONSHIP

New types of media, new types of behaviour, new types of use: Oney Banque Accord works daily to continually adapt, to tailor its offering as best as it can and to offer its customers an experience that will stand out from that of its competitors.

A new digital client relationship channel: TEXT MESSAGING

The consumer expects customer services to give a straightforward, appropriate and immediate response that has a personal and human touch at the same time. Oney Banque Accord France has taken this on board.

In order to better meet the expectations of its customers it is trialling a service that creates an ongoing discussion thread by means of instant messaging with an advisor. This thread can be consulted on various types of devices: computers, tablets and smartphones. Based on a relationship that is more modern and closer, this tool addresses the mobility issues of our customers, who can now contact us at any time and in any location and keep the history of all their exchanges. Customers have voted it Oney Banque Accord Innovation of the year.



A TEMPORARY WEBSITE IN SPAIN to prepare for Christmas

Oney Spain has designed a temporary website intended to make Christmas shopping easier for its customers.

This website was a big hit with its public, offering a broad and attractive range of products and services: sales offers by our retail partners, online financing solutions up to €2,000, accident insurance for peace of mind over the festive season, electronic greetings cards to send free of charge and a competition.

Proving that this innovative idea is in keeping with the times and helps to support customers at special times in life the site received just under 10,000 visits and was in first position on Google Spain, with "how to prepare for Christmas" as the search criteria.



A straightforward and intelligent PAYMENT TOOL

Oney Banque Accord France has launched an "all-in-one" customer solution that enables to dematerialise the discount coupons, payment cards, loyalty cards and till receipts. It can be used for shopping both online and in stores, and accepts all customer bank cards.

Mobile payment systems are booming and a wealth of solutions are springing up, without however, calling for measures to facilitate mass distribution and to ensure that transactions are totally secure. The solution has understood the needs and already stands out from its competitors with two major advances:



2014: first market player to be approved by the CB Bank Cards Group, validating its high level of security for payments over the Internet.

In the course of 2015: rolling out to all Auchan's hypermarkets in France and Portugal.

AUTOMATIC, a new and innovative client payment experience

Thought up by a Spanish staff actor and stemming from an internal participatory innovation programme, Automatic is revolutionising the stop at the service station. The principle is simple: reduce waiting time at petrol stations by identifying customers by means of their registration plate. Customers then authenticate the identification made by entering their PIN, but do not need to use their card. Their preferences are pre-recorded (type of fuel, payment method), so all that is left for them to do is validate the transaction and refuel. Time savings of 30-50% have been demonstrated.

Following successful trials in 2013 the solution was rolled out in 2014 to the 33 petrol stations owned by Auchan and Simply in France, and from 2015 it will be introduced at 25 Auchan sites in Portugal.



PRODUCTS THAT BOOST PURCHASING POWER

In the current climate of economic gloom, giving customers purchasing power is vital. Oney Banque Accord, which has subscribed to this principle for many years, is creating payment solutions that allow flexible budget management, high-performance insurance products, bank cards with attractive fees, etc. Whatever product is being offered, the objective is the same: making financial services accessible to as many people as possible.

FLEXIBLE PRODUCTS to help with budget management in France

In keeping with its closeness to customers and commitment to offering them solutions geared to their needs, in October Oney Banque Accord France launched two solutions to ease end-of-the month difficulties as well as a budget management tool, with the following features:

- A cash/credit transfer facility to convert all or some of the cash purchases into amortisable credit and repay them over 1 to 36 months.
- A cash advance facility enabling clients to receive an amount of €100-500 and to repay it within 3 months at a fixed cost. As an example, a loan of €200 costs €9.
- Email notification on the 20th of each month informing customers of the cumulative amount of their monthly expenditure. A convenient way of adjusting expenses!

A BRAND NEW AUCHAN CARD brimming with benefits in Hungary

Oney Hungary has designed a new Auchan card with enriched content that combines the best benefits in the Hungarian market.

- 5% cash back on the shopping trolley on Thursdays
- 2% cash back at Auchan petrol stations
- 5% instant discount on all Auchan products
- 1% cash back for off-us purchases
- Repayment in 3 instalments with no fees for purchases of between HUF 30,000 and 100,000 (EUR 96-322)

A DISCOUNT SCHEME for holders of the Visa Leroy Merlin card in Poland

Improving customers' purchasing power is the aim behind the discount scheme implemented for holders of the Visa Leroy Merlin card.

With 80 partners (hairdressers, car rental companies, restaurants, clothing retailers, etc.), including 15 e-commerce businesses, distributed over 780 sales outlets across the country, this scheme offers a genuine client benefit that gives us a competitive edge.



CUSTOMER SATISFACTION IS A CORE CORPORATE VALUE

CLIENTBOX, or how to respond to customers' needs more efficiently and effectively

Oney Portugal has launched ClientBox, a CRM application built around three objectives aimed at deepening our customer knowledge, personalising contacts and offers, and generally improving service quality.

ClientBox is a powerful tool that enables all the client data to be combined in order to:

- generate a 360° vision of the client profile
- segment it according to the scores

- manage complaints
- view contracts, products and services
- engage in cross-channel communication in line with client preferences

The initial results are already measurable, demonstrating more efficient and effective customer contact and targeted, relevant offers.



This product won two Auchan Group Innovation awards.

INNOVATIVE AND HIGH-PERFORMANCE INSURANCE PRODUCTS

Oney Banque Accord is continuing to expand its range of insurance products to guarantee the protection of property and individuals and to support its customers at every stage of life.

THE UNIVERSAL WARRANTY, a new concept

Electro Dépôt (an HTM Group company) and Oney Banque Accord France are creating a warranty aimed at protecting all household appliances.

The thinking behind it focused on designing an innovative and attractive insurance product, the annualised Universal Warranty, which extends the manufacturer warranty for household appliances that are less than 5 years old without the need to take out an extended warranty with each purchase. An all-in-one solution, which is both practical and more convenient!

