



Getting you there.

## Easing through mergers and acquisitions

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One of Europe's most dynamic and sustainable financial services brands



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## An introduction to Fortis

### Impressive history in banking and insurance

- 1720: roots of MeesPierson and ASR
- 1788: trading with the Russian tsarina Catherine the Great
- 1803: financing the United States' purchase of Louisiana from Napoleon
- 1889: ASLK combines banking and insurance
- 1902: Generale Bank develops in China
- 1990: Fortis, first cross-border merger

### To be proud of

- Strong performance driving net profit to record EUR 4.4 billion in 2006 (+24% before divestments)
- Strong position: No. 18 in Fortune Global 500, based on revenues
- Strong profitable and sustainable growth strategy
- Excellent track record in insurance joint ventures
- Unique cross-border network for SME and HNWI
- Strong ratings and sound solvency position
- One strong brand

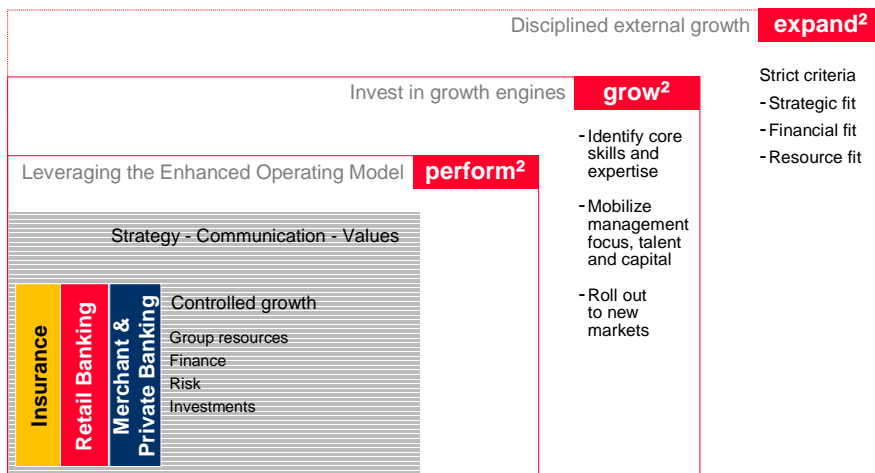
### 60,000 dedicated professionals

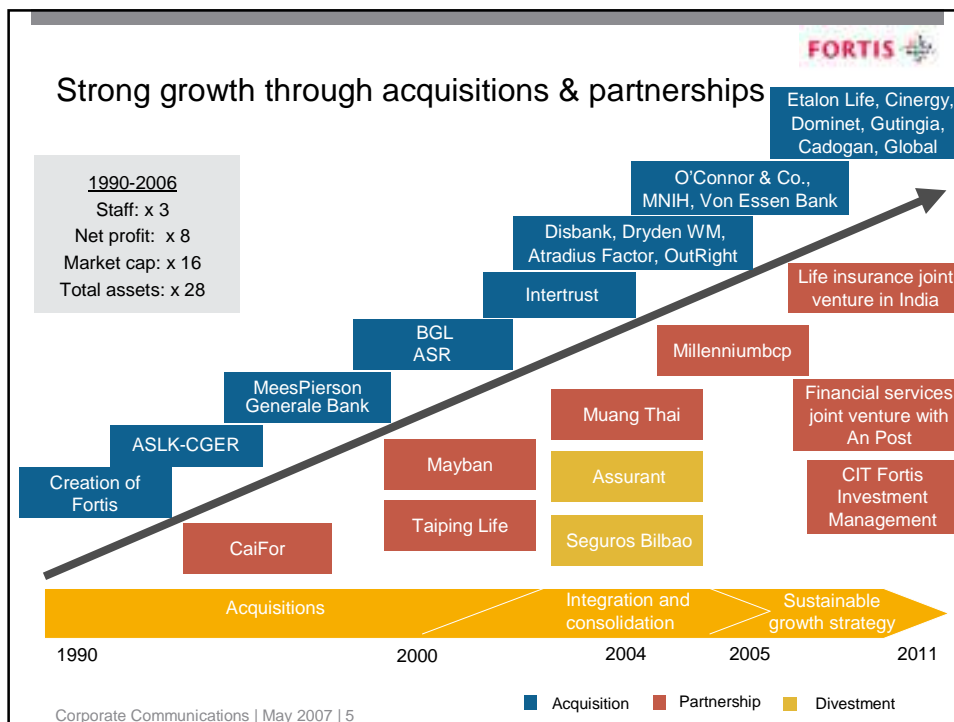
- 33% work outside Benelux region
- 47% are women
- 17% are part-timers
- 44% have at least a bachelor degree
- 77% are in banking ; 23% in insurance
- Average of 4.6 training days per FTE in 2006
- 40 years is the age on average

### Present in more than 50 countries

- Key player in Europe (26 countries); niche player in Asia (13 countries) and North America
- More than 1,600 retail branches; 180 business centres & private banking offices; 13 representative offices
- Insurance sales via bank branches, brokers, tied agents, bank alliances, affinity groups, ...

