



RESPONSIBILITY | DILIGENCE | FUTURE

STRATEGY 2021-2023

Approved by the Supervisory Board on December 24, 2020
(with Amendments approved on November 17, 2021)



STRATEGY 2021-2023

KEY STRATEGIC PRIORITIES

MARKET LEADERSHIP IN EXIM

SIGNIFICANT GROWTH IN SME BUSINESS

LARGE CORPORATE BUSINESS POSITION STRENGTHENING

GROWTH OF HIGH INCOME-GENERATING CUSTOMER BASE

REMOTE MODEL OF CUSTOMER ACQUISITION AND SERVICE

RATIONALE

- ✓ Advanced EXIM operations infrastructure with limited geopolitics impact
- ✓ Existing high expertise
- ✓ Significant EXIM customers market penetration

- ✓ Mass segment is a key driver for transaction revenues growth
- ✓ Significant potential in mass and middle segments in Moscow market
- ✓ Advanced infrastructure and strong brand

- ✓ Strong brand and successful story of relations with large business
- ✓ Moscow market allows significant growth potential

- ✓ Growing customer acquisition costs call for focus on existing customer base efficiency management
- ✓ Advanced big data analytics, visible progress in individual offering and churn rate management
- ✓ Significant potential in loan products penetration increase

- ✓ SPb market volume is limited
- ✓ Growing trend of remote channels in the industry, we need to keep up
- ✓ Physical presence in new regions implies extra expenses

METRICS

- ✓ Active EXIM customers growth by 25%
- ✓ Volume of transactions growth by 20%
- ✓ To double EXIM operations revenues
- ✓ Maintenance of high NPS level

- ✓ Active customers growth by 30%, including x3 in Moscow
- ✓ Revenues growth by 35%, including x2.5 in Moscow
- ✓ Average revenue per operating client (6+ months in the Bank) increase by 15%

- ✓ Loan portfolio growth by 30%, including 45% in Moscow
- ✓ The number of customers increase by 30%, including x2 in Moscow

- ✓ Bank's new positioning is approved and implemented
- ✓ Average revenues per active customer increase by 15%
- ✓ Share of payroll accounts loan penetration increase from 22% to 35%

- ✓ New customers in remote channels
- ✓ All mass services are available online
- ✓ Significant digital revenues growth

GEOGRAPHY

The Bank of two capitals conducting core business in SPb and Moscow and focusing on remote customer acquisition in new regions

OUR TARGET CUSTOMERS

MASS CORPORATES

- ✓ Transactional model based on SME customers of all segments
- ✓ Lending is a lever for transaction business growth
- ✓ Focus on payroll accounts customers acquisition

MASS RETAIL

- ✓ Individuals 35+ years old, income of RUB 50k+
- ✓ Product-based acquisition (mortgages, car loans, cash loans, credit/debit cards)
- ✓ Partners' customers (Construction, car dealerships, insurance agencies, brokerage firms)
- ✓ Unsecured lending is a driver for profitability per customer growth

«DATA DRIVEN ORGANIZATION»

Customer base management, smart pricing and offering, ML & AI scenario-based macro and risk modeling

CONSTRUCTIVE AND OPEN-MINDED TEAM

Agile inner processes; collaboration on every level, crossfunctional teams; highly qualified and motivated employees

ENSURING AN INCREASED LEVEL OF INFORMATION SECURITY AGAINST CYBER THREATS WITH A FOCUS ON TECHNOLOGICAL RESILIENCE

KEY STRATEGIC TARGETS

16%+ ROE

TSR – BETTER THAN THE MARKET

CAPITAL MANAGEMENT STRATEGY

- Business growth is a priority in terms of capital utilization
- The Bank intends to strengthen its capital position by increasing the target level of Tier 1 Capital adequacy ratio (N1.2) - not lower than 10.5% (RAS)
- Profit is the main source of capital growth
- No plans for share issues
- According to the Dividend Policy, the Bank intends to pay dividends of at least 20% of IFRS net profit
- The Bank does not intend to retain excess capital and is ready to distribute capital to shareholders in two ways:
 - dividends;
 - share buybacks
- The Bank intends to cancel the acquired shares

STRATEGY 2023 FINANCIAL HIGHLIGHTS