It should be noted that it is possible to subscribe to this warranty separately, without buying a new product from Electro Dépôt.



Starting from February 2015 the Universal Warranty will replace the Warranty Extension in all Electro Dépôt stores.

THE WARRANTY EXTENSION is being developed in Eastern Europe

Oney Ukraine has launched a warranty extension product in Auchan stores.

To better meet the needs of its customers Oney Romania now offers Auchan customers warranty extensions protecting goods for up to five years (including the statutory guarantee).



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 **REINVENTING**
OURSELF **WITH**
AND FOR
OUR **PARTNERS**



THE MOVE TO DIGITALISATION IS UNDERWAY

The many assets of digital information make it a priority. It enables us to offer more services, to engage in cross-selling, to foster customer loyalty and to interact with the customer in real time. Customers want straightforward and attractive offers that are available in store or over the web, smart payment methods, an immediate reply to their proposal, a special and personal customer relationship, and follow-up status reports that can be consulted at any time.

In order to support its retail partners Oney Banque Accord has made digitalisation a strategic imperative. Every effort is made to propose a tailor-made customer path offering each of its partners a total and unique experience along with value-added products and services giving them a competitive advantage and contributing to their business development.

DIGITAL SYNERGY for the benefit of its partners

In view of the fact that payment is a key element in our reflection on the customer path, in November Oney Banque Accord organised a day of exchange and co-creation on how to reinvent the payment marketplace in the new customer paths to give customers a more flexible, smoother and personal purchasing experience.

This synergy event was interspersed with contributions from experts, examples of innovative customer paths, a look behind the scenes of payment processes (risks, threats and opportunities) and co-creation workshops. Oney Banque Accord, which is well ahead on this topic, proposed a blueprint for a typical successful client path with the latest innovations with the help of a video:



- Text messaging, digitalised client relationship
- FacilityPay, payment in several instalments by bank card
- Its app that incorporates every aspect of shopping: payment, loyalty programmes, dematerialisation and storing of till receipts, discount coupons, shopping lists, good plans, social shopping, budget management, etc.
- Natural security, biometric authentication
- SELLSecure, a solution for combating cyber fraud

Mass distribution of the in store ELECTRONIC SIGNATURE: a first in France

The rollout of the electronic signature is continuing! All 120 Leroy Merlin stores, 41 Boulanger stores and 26 Alinéa stores will now suggest to their customers that they subscribe to the store payment card by signing the contract on their tablet. When the card account is opened the supporting documents are scanned and added to the file directly. Nothing is printed out any more. This solution, which represents real progress for these partners, enabling files to be processed more quickly, more securely and less laboriously, also has the advantage of cutting down on the use of consumables.

During a survey conducted in store, 100% of the customers accepted this new way of signing contracts, and 100% of the customers stated that they were satisfied and considered this tool to be modern and in keeping with the times. Besides saving time, the electronic signature facilitates and secures access to the contract due to being stored and archived in the client's Banque Accord space.

Oney Banque Accord France has obtained APPROVAL FROM CNIL* for its anti-fraud product SELLSecure

SELL
secure

The CNIL has validated the marketing of SELLSecure in France, the leading global anti-fraud system. Bolstered by several years of building expertise in fraud management for its proprietary products Oney Banque Accord France is now offering its know-how to e-retailers.

Using electronic surveillance tools SELLSecure performs a real-time analysis of websurfers' behaviour at the time of placing the order based on the data entered in the form and also identifies the origin of the transaction. The system is then validated, or otherwise, by the system.

In addition, the retailer is also able to strengthen its security by commissioning SELLSecure experts to carry out an in-depth enquiry in the event that a risk of fraud is detected.



**In 2015 SELLSecure will provide support
to the website Boulanger.fr in order
to protect it against cyber fraud.**

FACILYPAY continues to expand

Another flagship product from Oney Banque Accord France that facilitates the customer path and contributes to retailers' turnover is Facilypay.



Facilypay allows customers to pay for purchases of €150-2,000 in three or four instalments, either by bank card over the Internet or in store.

Offering a short-term non-binding payment facility without the need to produce supporting documentation and above all giving an immediate reply, these are the keys to Facilypay's success.

This product still has prospects of greater success for every year in which new partners come on board. In 2014, Darty.com, iDTGV.com, Edisac, Bazarchic, Videdressing and Woodbrass, among others, joined the hundred or so partners that were already offering this payment solution to their clients.

* The French Commission for data protection and civil rights

E-PAYMENT, A UNIQUE OFFER FOR OUR PARTNERS

Electronic money transfer is in Oney Banque Accord's genes. Created just over 30 years ago to manage payment card flows at Auchan France, the e-payment business has become more sophisticated over the years. The objective of Oney Banque Accord is to become a global player for e-payment and thus offer modern, long-term and reliable solutions to its retail partners.

A PLAYER ACROSS THE ENTIRE e-payment value CHAIN

Oney Banque Accord is a leader in the co-branded credit card market, with more than twenty or so successful programmes having been implemented in partnership with major retailers that are leaders in their market (Auchan, Leroy Merlin, Alinéa, Norauto, Boulanger, Decathlon, Aki, Simply, RT Mart, etc.).

With more than 38 million gift cards issued in 2014, Oney Banque Accord has developed real expertise in this area and offers multi-channel solutions to its retail partners, notably e-gift cards.

In addition, over the last few years Oney Banque Accord has been developing expertise in relation to the acceptance of card transactions for the benefit of retailers. Thanks to a platform designed to manage all sales channels (sales via the web, mobile devices, stores and call centres), the retail partners create smooth customer paths where payment is straightforward, swift and secure.

Finally, to take advantage of the new rules on European payment interchanges, Oney Banque Accord has set up a centralised electronic payment hub that manages the acquisition of all card flows being routed dynamically, no matter in which country the transaction is registered. This system enables retailers to have better control over the costs of e-payment services and more generally their overall relationship with the banking sector.