## Fortis<sup>2</sup> Three levers to sustain growth





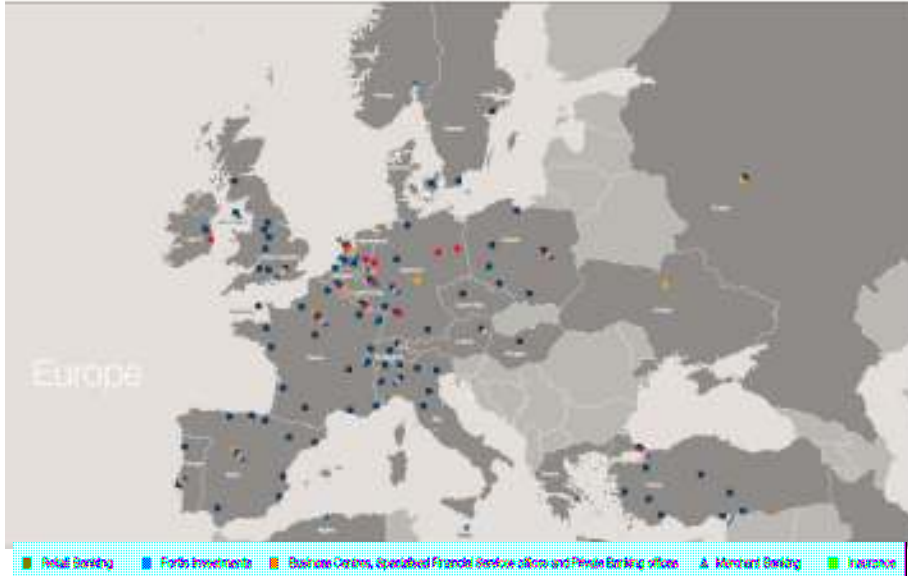
## FORTIS

### Selective acquisitions

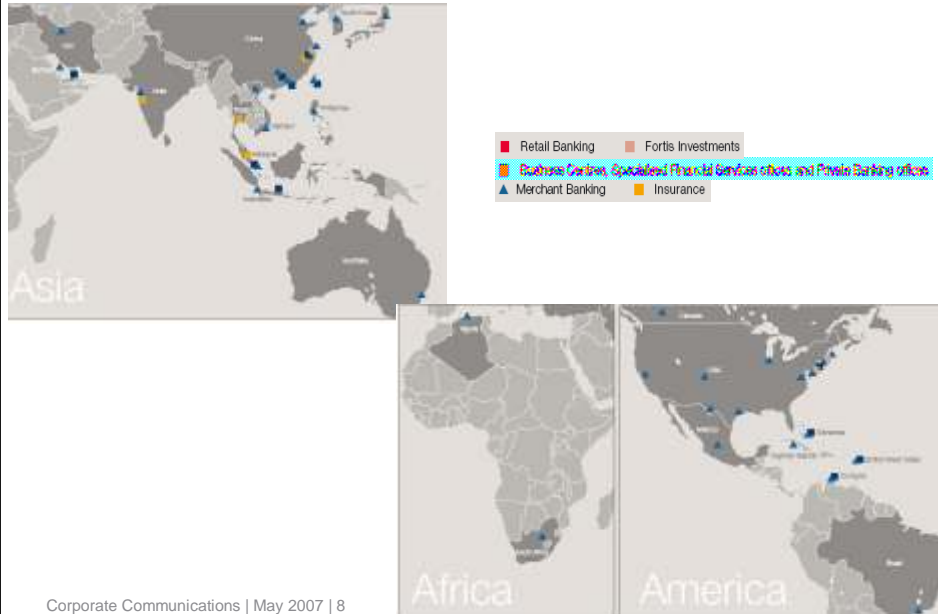
2006: 14 acquisitions for EUR 1.0 billion			2005
Company	Business	Country	
Dominet	Retail Banking	Poland	– 10 acquisitions, total cost EUR 1.5 billion: • Retail Banking: Disbank, Bank Von Essen • C&P Banking: BaCa Lease Italy, Sade, Atradius Factoring, Fundamentum, Dryden • Merchant Banking: O'Connor • Insurance Int'l: Outright, MNIH – Add-on acquisitions to accelerate our organic growth and penetrate new markets – Strict investment criteria applied
Dreieck Industrie Leasing	C&P Banking / Leasing	Switzerland	
Innotrade Leasing	C&P Banking / Leasing	Hungary	
Takleasing	C&P Banking / Leasing	Hungary	
4 Faktor	C&P Banking / Leasing	Poland	
Hedge Fund Services	Merchant Banking	British Virgin Isl.	
Cinergy Marketing & Trading	Merchant Banking	US	
William Properties	Insurance Netherlands	Netherlands	
Text2Insure	Insurance Int'l	UK	
Etalon Life	Insurance Int'l	Ukraine	
Gutingia	Insurance Int'l	Germany	
Citleasing	C&P Banking / Leasing	Czech Rep.	
Global Finance	C&P Banking / Leasing	Romania	
Cadogan Management	Retail Bank / Asset Mgmt	US	

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## Fortis businesses in Europe



## Fortis businesses in other regions



## M&A corporate communication issues

- Confidentiality stress in a regulated environment;
- Rumors and leak scenario's;
- Joint or individual release
- The price v. the seller;
- FTE's v. people;
- Before or after which opening hours?;
- The perpetual question on consolidation.

## Corporate Communications: a balancing act

- Regulated environment;
- Coordination is key;
- All stakeholders;
- The rumour mill;
- The day and night shift;

corporate communications:  
reputation in a rapidly expanding company

- One company under one flag;
- Building an international press network;
- One message, coordinated initiatives;
- Building PR-support;
- Corporate communications embedded in the organisation;
- On the road.

Thank you

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