

Welcome aboard – your first months at ProCredit





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● in your local bank ● via Microsoft Teams ● at Avala Training Centre in Serbia



PROCREDIT

Our strength is our employees

As a responsible banking group with strong ethical and impact-oriented principles, ProCredit has set new standards in the financial services industry in the last 20 years. This is reflected not only in our way of doing business, but also in our approach to staff selection, training, and development.

Yes, we work hard. Our work gives us a sense of purpose and the ability to see the results of what we do, both in the cooperation with our clients and in the impact we are making on society.

Yes, we have fun. We are surrounded by people who enjoy the same sense of humour and who are driven by the same values.

Yes, we are brave. We're not afraid of making the first move, exploring innovations, trying new things, but also learning from mistakes.

Yes, we are always improving ourselves. This includes continually revising our internal processes and our daily interactions with clients and colleagues. More importantly, we are becoming stronger and more experienced individuals and professionals every day.

Yes, we are responsible. We do everything we can to ensure the health and safety of our clients and our colleagues, which is why, among other things, we insist that during the pandemic all ProCredit staff take every possible precaution against COVID-19, including vaccination.



And yes, we know that we are good at what we do and we know that this is only possible because we have the right people to make things happen – our colleagues.

It is for all these reasons that we value and invest heavily in personal and professional growth. Training is an integral part of everything we do from day one.

You, as our new colleague, will participate in the ProCredit Onboarding Programme, which combines both theoretical and practical training modules. Some of them will be held online, some in your local ProCredit bank and others at our training centre in Serbia.

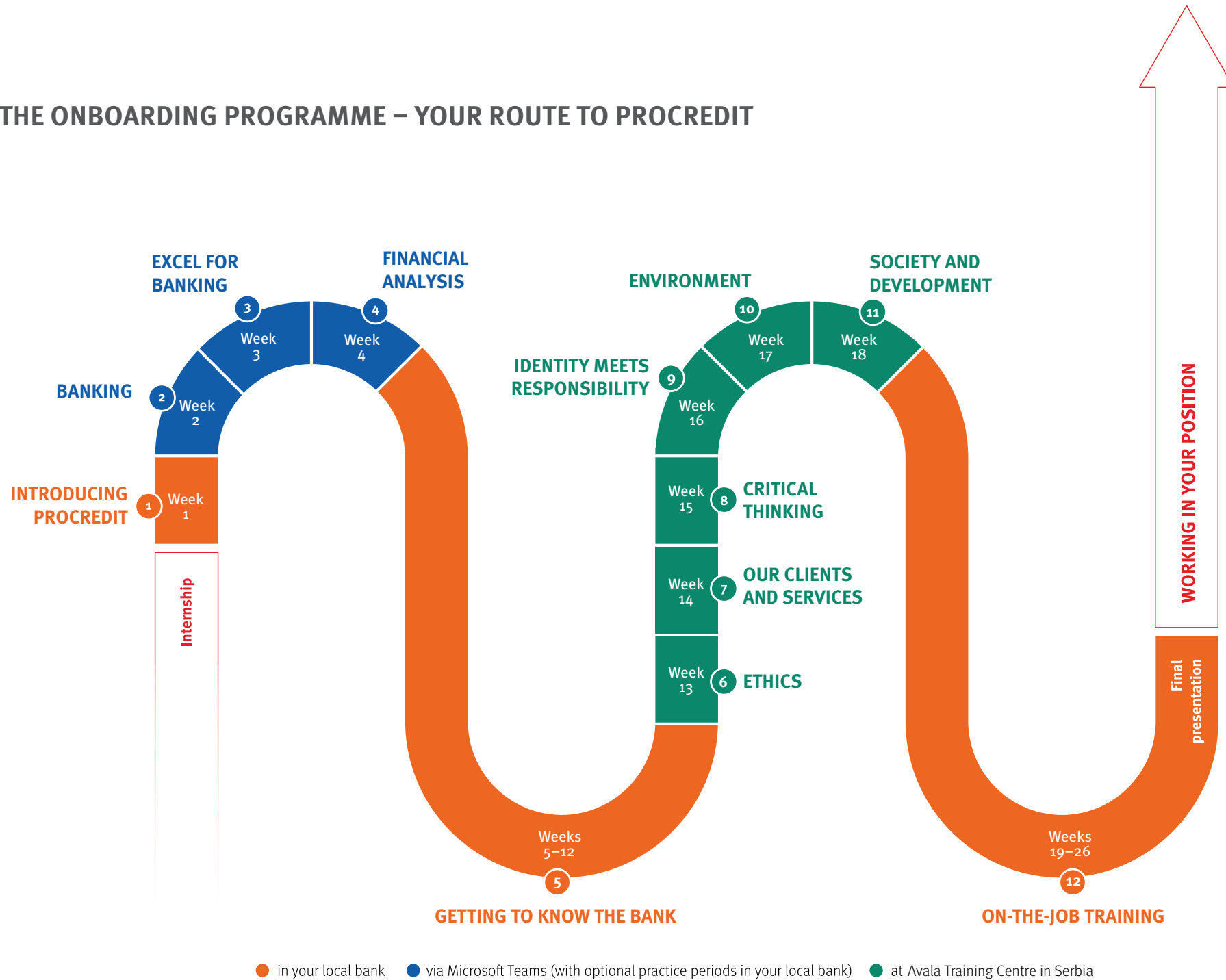
The Onboarding Programme shows you exactly what it means to work for ProCredit:

- It is dynamic, demanding, but also satisfying
- It is full of challenges, but also gives you a great feeling of accomplishment
- It requires self-motivation and self-discipline, especially for the online modules. At the same time, it is about working in teams, preparing projects and presentations, exploring and debating concepts, critically assessing processes, and adapting to cultural and social differences in an international environment
- And it is also about having fun and sharing experiences with great people

So let's prepare to get on board!