Oney Banque Accord gives the AUCHAN GROUP support for its new PAN-EUROPEAN PLATFORM for accepting card transactions

It's a first in Europe: this platform, using the European EPAS protocol, will enable genuinely centralised management of the various payment cards under the same technical and regulatory conditions for the whole of Europe, whatever channel has been used (a store, the Internet or a mobile device).

The platform will be jointly operated by teams from Oney Banque Accord and ACI Worldwide, an international leader for the provision of electronic payment systems.

To this end, Oney Banque Accord will be the benchmark service provider for Auchan France and Alcampo (Auchan Spain) in respect of the overall management of their e-payment stores (centralised management of the payment terminals and routing the flows).



A unique service created by Oney China to benefit RT MART'S business

Since 2013 Oney China has been supporting RT Mart by managing all e-payment flows for the cards of the chain's hypermarkets. In connection with this not only is Oney China RT Mart's exclusive partner for the management of its prepaid proprietary cards, but also a strategic player benefiting RT Mart's business.

In fact this partnership helped improve operational efficiency through the concentration of all the transactions via a single terminal: all bank cards (China Union Pay, Visa, MasterCard, Amex) and prepaid cards are accepted on the 21,000 Oney China payment terminals distributed across RT Mart's 300 stores. The partnership has also helped to control RT Mart's e-payment costs.

Lastly this partnership, which has a completely open structure, has increased the acceptance of prepaid cards issued by third parties: as of the end of 2014, 15 prepaid programmes are now accepted in RT Mart stores via Oney China payment terminals, which gives RT Mart's customers more choice and attracts new customers to the store.



ONEY ROMANIA IS SUPPORTING AUCHAN'S DEVELOPMENT

Oney Romania has completed the process of integrating the 20 Real stores that the Auchan Group acquired at the end of 2012.

Its teams have been strengthened and 17 Oney stands have been set up in the hypermarkets for the purposes of fostering customer relations. The range of products offered has been enriched to meet the needs and expectations of the vast majority: bank cards with contactless technology, personal loans, conventional credit, online overdrafts, home insurance and car insurance and warranty extensions.

Oney Romania now has a presence in 28 hypermarkets, instead of 11, and is helping to develop a dynamic business through its range of products and value-added services for the chain's customers.

LEVERAGING KNOWLEDGE ABOUT CUSTOMERS FOR ITS PARTNERS, A PIONEERING EXPERTISE



Customers are no longer addressed in a standard, impersonal tone. All customers are different – they have neither the same needs, nor the same habits nor the same expectations. It is necessary to adapt the relationship both to win their loyalty and to increase the turnover they generate. To get to know customers better and to forge a sustainable and appealing relationship by proposing targeted services and benefits to them, Oney Banque Accord has developed in-depth expertise in relation to leveraging knowledge about the client, a service it offers to its partners.

Oney Banque Accord and Auchan Portugal are ESTABLISHING JOIAS AND ARE LAUNCHING A DATA CONSULTING SERVICE

Oney Banque Accord and Auchan Portugal have taken over the businesses of ABM, a Portuguese company specialising in Data Consulting, and have founded JOIAS (Joint Oney Intelligent Analytical Services).

Oney Portugal's ambition is to turn JOIAS into a pillar of development for Oney Banque Accord in the area of Data and a centre of expertise for its retail partners. This new subsidiary enriches the CRM activity developed by Oney Italy, a specialist in Data Mining.

This acquisition will accelerate Oney Banque Accord's achievement of its aim to become an expert in knowledge about the customer, in line with its strategy to assist its partners with creating differentiating customer paths.

Oney Italy, a CENTRE OF EXCELLENCE FOR CRM

Oney Italy has recently repositioned its business lines to focus on data exploitation and management for Auchan and Simply. In addition, in collaboration with Auchan Italy, a CRM laboratory has been set up, with the objective of getting maximum value from client data, notably through the development of business performance analyses.

Oney Italy hosts the database of Auchan and Simply in Italy, which contains data on the till receipts and customer loyalty of over 5 million families.





REINVENTING

OURSELF



**WITH
AND FOR**

OUR

STAFF'ACTORS



INNOVATION AT THE HEART OF THE CORPORATE CULTURE

Oney Banque Accord has inspired its employees to want to be innovators. To this end, innovation is ever-present on a daily basis, whether in relation to the creation of new businesses, new products or simply an enhancement to the ones that already exist.

Ideas are shared, studied, prototyped, tested and developed in the event that they prove successful. This was the case for Natural Security (biometric authentication), Automatic (payment at self-service petrol stations through identification of the registration plate), SELLSecure (an anti-fraud solution), ClientBox (a CRM tool to increase customer satisfaction), etc.

This participative approach to innovation encourages and capitalises on ideas from everyone and contributes to the dynamism of the company.

Oney Banque Accord, A LEADER in the Auchan Group INNOVATION AWARDS

In 2014 the Auchan Group organised the very first Innovation Awards to reward the best innovations from the Group's five businesses. Thirty innovations were contenders, competing for six awards. Oney Banque Accord won three: the award for new services for customers and customer relationships, the award for bold growth and development drivers, and the "coup de cœur" award for being voted the employees' favourite innovator. Proof that innovation really is in the company's genes!



"INNOVATE WITH US!", the first collaborative initiative bringing employees, customers and retail partners on board

Today, with the aid of digital technologies, the customers have gained the upper hand. They have become content producers. They interact, give their opinion, rate brands and products. The relationship has become inverted, it is they who make the decisions. To continue to be their favourite brand or trade name it is necessary to make them a partner, to get them involved with the company.

This collaborative approach, which has been introduced in France, aims to co-develop and validate the products and services of tomorrow with the customers and the retailers.

In concrete terms it exists in the form of a site that is open to everyone from June to December 2014, which proposed four innovations to support, test and share, and a Twitter account that has brought followers, testers and influencers together around the customer, who is the co-designer of the innovation. On the site innovezavecous.banque-accord.fr and the associated Twitter account feedback on experiences of and enhancements to innovations have sparked exchanges between Oney Banque Accord France teams and customers. A major final vote was held in December 2014, when customers, partners and employees voted for their favourite innovation.