THE ONBOARDING PROGRAMME – YOUR ROUTE TO PROCREDIT



The way ahead

Your step-by-step guide

The diagram on the left is a map of the journey you'll be taking as you move through the Onboarding Programme.

For some of you, it will start with an internship at ProCredit Bank. This is not an essential part of the Programme itself, but we've found that former interns, people who already have some first-hand experience of the bank, often make a smoother transition to fully-fledged staff members.

After an introductory week spent on-site in your local ProCredit Bank, the next 3 weeks of online training (the blue stage of the journey) will familiarise you with some of the basic technical skills needed in banking.

You'll then spend another 8 weeks in your local ProCredit Bank, experiencing at close quarters the special way we work with our clients.

After passing that milestone, the next stage of the journey (the green path) will take you to our training centre in Serbia, where you'll finally meet in person the people that until now you've only seen in a virtual classroom. Here at Avala, you'll engage in intensive, stimulating discussions that will bring you closer to understanding the philosophy and values behind our impact-oriented approach to banking.

Then it's back home for the final stage. Your sights are now firmly set on the position you'll step into when your Onboarding journey ends, and a new journey begins.

Each step of the way is described in detail on the pages that follow. Bon voyage!



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› 1 week › in your local bank

1 INTRODUCING PROCREDIT

Hello and welcome!

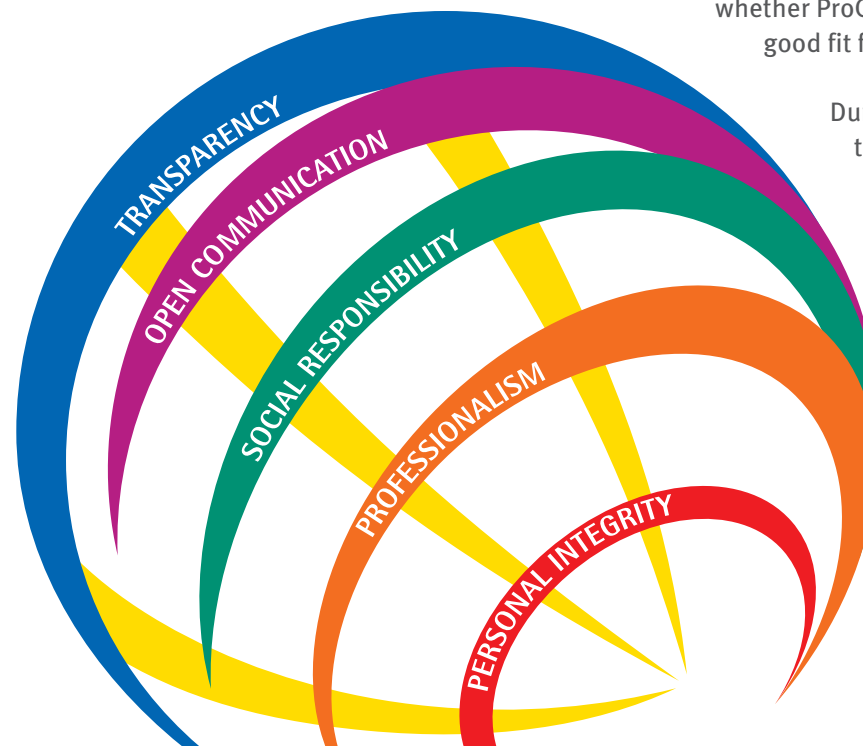
For those of you who have not done an internship with us, this is your first interaction with the ProCredit group, a week during which you will have the chance to ask questions and discover what ProCredit is all about. It is conducted in your local bank and you can expect to receive answers to many of the questions you may have:

- Who exactly is behind ProCredit?
- What drives the company?
- What is the ProCredit way of banking and what is the rationale behind it?

- Is ProCredit's claim of being a "responsible bank" more than just hot air?

You will get to know our core values and principles, as described in our Code of Conduct, and very importantly we will clearly explain to you who we are and who we are not.

This week, and the Programme as a whole, will provide you with the unique opportunity to explore, challenge and develop yourself, and ultimately, you will decide whether ProCredit's way of doing business is a good fit for your personality.



During this first week, you will be able to identify your strengths and weaknesses by jumping in at the deep end of a very dynamic and challenging environment. In addition, we will offer constructive feedback: we will explain to you what we believe your strengths are and in which direction you should point your future development.

And this is just the beginning of the journey!



The ProCredit Code of Conduct

The ProCredit Code of Conduct is much more than a catalogue of appropriate responses to specific situations. It is rooted in the key principles of what constitutes the ProCredit res publica, which in turn is anchored in the fundamental principle of human dignity.

The Code of Conduct explains how these principles apply to the daily reality and environment in which ProCredit works and takes decisions. There are numerous opportunities for ProCredit staff to study and discuss the Code of Conduct in more detail: during trainings, regular discussions and at our Academies.

Employees are expected to comply with the Code of Conduct not just because it is binding but because it reflects the group's values, mission and vision as a development-oriented banking group. It reflects in particular ProCredit's strong sense of social and environmental responsibility, as well as our determination to act ethically and sustainably at three levels:

- (1) At the economic level. The ProCredit group supports SMEs because they promote economic growth, create jobs and thereby contribute to stability.
- (2) At the social level. ProCredit banks are not just banks but also compliant legal entities and fair employers. As an active part of the community, they contribute to a stable civil society and democratic mechanisms.
- (3) At the environmental level. ProCredit entities have a comprehensive and ambitious ecological approach to both their internal organisation and external activities, and encourage their clients to invest in environmentally friendly measures.