The new digital relationship channel, which rekindles the charm of the customer relationship, won the award in this first year of its presentation.



CAREER PATHS OF STAFF'ACTORS



Talent accelerator

Oney Banque Accord gives priority to the professional development of its employees and fosters a motivating and rewarding work environment. It is dedicated to spotting potential, developing talent, and guiding and supporting the success of its employees. Thanks to a broad training programme, the learning dynamics and the sharing of experiences skills are increasing on a daily basis.

Founded in 2009, Oney University trains its employees in the company's business in the 11 countries in which it operates. Following the establishment of the Credit School, the Sales School, the Management School and the CRM School, now the Insurance School has just opened. Two transverse models to support the transformation of the company have been developed around electronic payment and the digital revolution. (insert the logo of the Insurance School)

The Training departments have adapted the new ways in which knowledge is transmitted to the new environments and work methods by developing a large number of e-learning modules. Speed, simplicity, efficiency, availability: these are the watchwords for e-learning at Oney Banque Accord.

Oney Banque Accord ENCOURAGES INTERNAL MOBILITY

With bases in 11 countries it offers scope for geographical mobility.

Thanks to the links between the subsidiaries in all the countries the company builds development paths and opportunities for international experiences, which contribute to the blossoming of talent.

SUSTAINABLE PARTNERSHIPS WITH THE ACADEMIC WORLD OF DATA

Oney Banque Accord trains the DATA SCIENTISTS OF TOMORROW

Oney Banque Accord sponsored the first promotion by SAS Campus dedicated to training university graduates for a career as a Data Scientist.

Five students (baccalauréat + 5 years of further education) obtained a place on a five-month work placement combined with a one-month training course at SAS. Divided among various departments – Fraud, Risk, Insurance, CRM and Innovation – they had the opportunity to work on actual cases involving the use and exploitation of data, and to increase their skills. At the end of the internship two employment offers were made.

In parallel the company strengthened its presence at major events relating to Data, such as the Forum Polytech, to offer internships and jobs in this area.



RESEARCH PROJECTS run jointly with Polytech and the University of Lille I

The objective is to give students practical cases concerning specific subjects for reflection for which the specifications have been pre-defined by the company.



Five projects are currently underway on the implementation of new methods to gain a better understanding of client behaviour from a prospective and predictive perspective.

A DYNAMIC SHARING POLICY

The sharing of knowledge, power and assets drives the human resources policy conveyed within Oney Banque Accord. France and Portugal allow their staff'actors to become shareholders, via the employee shareholding scheme Valaccord.



A real driver of motivation and commitment, the employee shareholding scheme unites the staff'actors around a common objective: the success of the company.

Oney Hungary and Oney Poland implemented a profit-sharing scheme in 2014 and Oney Spain will follow suit in 2015.



REINVENTING

OURSELF



VIA CSR

In relation to its development, Oney Banque Accord has set itself four key objectives:

- Promoting the **PROFESSIONAL DEVELOPMENT** of its **STAFF'ACTORS**
- **MAKING FINANCIAL SERVICES ACCESSIBLE** to as many people as possible
- **PUSHING** for the **DEVELOPMENT** of **HEALTHY CREDIT**
- **Avoiding WASTE** and **CONSERVING** resources

Different courses of action are being carried out in all the countries in which it operates to enable it to attain these objectives.

PROMOTING THE PROFESSIONAL DEVELOPMENT OF OUR STAFF'ACTORS

Taking **CONCRETE MEASURES** to **INCREASE THE SATISFACTION** of our staff'actors

Oney Banque Accord has implemented systems for measuring the satisfaction of staff'actors in France, Spain and Poland. In France, twice a year, the staff'actors are thus invited to rate their commitment to the company, the work ambiance and incentives, the work conditions, the management and their pride in belonging to the company. In Spain the annual survey, which has a particularly high participation rate (90.4%), has identified the subsidiary's strong points, namely the work environment and the scope for professional development. In Poland the barometer comprises a two-step process: an external audit and an internal survey.

In order to improve our staff'actors' level of satisfaction action plans have been put in place, such as a new scheme for supporting managers in France and Spain, and the construction of new living space in France. In Poland working groups bringing staff'actors together are set up after each study for the purposes of taking practical steps in respect of the salient points transpiring from the survey.



In 2014, for the third year running, Oney Poland has won the distinction "Investor in Human Capital", a title awarded by a national organisation.



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SUPPORTING THE SOCIAL SPONSORSHIP ACTIVITIES of our STAFF'ACTORS

For a number of years Oney Banque Accord has been supporting the social volunteer work of its staff'actors. Hence every two years the Boost Your Life programme selects initiatives suggested by staff'actors who want to give a second chance to people in need. The three projects selected in 2014 are a project to build a wooden house for a carpentry school that reintegrates youths that have dropped out of school (in France), aid for an association that gives support to youths from difficult neighbourhoods to help them to move towards the future (in Poland), and support for a children's home for candidates for adoption (in Portugal).

In parallel, the staff'actors take part in a large number of activities, such as a foot race to raise money for Ludopital in France and support for the association Casa do Parque in Portugal via, in particular, organising collections of food and clothes, cake sales, volunteer Sundays and Christmas for children.

Lastly, 13 managers from Oney Banque Accord France are devoting their time and effort to the association "Nos Quartiers ont des Talents" to help young graduates from disadvantaged backgrounds to find a job. In connection with this the association presented Oney Banque Accord with a trophy as recognition of its investment in supporting these young people.



ENCOURAGING PARTICIPATORY MANAGEMENT that spurs STAFF'ACTORS INTO ACTION

Participative management is an integral part of Oney Banque Accord's DNA. Starting in 2003, the Ten-Year Vision is now written with the cooperation of all staff'actors. The legacy of this tradition can still be seen in staff'actors daily lives. A large number of events for sharing strategies and the progress of projects are organised on a regular basis in every country. Each Three-Year Country Plan is written with input from staff'actors. In France the progress of the Company Plan has been put in the hands of all the staff'actors, whatever job position they may hold. Working groups have been introduced, the only criteria for participation being: the desire to contribute and interest for the subject. The managers have given their teams the freedom to work on cross-functional subjects, regardless of whether or not these are linked to their daily jobs. This organisation has generated energy and tremendous enthusiasm on the part of the staff'actors.

In 2014 the modernisation of the Vision 2020 was carried out with the involvement of the 350 managers from every Oney Banque Accord country and was then shared with all the staff'actors.

The objective: to make strategy meaningful, to identify talent and to give staff the chance to flourish by being involved in specific plans and projects that propel the company forward.





MAKING FINANCIAL SERVICES ACCESSIBLE TO AS MANY PEOPLE AS POSSIBLE

DEVELOPING a RANGE of products FOR ALL

One of the ambitions of Oney Banque Accord is to develop products that are simple, high-performance and accessible to as many people as possible in order to support all the customers of its retail partners. In 2014 a large number of products were developed in this spirit in most countries: a purchasing power warranty, a budget coach, rolling out payment in three instalments with no fees to all customers at Auchan in France, mass market insurance in Portugal, warranty extension products in Hungary and Romania.

Placing CUSTOMER SATISFACTION at the HEART OF DECISIONS

Many customer satisfaction pilot schemes are in place in most Oney Banque Accord

countries, whether via regular satisfaction surveys, complaint management, the implementation of a tool for monitoring social networks or increased input from customers. Customers are increasingly and continually making themselves heard within the teams, leading to adjustments to offers and to the customer relationship.

Customer satisfaction is even central to the remuneration of the staff actors, including those who do not have direct contact with customers. Hence wherever an incentive scheme has been put in place the level of customer satisfaction is an integral part of the staff actors' bonus. The fixed portion of the quarterly bonus is only paid out once a certain level of satisfaction has been reached.

Thus customer satisfaction is at the heart of corporate decisions, at every level.

PUSHING FOR THE DEVELOPMENT OF HEALTHY CREDIT

PREVENTING difficult situations and SUPPORTING vulnerable customers

Along with the use of positive files in countries in which these exist and of credit scores designed to protect vulnerable customers, some countries are implementing proactive measures to prevent difficult situations from arising. In France a large number of measures are taken to prevent overindebtedness and to support customers who are in a vulnerable situation. In 2014 our partnership with Crésus meant that we could direct the most vulnerable customers to this association so they could receive personalised assistance and return to a healthy financial position. In addition, a budget coaching tool was tested in 2014, enabling customers to manage their budget via an application that analyses their daily expenditure. Finally, when a customer is identified as being in a vulnerable situation, steps are taken in collaboration with the customer to help him or her return to a healthy situation (a repayment holiday, lowering the ceilings, stopping commercial solicitation, etc.

Oney Hungary for instance hands out a guide on the risks of overindebtedness each time a card is opened.

PROVIDING SPECIFIC TRAINING for those of our employees and partners that have contact with customers

In Portugal employees can volunteer to attend a training course on budget management, whether or not they have contact with customers, the objective being to share tools, advice and good practices in relation to budget management and responsible lending. This type of training is also deployed for the employees of Jumbo Portugal. In France, all the employees and partners that have customer contact have training every year on the distribution of credit and the prevention of overindebtedness. Similarly, Oney Banque Accord provides training on budget management for those of its partners' employees that request it.

AVOIDING WASTE AND CONSERVING RESOURCES

REDUCING our PAPER CONSUMPTION

Oney Banque Accord is taking various steps in its countries to reduce its paper consumption, its main field of action for preserving the environment. To this end a growing number of electronic account statements are being sent to customers. Over 14 million e-account statements were sent out in France in 2014, 4.3 million in Portugal (versus 2.2 million in 2013) and 2.4 million in Spain (versus 1.5 million in 2013). As a result paper consumption fell by 29% in France between 2013 and 2014. In addition Oney Banque Accord France rolled out the electronic signature to all Boulanger, Alinéa and Leroy Merlin stores, which enables these partners to reduce the use of paper when signing contracts.

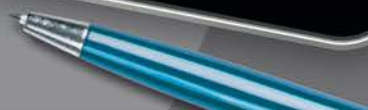
Choosing living space that **RESPECTS** THE ENVIRONMENT and EMPLOYEES' QUALITY of LIFE

In 2014 Oney Banque Accord relocated its France and International teams to a new site with a BREEAM "Very Good" certification. The intention was to construct a building that is not only environmentally friendly in accordance with the highest environmental standards, but that above all allows employees to develop in pleasant surroundings that are conducive to exchanges and open out to the exterior. Amenities were designed to make employees' lives easier, with the provision of a concierge service, catering solutions, a room dedicated to employees' extra-professional activities, outdoor spaces, etc. The "Very Good" level of the BREEAM certification attests to this double dimension, making the head office of Oney Banque Accord one of the most remarkable buildings in Northern France.