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› 1 week › via Microsoft Teams

2 BANKING

Banks – ending the stereotypes

“You don’t see yourself as a typical banker? Neither do we. That’s why you’re with ProCredit!”

How did money and banks emerge? What is their impact on society? How is the banking system supervised?

As a ProCredit staff member, you will become a part of a rapidly changing banking system. Therefore, you will need to know how these changes influence us and where the future of banking lies. The financial industry is closely connected to the overall economy and

society, and a key factor in this equation is the banks’ level of resilience.

Given this interconnection, even a minor “earthquake” can have tsunami-like repercussions. Think back to the collapse of Lehman Brothers, one of the largest and most well-known investment banks in the USA. This occurrence was a seminal event in history that greatly intensified the economic crisis and contributed to the erosion of close to USD 10 trillion in market capitalisation from global stock exchanges in October 2008 – the



most significant monthly decline on record at the time. The consequences of the crisis are still being felt today.

For that reason, it is very important to understand the following:

- What is the role of banks and other financial actors (institutions) in the economy?
- What is debt and what role does money play?
- What is the position of the ProCredit group of banks in their markets of operation?

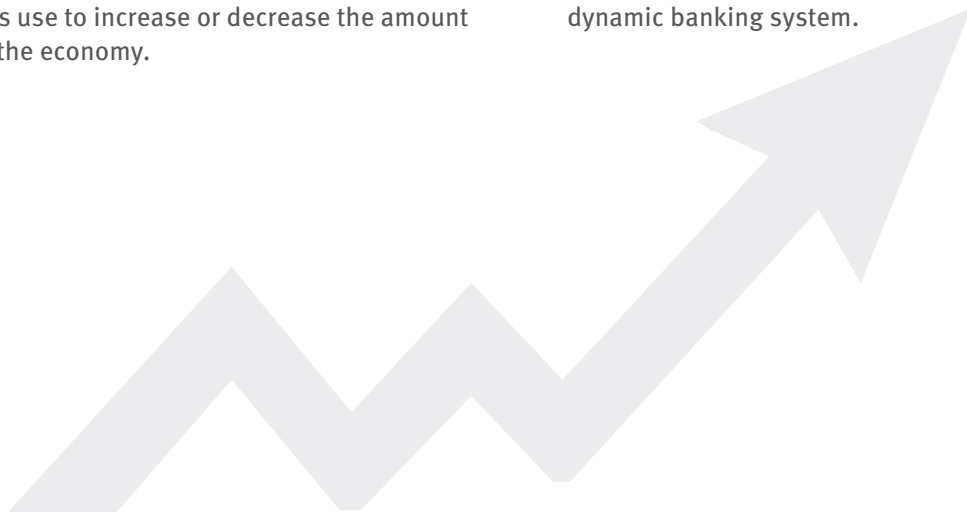
Besides answering these questions, you will be introduced to tools and skills that will allow you to analyse specific banks and banking markets. You will also understand the importance of trust in the banking system and why central banks are crucial in regulating the financial sector. You will learn about the methods, subsumed under the term “monetary policy”, that the central banks use to increase or decrease the amount of money in the economy.

Two projects will help you to understand the banking system and its concepts:

- Analysing the local financial and banking sectors in which ProCredit operates
- Assessing the role of central banks and regulators in the financial sector

These projects will give you insight into the logic behind the pivotal role of central banks in preserving the basic foundation of the overall financial system. You will identify the key ratios regulated by the central bank in a specific country and learn how these indicators (e.g. capital requirements or liquidity ratios) could warn regulators and the public of potential problems in banks’ balances.

As a final project, you will be able to identify where ProCredit Bank’s business model fits into this dynamic banking system.



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3 EXCEL FOR BANKING

The useful assistant

Excel – some see it as a threat, others claim it’s their loyal partner. People tend to run away when the word “Excel” is even mentioned. Indeed, there are cells that are hard to tame, rows that are difficult to put in order, formulas that are challenging to remember and yet at the same time, so easy to forget.

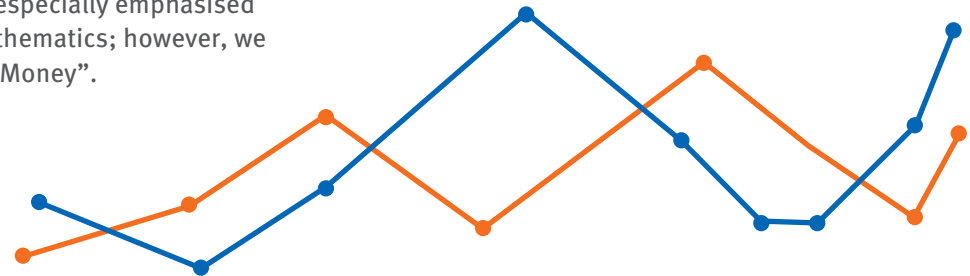
This course gives you the unique opportunity to come face-to-face the many issues Excel poses and encourages you to overcome your fears simply by becoming acquainted with this great tool and what it has to offer. Without Excel it would be impossible to create reports, analyse data and prepare financial strategies. If you already possess basic knowledge of Excel, this course will enable you to master the specialised functions that can make it easier for you to carry out your work.

Of course, banks don't rely solely on Excel when carrying out their business activities – but it does offer tools that are directly related to banking. The link between Excel and banking is especially emphasised in what some call financial mathematics; however, we prefer the term “Time Value of Money”.

This concept will be discussed and analysed in this course and using Excel, you will learn how to calculate the present value of future cash flows and the effective interest rate as well as a range of other important concepts. You will see that using Excel makes these concepts easy to visualise and grasp.

In order to learn how to use any tool such as Excel, we need to have a clear understanding of what you want to achieve and how to approach the particular problem you are facing. During this course, you will have the opportunity to model the basic operations of a bank and calculate them precisely, just as every bank is required to do. The calculations used are based on the structure of the problem.

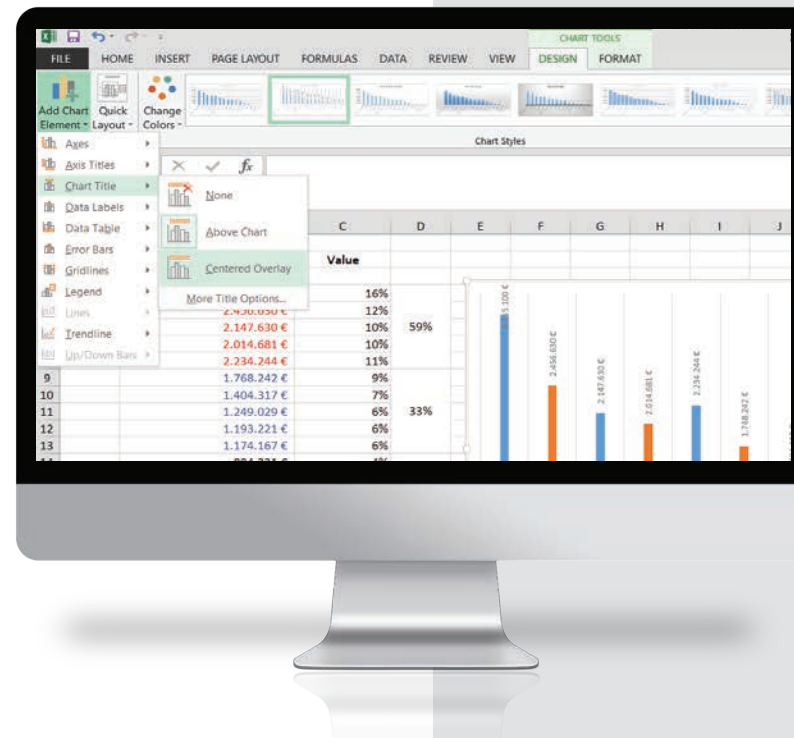
This block is made up of an even balance of online instruction and intensive offline self-practice (homework). Exercises and practise are a crucial part of any training course; and for courses such as this one, they are ultimately the only way to success.



So why is this seminar a mandatory part of the Onboarding Programme? After all, the bank has computers to calculate the results of its processes. Why can't we just lean back and let the computers do the work? Simply put, because it's not simply the outcome, but the path that matters. You will learn a universally applicable approach to problem solving based on structuring and modelling that can also be used to address other issues. Since time immemorial, models have proven ideal as a means of solving problems, as they provide a necessary structure.

The term “model” here refers to a description of real processes in the form of visual illustrations and/or mathematical equations. If you have modelled the problem correctly, you can in good conscience carry out the final calculation of the numeric result on your own instead of relying on your calculator or computer.

This course will make it possible for you to understand banking through formulas by transforming Excel into a friend and irreplaceable future ally.



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4 FINANCIAL ANALYSIS

How numbers tell the story of a business

To start off, the financial analysis course will familiarise you with the composition of assets, liabilities and equity, as well as with revenues and expenses and “the bottom line”, i.e., profit and loss. This course will also provide you with a basic understanding of the two core financial statements – the balance sheet (statement of financial position) and the income statement.

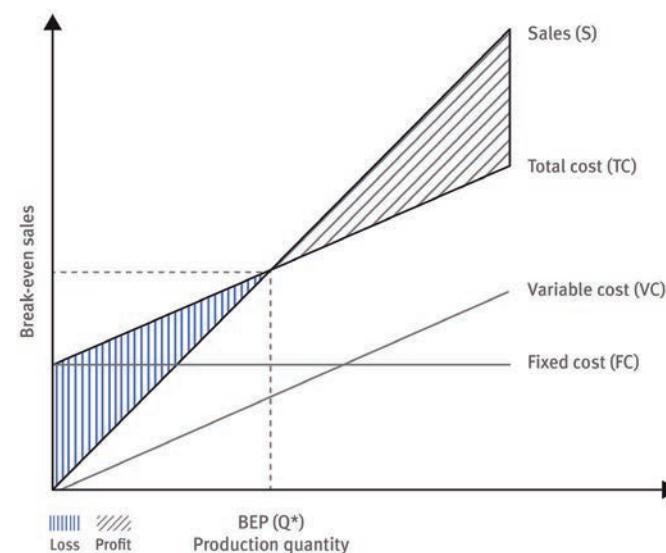
As the course progresses, you’ll gain a basic understanding of how banks analyse their clients. We’ll help demystify the jargon used in financial analysis so that, regardless of your educational background, you’ll be able to grasp the fundamental principles applied by ProCredit when analysing the financials of its clients’. You’ll be looking at how our Business Client Advisers, Client Advisers and Credit Risk staff use financial analysis on a daily basis to evaluate the accounting figures of our business and private clients.

By the end of this course, you will have acquired several important tools and skills. You’ll be familiar with various techniques and will be able to analyse and interpret the key parameters of our client’s financial performance.

You will understand how to assess the risks related to

our clients and what measures you can apply to mitigate these risks to the greatest extent possible. Furthermore, by taking part in an exercise based on an actual case, you’ll be introduced to the kinds of discussions that take place at committee meetings where it is decided whether to support a potential client.