Calculate the
the terms
meeting



ASSETS

CONSOLIDATED FINANCIAL STATEMENTS
AS AT 31 DECEMBER 2014

In €K	IFRS-EU 31.12.2014		IFRS-EU 31.12.2013	
Cash, central bank and post office accounts	-	9,271	-	7,972
Held-for-trading financial assets	-	0	-	0
Available-for-sale financial assets	-	0	-	0
Financial assets at fair value through profit or loss	-	0	-	0
Derivatives	-	7,757	-	313
Loans and debts - Credit institutions	-	76,433	-	88,461
Demand loans	37,483	-	41,143	-
Term loans	38,951	-	47,318	-
Subordinated loan	0	-	0	-
Loans and debts - Customers	-	2,159,406	-	2,095,695
Financial assets held to maturity	-	0	-	0
Equity securities	-	263	-	709
Tangible fixed assets	-	43,325	-	26,428
Intangible fixed assets	-	5,941	-	4,464
Goodwill	-	26,443	-	26,443
Deferred tax debits	-	37,043	-	32,320
Current tax debits	-	5,026	-	4,383
Other assets and accrual accounts	-	403,824	-	425,233
Unpaid subscribed capital	-	0	-	0
Non-current assets and groups intended to be sold and classified as held for sale (IFRS 5 reclassification)	-	-	-	0
TOTAL ASSETS		2,774,733		2,712,421





OFF-BALANCE SHEET

CONSOLIDATED FINANCIAL STATEMENTS
AS AT 31 DECEMBER 2014

In €K	31.12.2014		31.12.2013	
COMMITMENTS RECEIVED	-	1,191,064	-	1,166,059
Financing commitments	-	1,181,384	-	1,154,729
Received from credit institutions	930,000	-	903,250	-
Received from customers	251,384	-	251,479	-
Guarantee commitments	-	9,681	-	11,330
Received from credit institutions	8,269	-	9,919	-
Received from customers	1,411	-	1,411	-



LIABILITIES & SHAREHOLDERS' EQUITY

CONSOLIDATED FINANCIAL STATEMENTS
AS AT 31 DECEMBER 2014

In €K	IFRS-EU 31.12.2014		IFRS-EU 31.12.2013	
Central bank deposits	-	0	-	0
Held-for-trading financial liabilities	-	0	-	0
Financial liabilities at fair value through profit or loss	-	0	-	0
Financial liabilities measured at amortised cost	-	2,109,347	-	2,102,119
Debts with credit institutions	559,693	-	444,835	-
Customer deposits	461,846	-	399,111	-
Debt securities	1,066,614	-	1,220,257	-
Subordinated liabilities	21,195	-	37,917	-
Derivatives	-	2,109	-	2,253
Provisions	-	12,159	-	9,100
Technical provisions and insurance debts	-	14,238	-	14,728
Technical provisions	7,906	-	7,364	-
Debts with reinsurers	6,332	-	7,364	-
Current tax liabilities	-	13,122	-	11,131
Deferred tax liabilities	-	106	-	380
Other liabilities and accrual accounts	-	191,378	-	178,063
Group shareholders' equity	-	429,270	-	390,326
Subscribed capital and share premium	86,265	-	85,995	-
Subscribed capital	29,003	-	28,981	-
Share premium	57,262	-	57,013	-
Other shareholders' equity	-	-	0	-
Revaluation reserves	0	-	0	-
Reserves	294,052	-	250,869	-
Net profit	48,953	-	53,463	-
Minority interests	-	3,004	-	4,322
Total shareholders' equity	-	432,274	-	394,647
TOTAL LIABILITIES & SHAREHOLDERS' EQUITY		2,774,733		2,712,421

OFF-BALANCE SHEET

CONSOLIDATED FINANCIAL STATEMENTS
AS AT 31 DECEMBER 2014

In €K	31.12.2014		31.12.2013	
COMMITMENTS GIVEN	-	7,270,554	-	8,861,813
Financing commitments	-	7,243,142	-	8,830,716
Given to credit institutions	-	-	-	-
Given to customers	7,243,142	-	8,830,716	-
Guarantee commitments	-	15,854	-	16,754
Given to credit institutions	15,737	-	16,637	-
Given to customers	117	-	117	-
Commitments on securities	-	11,558	-	14,343
Securities to be received	11,558	-	14,343	-

INCOME STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS
AS AT 31 DECEMBER 2014

In €K	IFRS-EU 31.12.2014		IFRS-EU 31.12.2013	
FINANCIAL AND OPERATING INCOME AND EXPENSES	-	-	-	-
Interest and similar income	-	238,175	-	235,592
<i>Interest and similar income on transactions with credit institutions</i>	2,477	-	1,481	-
<i>Interest and similar income on transactions with customers</i>	235,681	-	234,099	-
<i>Interest from variable-income securities</i>	17	-	12	-
Interest and similar expenses	-	28,258	-	24,820
<i>Interest and similar expenses on transactions with credit institutions</i>	5,917	-	3,199	-
<i>Interest and similar expenses on transactions with customers</i>	8,049	-	7,027	-
<i>Interest and similar expenses on bonds and other fixed- income securities</i>	14,292	-	14,594	-
Net interest margin	-	209,918	-	210,772
Commissions (income)	148,060	-	151,786	0
Commissions (expenses)	37,307	-	41,968	0
Margin on commissions	-	110,753	-	109,819
Net gains or losses on available- for-sale financial assets	-	-	-	-
Net gains or losses on financial instruments at fair value through profit or loss	-	-2,824	-	-7,534
<i>Gains on financial instruments</i>	451	-	909	-
<i>Losses on financial instruments</i>	3,274	-	8,443	-
Net foreign exchange differences	-	-392	-	25
Income from other activities	-	70,560	-	65,142
Expenses from other activities	-	4,836	-	5,208

In €K	IFRS-EU 31.12.2014		IFRS-EU 31.12.2013	
NET BANKING INCOME	-	383,179	-	373,016
General operating expenses	-	232,821	-	222,376
<i>Personnel costs</i>	92,159	-	83,526	-
<i>Other administrative expenses</i>	140,663	-	138,850	-
Allocations to amortisation and depreciation of intangible and tangible fixed assets	-	8,340	-	9,574
<i>Allocations to fixed asset depreciation</i>	6,208	-	5,531	-
<i>Allocations net of reversals for provisions</i>	2,133	-	4,042	-
<i>Allocations net of reversals for impairment</i>	0	-	-	-
GROSS OPERATING PROFIT	-	142,017	-	141,065
Cost of risk	-	79,270	-	83,713
OPERATING PROFIT	-	62,747	-	57,352
Share of net profit of equity-method companies	-	-456	-	-593
Gains or losses on capital assets	-	-11	-	10,657
Change in value of goodwill	-	0	-	0
TOTAL PROFIT FROM CONTINUING ACTIVITIES BEFORE TAXES	-	62,280	-	67,415
Tax expense (income) relating to profit from continuing activities	-	11,230	-	12,619
TOTAL PROFIT FROM CONTINUING ACTIVITIES AFTER TAXES	-	-	-	-
Income net of taxes from discontinued operations or operations held for sale (IFRS 5 in progress)	-	0	-	0
TOTAL PROFIT	-	51,050	-	54,797
Group share of net profit	48,953	-	53,463	-
Minority interest	2,098	-	1,334	-
Number of shares	1,450,160	-	1,449,064	-
Group share of net profit per share	33.76	-	36.89	-