BREAK-EVEN POINT



Right: E Prime, Client of ProCredit Bank Serbia

SHORT-TERM LOANS AND RECEIVABLES



- Short-term loans
- Short-term receivables

INVENTORIES

- Material & consumables
- Work in progress & finished products
- Commercial goods
- Intangible fixed assets



FIXED ASSETS



- Land & buildings
- Machinery, equipment, vehicles
- Intangible fixed assets

BANK ACCOUNTS AND CASH

- Cash on hand
- Bank accounts & cheques



- How old is it?
- Is it energy efficient?
- Amortisation?

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› 8 weeks › in your local bank

5 GETTING TO KNOW THE BANK

First-hand experience!

No matter which team you end up joining, the practical training phase for all Onboarding Programme participants begins with the same key elements – getting to know the bank and understanding what it means to work with clients.

For eight weeks, you will have the chance to see how our direct banking approach is put into practice, how the front office units acquire and serve our business and private clients, and how this work is supported by our marketing activities. You will become familiar with the role of the Contact Centre – our virtual branch – where you will have an opportunity to gain personal experience in communicating directly with clients. Along the way, you will meet many new colleagues who are ready to guide you in this demanding but nevertheless rewarding process.

One thing is for certain – an exciting time awaits you in the fifth week of the Programme. This is when you finally meet the team and help them carry out their daily tasks. It will be like nothing you've ever experienced. This is the real deal! You'll get a first taste of what it means to be an adviser, and you'll have the chance to talk with clients on a daily basis.

But don't worry – you won't be on your own. As soon as you arrive, you'll be introduced to your mentor, an experienced colleague who will help you along the way. Our colleagues are skilled teachers who are always ready to welcome newcomers and are more than happy to share their knowledge and enthusiasm.

This will definitely be an exciting time for you, so charge your batteries and forge ahead! Here are a few things to keep in mind during your on-the-job training:

- Be proactive
- Ask questions
- Use this opportunity to learn as much as you can
- Be productive
- Speak your mind – we encourage you to express yourself





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Don't just take our word for it, read what our colleagues say about their first on-the-job experience in the bank:



Vuk Vasić, Serbia: I felt like I knew everything after the theoretical part! I was full of confidence on my first day in the bank. But the moment I started to talk with my mentor I realised that there was still so much to learn! All of the colleagues in the office helped me a lot. Half of them had also graduated from the Programme, and they shared their experience, so I was never on my own. Even when I started to do my own projects, I was always under the watchful eye of my colleagues. I immediately realised that in the mind of our clients I was the person who represented the bank! I was so proud of the trust that was given to me. I took it seriously and worked really hard on representing the bank in a professional way. I still do today. I have worked for two years now. There is still much more to learn and I still do. Soon, I will also be a mentor, and I can't wait to meet new generations of colleagues. I am more than happy to be a future mentor. It is such a good role!



Lirika Canhasi, Kosovo: What a time! My first working experience ever. I started as a 21-year-old inexperienced girl but full of energy and ambition to enter the world of banking. A lot of things were going on in my mind at the time. Will it be like I imagined it? There were butterflies in my stomach the day before my on-the-job practice. What to wear; how to behave; what will my colleagues be like; will they accept me...? What if I say or do something wrong? A lot of thoughts indeed! All these questions and worries disappeared once I entered the office. For sure, there was a lot going on there. Experienced colleagues were super busy, but all of them welcomed me sincerely, and gladly shared their knowledge. My mentor was amazing! I learned a lot and I still do every day. I finished the Programme in 2017. Now I am a Medium Business Client Adviser and every time a new colleague comes, I remember how it was for me that first day. I do what our colleagues did then... This is what they will remember one day as well!



Chrysi Kaltsidou, Greece: I finished with the theoretical part of the Programme and it was time for me to start working in the bank. Of course, I had an idea of what it would look like but I was not completely

sure what to expect. It's not the same thing to go through the theoretical part and then to see all of it in practice. One thing became obvious to me immediately: The main value of this bank lies in its employees! They are what makes this bank truly powerful! The acceptance of the colleagues in the bank amazed me. Everyone was ready to help and to teach us newcomers. Every step of the way is followed by our mentors, they make life so much easier! After the first week I felt like I had been working in the bank for years and years. I finished the Programme in 2018 and I will never forget my first day on the practices weeks – what an experience it was!

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OUR TRAINING CENTRE

Let's meet in person

You've participated in online and on-the-job training, and now it's time for something completely different.

Welcome to the Avala Training Centre, located in the heart of Serbia – a place where you will finally meet in person the other members of your group. At the same time, you'll discover new cultures while gaining additional skills and knowledge you need to enter the world of ProCredit.

From the very first moment you set foot in Serbia, our employees and support staff at the training centre will take care of you and be at your disposal at all times. We will organise local transport from the airport or bus station to the training centre, assist you with getting settled into your rooms, explain the house rules, and make you feel comfortable and welcome. In short, during your stay we will do everything we can to offer a quality learning experience and make you feel at home.

The Avala Training Centre is located near Belgrade on the slopes of Mount Avala. It is situated on a 2200 m² lot with a floor area of 945 m². It is a modern building that is fully equipped for seminars, workshops and training events, offering ideal conditions for participants to fully dedicate themselves to improving their skills and gaining new knowledge.

The training centre provides comfortable rooms with two beds each – and has two classrooms, a “chimney room” for fun and relaxation, and a dining room with a big terrace that overlooks the city of Belgrade on one side and Mount Avala on the other.