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

CONSOLIDATED FINANCIAL STATEMENTS AS AT 31 DECEMBER 2014

In €K	31.12.2014			31.12.2013		
	Before taxes	Tax income (expense)	Net of taxes	Before taxes	Tax income (expense)	Net of taxes
Profit or loss for the period (excluding profit from activities discontinued or being sold)	62,280	(11,230)	51,050	67,415	(12,619)	54,797
Recyclable items						
- Foreign exchange differences resulting from foreign activities	(3,315)	-	(3,315)	(1,094)	-	(1,094)
- Change in fair value of financial instruments (cash flow hedges)	(87)	33	(54)	6,623	(2,517)	4,106
- Other items	(158)	-	(158)	(303)	-	(303)
Items later not recyclable in profit and loss						
- Actuarial profits (losses) from defined-benefit schemes	(1,424)	541	(883)	66	(25)	41
Other comprehensive income for the period	(4,984)	574	(4,409)	5,291	(2,542)	2,749
Overall profit or loss for the period	57,297	(10,656)	46,641	72,707	(15,161)	57,546
Attributable to:						
- Owners of the parent company	-	-	46,015	-	-	58,087
- Minority interests	-	-	626	-	-	(541)
Overall profit or loss for the period	-	-	46,641	-	-	57,546

CASH FLOW STATEMENT

CONSOLIDATED FINANCIAL STATEMENTS AS AT 31 DECEMBER 2014

In €K		31.12.2014	31.12.2013
Net profit before taxes	A	62,280	67,415
Elimination of non-monetary items:	B	18,769	9,747
Amortisation and depreciation of intangible and tangible fixed assets		6,208	5,531
Allocations net of reversals on outstanding customer debt		9,789	10,235
Allocations net of reversals on provisions for contingencies and charges		2,308	4,046
Capital gains or losses		11	(10,657)
Net profit from discontinued activities		-	-
Other movements		454	592

In €K

31.12.2014

31.12.2013

Revenue from operating activities excluding non-monetary items	A+B	-	81,049	-	77,163
Increase in assets/decrease in liabilities (-)					
Decrease in assets/increase in liabilities (+)					
Cash flows generated by operating activities					
Loans and advances to customers	C	-87,068	-	-25,249	-
Receivables/payables with credit institutions	C	239,040	-	13,851	-
Debts represented by a security	C	-153,643	-	-46,623	-
Financial assets and liabilities	C	-7,678	-	82	-
Non-financial assets and liabilities	C	33,136	-	-20,944	-
Taxes paid	C	-14,549	-	-7,459	-
Other movements	C	65	-	-286	-
Net cash flows relating to operating activities	D= A+B+C	-	90,353	-	-9,467
Cash flows relating to investments					
Flows relating to intangible and tangible investments		-24,528		-21,792	
Flows relating to financial investments and equity interests		1,787		-18	
Other movements		32		13	
Change in scope		-68		10,256	
Net cash flows relating to investments	E		-22,778		-11,541
Cash flows relating to financing					
Dividends paid to shareholders		-7,266		-5,811	
Dividends paid to minority shareholders		-1,833	-	-1,881	-
Capital increase		270		-2,313	
Other		-17,953		-3,270	
Net cash flows relating to financing	F		-26,782		-13,275
Net cash flows relating to operating activities	D		90,353		-9,467
Net cash flows relating to investments	E		-22,778		-11,541
Net cash flows relating to financing	F		-26,782		-13,275
Effects of exchange rates variations			-374		-262
Net change in cash			40,419		-34,545
Cash and cash equivalents, start of period			42,388		76,933
Cash and cash equivalents, end of period			82,807		42,388
Net change in cash			40,419		-34,545