The training centre is close to a big supermarket, pharmacy, post office, and bus stop. Also, there is very good public transport to Belgrade, allowing participants to move around the area and visit the city very easily.

We make every effort to ensure that your stay is safe. The training centre is very well secured and it can only be accessed with permission. Security officers monitor the gates and visitors, allowing entry only to authorised staff and participants. For all medical issues and emergencies, we organise local transportation and the best medical care in private clinics. All participants have full health insurance with 24/7 assistance from training centre employees.

Your stay will not only be about hard work. You will have leisure time as well. Since most of the weekends are free from training obligations, you will have time to relax or enjoy trips to nearby places and explore Belgrade. Here are some of the things we think you might enjoy!

The closest attraction is Mount Avala. It is not only Belgrade's favourite picnic destination, but is also known for its pine forest with springs and the Avala TV Tower, which offers spectacular views of Belgrade and the surrounding area.

Belgrade, the capital of Serbia, is located just 17 km from the training centre, which is very well connected with the city centre via various bus lines. Transport by taxi is not a problem, especially if the bill is split between 3 or 4 of you (the average price of the taxi ride from the training centre to downtown Belgrade is EUR 25; a daily bus ticket will cost you EUR 6.50).

Belgrade is a popular tourist destination, "a city that never sleeps", and known as one of the best places to have fun thanks to a variety of events. You can start your sightseeing from the ancient fortress of Kalemegdan, built on the spot where the Sava River meets the Danube.

From there, continue your tour to the city centre – you will be amazed by the historical buildings, the museums, the parks and riverside walks, as well as the bars, cafés, restaurants and shops... Belgrade has it all!

Because Belgrade is famous for its nightlife, you must experience "Saturday Night Fever" at clubs on the riverfront at least once! And don't miss the opportunity to visit Belgrade's lake, Ada Ciganlija. Located in the middle of the city, it is also referred to as Belgrade's seaside, with beaches that go on for kilometres. It offers various outdoor activities such as bike rides, golf, football, basketball, tennis, and a free climbing and adventure park, as well as lots of opportunities to go swimming or relax at beach bars and cafés.

There are so many places to discover and we will be more than happy to make this part of your Onboarding experience and your entire stay in Serbia a memorable one.



*Top: Belgrade, Serbia
Middle and bottom: Avala Training Centre, Serbia*

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6 ETHICS

Our driving force for decision-making

Right from the start of your stay at the Avala Training Centre, you'll be confronted with some demanding topics.

During the course, you'll learn some additional things about ProCredit, but in order for us to better understand each other, we'll need to go beyond the surface and start exploring the wonderful land of ethics and philosophy. This week is philosophical, thought-provoking, and exciting. It is full of intriguing discussion topics. You will debate the moral perspectives of how (business) relationships should – and should not – be defined and how morality and justice can or cannot influence our own decision-making.

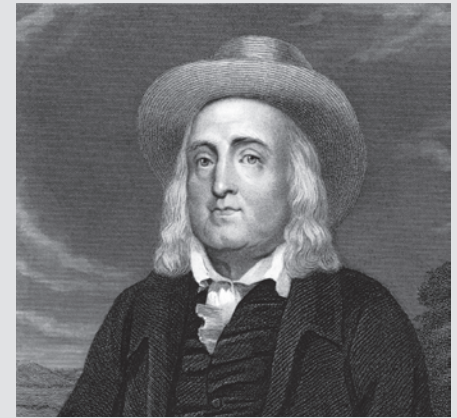
Ethics? Not the first thing that pops into people's minds when they hear the word "banking", do you agree? Well, for us ethics are closely connected with everything we do. Ethics is a crucial aspect and a driving force that guides us every step of the way, not only in our business but also in our daily lives. This is why we choose to start our in-person blocks with this course.



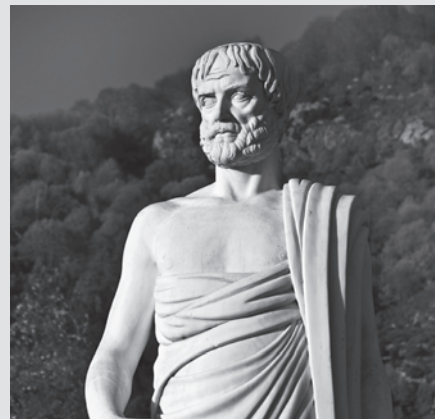
Get ready to engage in lively discussions, to challenge yourself, to listen to what others have to say and to question your prior convictions. Get ready to realise that things might not be the way you thought they were. Have you ever thought about how you would act in some life-or-death situations? Have you ever wondered how it feels to participate in a Harvard lecture? Did you ever try to define ethics and to question moral standards? Get ready for all of that and much more! We will debate, we will learn how to express our thoughts clearly, with structure and solid arguments. We'll talk about freedom, free will and reason. We'll examine the ideas of philosophers like Kant, Bentham, Locke, Rawls and Aristotle. At the end of the week, we're sure that you'll have a clearer idea of why ethics is important for us personally as well as for our bank!



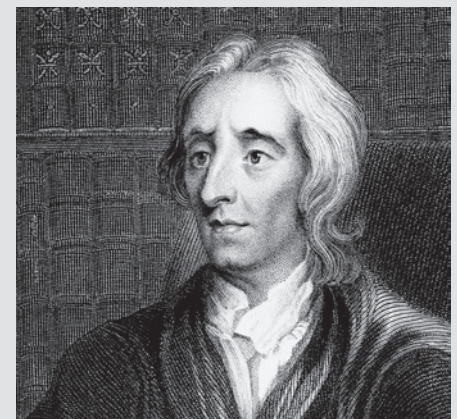
Immanuel Kant



Jeremy Bentham



Aristotle



John Locke

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7 OUR CLIENTS AND SERVICES

Do we choose our clients or do they choose us?