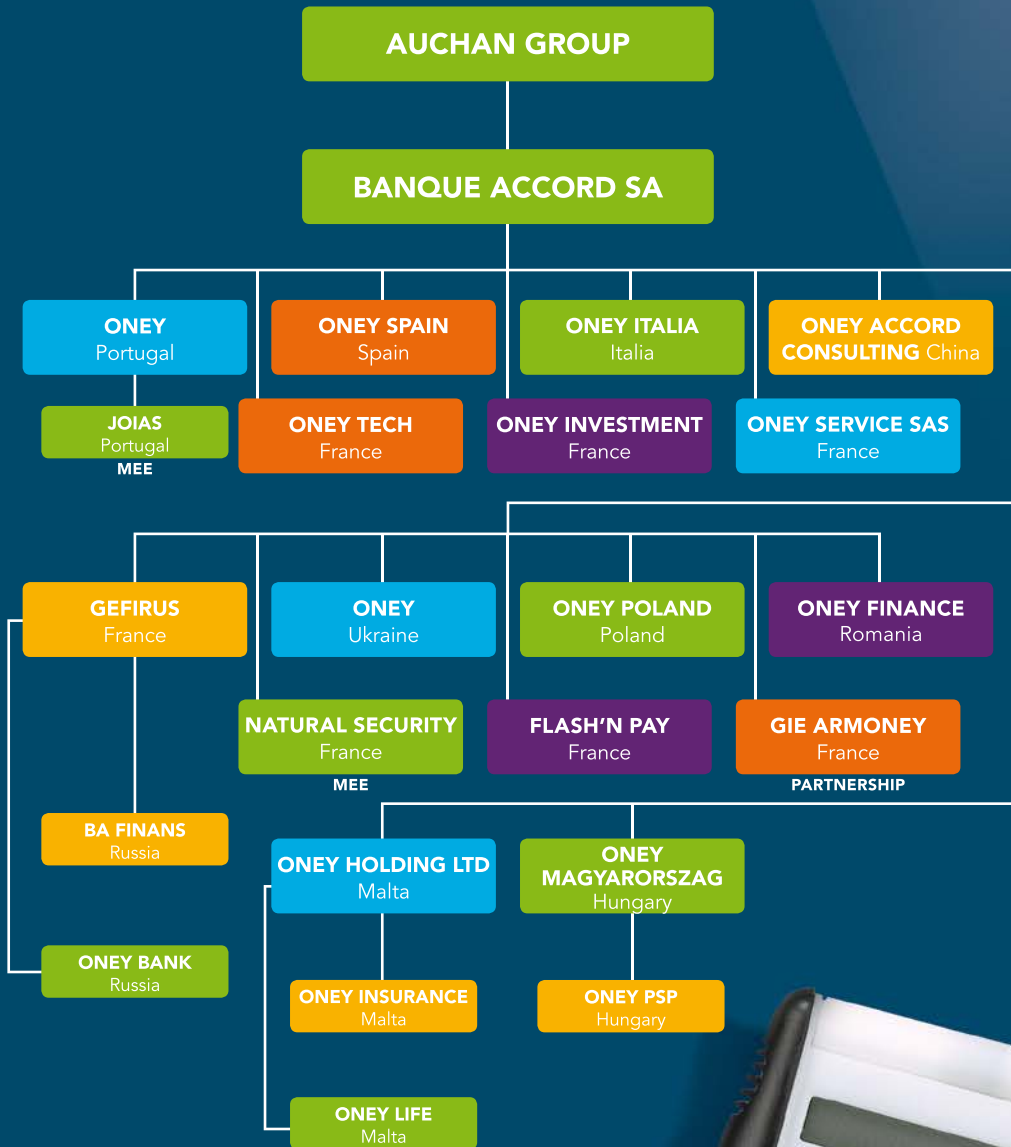
STOCKHOLDERS' EQUITY BRIDGE TABLE

CONSOLIDATED FINANCIAL STATEMENTS AS AT 31 DECEMBER 2014

In €K	CAPITAL AND RESERVES								
	GROUP SHARE					MINORITY INTERESTS			
	Capital	Premium	Reserves	Income	Total	Reserves	Income	Total	
POSITION ON 31 DECEMBER 2012	28,888	55,902	216,846	35,103	336,739	3,699	1,167	4,866	
Appropriation of 2012 net income	-	-	35,103	-35,103	-	1,167	-1,167	-	
Capital increase and issue	93	1,111	-	-	1,204	-	-	-	
Impact of cash flow hedge	-	-	4,106	-	4,106	-	-	-	
Translation reserve	-	-	-857	-	-857	-541	-	-541	
Other	-	-	-	-	-	-	-	-	
Stock options	-	-	-	-	-	-	-	-	
Various - Retrocession of tax credit	-	-	-1,323	-	-1,323	-	-	-	
Various - Natural Security	-	-	2,883	-	2,883	-	-	-	
Various - Dividends - Auchan	-	-	-499	-	-499	-	-	-	
Various - Capital increase - Géfirus	-	-	-5,811	-	-5,811	-	-	-	
Various - Put option on minority interests Hungary	-	-	-	-	-	-	-	-	
Various - Dividends - Hungary	-	-	-282	-	-282	1,120	-	1,120	
Various - Dividends - Poland	-	-	-	-	-	-4,107	-	-4,107	
Various - IFC actuarial difference	-	-	-	-	-	-1,240	-	-1,240	
Various - Tax adjustments - Russia	-	-	41	-	41	-641	-	-641	
Various - Minority interests - Hungary	-	-	-590	-	-590	-	-	-	
Various - Others	-	-	1,217	-	1,217	-380	-	-380	
Net income on 31 December 2013	-	-	34	-	34	3,910	-	3,910	
POSITION ON 31 DECEMBER 2013	28,981	57,013	250,869	53,463	53,463	-	1,334	1,334	
Appropriation of 2013 net income	-	-	53,463	-53,463	-	1,334	-1,334	-	
Capital increase and issue	22	248	-	-	270	-	-	-	
Impact of cash flow hedge	-	-	-54	-	-54	-	-	-	
Translation reserve	-	-	-1,947	-	-1,947	-1,368	-	-1,368	
Others	-	-	-	-	-	-	-	-	
Stock options	-	-	-	-	-	-	-	-	
Various - Retrocession of tax credit	-	-	-519	-	-519	-	-	-	
Various - Natural Security	-	-	139	-	139	-	-	-	
Various - Dividends - Auchan	-	-	-	-	-	-	-	-	
Various - Capital increase - Géfirus	-	-	-7,266	-	-7,266	-	-	-	
Various - Put option on minority interests - Hungary	-	-	-	-	-	-	-	-	
Various - Dividends - Hungary	-	-	282	-	282	-	-	-	
Various - Dividends - Poland	-	-	-	-	-	-110	-	-110	
Various - IFC actuarial difference	-	-	-	-	-	-1,318	-	-1,318	
Various - Tax adjustments - Russia	-	-	-883	-	-883	-515	-	-515	
Various - Minority interests - Hungary	-	-	-	-	-	-	-	-	
Various - Others	-	-	-	-	-	-	-	-	
Net income on 31 December 2013	-	-	-31	-	-31	-104	-	-104	
POSITION ON 31 DECEMBER 2014	29,003	57,262	294,052	48,953	429,270	907	2,098	3,004	

SIMPLIFIED ORGANISATIONAL STRUCTURE

OF ONEY BANQUE ACCORD GROUP





www.oney-banque-accord.com