A long-term relationship is based on mutual understanding, trust and shared values. For that reason, our business model is based on the idea of providing efficient services to specific types of clients. ProCredit banks are specialised banks for small and medium-sized enterprises, and we aim to be their “Hausbank” – the bank that handles most, or ideally all, of their banking business. We also actively address middle- and high-income private individuals who are interested in modern banking services. This might make us seem exclusive, but for a long-term relationship it is very important that we share the same understanding of growth, development, transparency and social and environmental awareness with our clients.

With this in mind, the course poses the following questions:

- Who are our business and private clients (and who are not our clients)?
- What services do they need?
- How can we provide these services efficiently?

During the course, you will have the chance to take a detailed look at the acquisition process, for both private individuals and SME clients, and gain an understanding of the modern channels through which we offer them our services. You will also see how we assess our clients and their needs, which in turn enables us to offer them appropriate services. Understanding our business model will give you better

insight into what sets ProCredit banks apart from their main competitors and makes us unique.

As part of the course, you’ll take part in numerous role-plays, where you’ll be able to put yourself in the shoes of a client and a bank employee. This will open your eyes even further to the many different aspects of the business relationships we establish and thus also raise your awareness of the responsibility we have when dealing with clients.

In addition, through real-life cases, you’ll learn how a business committee is formed and what its responsibilities are. This will help to answer questions like:

- How do we take decisions related to our relationship with clients?
- What is the role of Business Client Advisers and Client Advisers in this relationship?
- Who are our target business and private clients?
- What is the added value of the services provided by the bank to its clients?

All of this will help you make more sense of your experience during the first phase of your on-the-job training. You will now be able to draw a clearer connection between our strategies for business and private clients and the services we offer. The course will also provide you with additional insight into how we select

and assess our clients, analyse their financial situation, provide the services they need, and maintain our relationship with them.

By the end of the course, we expect you to have a fuller understanding of the “Hausbank” principle, and a clearer view of your future role within the context of ProCredit’s overall approach to our clients. This will be great preparation for the second phase of your on-the-job training.

IT ALL STARTS WITH UNDERSTANDING THE CLIENT

Is the client a ProCredit fit?

- › Know your client
- › Exclusion List
- › AML
- › Profile
- › Needs
- › Business model



Hausbank concept

- › Services
- › Channels
- › Acquisition
- › Customer care
- › Monitoring
- › Organisation/Staff



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8 CRITICAL THINKING

Sympathy for the devil's advocate

Never before has so much information been so easily available as it is today – and never before has so much of it been fake. But why are people so easily fooled by false, emotionally charged arguments? Why do we attach too much importance to unrepresentative facts? Why do we find it hard to make rational decisions when presented with more than two choices? Why do we tend to invent links between things that may be totally unrelated? And why do we put so much faith in so-called experts?

As a ProCredit staff member you'll be expected to take well-founded, logical decisions, so you'll need to be sensitive to false information and use your critical abilities to filter it out. At the same time, to convince clients and colleagues to follow your arguments and suggestions, you'll need to communicate effectively. Critical thinking and effective argumentation are learnable skills, and the purpose of the week is to give you some hints on where to start.

As well as learning about the cognitive biases that get in the way of critical thinking, you'll also learn how to identify the techniques that people use to mislead you, and how to counter them with superior logic. For example, you'll learn how to dodge the bullets of a "Texas sharpshooter", how to fight real opponents instead of "straw men", and how to stand firm on a "slippery slope". If you're aware of the false logic that others use in their arguments, you can learn to avoid using it

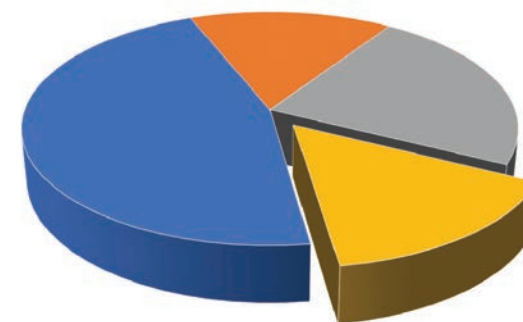
yourself. This is one aspect of effective argumentation. Another is to clearly structure your communication in order to guide your audience in the direction you wish to

QUIZ QUESTION

In terms of sales success, which is the correct order:

- A. Q1, Q4, Q3, Q2?
- B. Q1, Q3, Q4, Q2?
- C. Q1, Q2, Q4, Q3?
- D. Some other order?

Answers during the Critical Thinking block.



Sales

- 1st Qtr
- 2nd Qtr
- 3rd Qtr
- 4th Qtr

take them. And you need to take the possible objections seriously, by asking yourself: “Why might someone disagree with me? What can I say to change that person’s mind? How can I say it in such a way that they are sure to hear it?” In other words, you need to have sympathy for the devil’s advocate.

What better way to practise logical precision and clear structuring than to write an argumentative essay on a controversial topic? And if those techniques work in an essay, let’s see if they can be transferred to a live presentation. What other factors are important when you present an argument to a live audience? Body language? Tone of voice? What else...?

The course is not directly related to banking or any of the other subjects covered during the Programme, yet it is indirectly related to all of them. You can practise the skills you learn in this course every day and everywhere, both passively, when you read news, observe discussions, or listen to politicians’ speeches with a critical mindset, and actively, when you argue a case or explain something.



Top: Can we trust the media?
Bottom left: Infographics should inform, not confuse.

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› 1 week › at Avala Training Centre in Serbia

9 IDENTITY MEETS RESPONSIBILITY

What makes one company different from another?

“It is not only for what we do that we are held responsible, but also for what we do not do.” – Molière

Who am I? What makes me who I am? Who do I want to be? Do my actions reflect how I see myself? Do these questions also apply to institutions, such as ProCredit?

These questions are not only vital for tapping into our identity, but also for choosing an employer. After all, it is very hard to gain a sense of fulfilment or integrity when your personal values are not compatible with those of your employer.

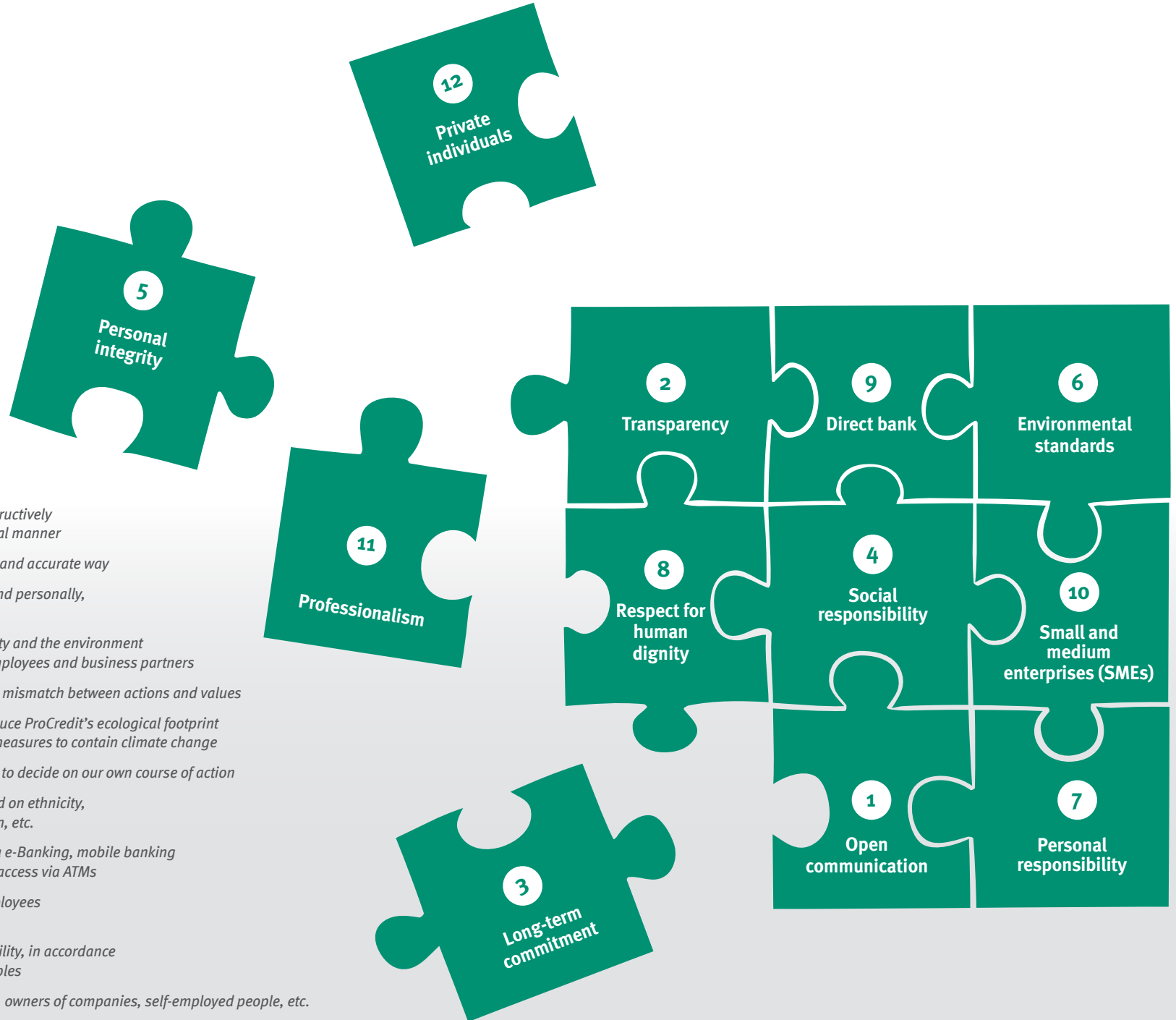
This course includes some challenging exercises designed to sharpen your awareness of personal and institutional identity and responsibility, including role-plays and discussions on real-life moral dilemmas. We begin by defining and then comparing the concepts of personal identity and corporate identity. What differentiates institutions? How do you recognise a company? What key ideas are companies founded upon? What challenges does defining an identity pose? Furthermore, you will find answers to the following questions: What are the key elements that define identity? Is it the totality of these elements that makes up the identity of a person or a corporation, or is it the individual components themselves? Does identity change over time? What are the factors that influence the formation of our own identity? How important is it for you to identify with the institution you work for? What values do you

share with ProCredit? These are extremely important questions for you to ask yourself if you want to be absolutely sure that your personal values and beliefs are in line with those of ProCredit. A sense of identity is a fundamental human need, as it gives us meaning, unity, and a purpose. Harmonising your own personal identity with that of ProCredit plays a key role in how we think and feel and how we actually go about our daily work and lives.

We will then move on to the topics of personal and corporate responsibility. What does personal responsibility mean? To answer that question, it helps to consider the complexity of human nature and the relationship between human nature and the concept of rules and institutions. By setting rules, institutions enable individuals to cooperate effectively, which is the basis of societies. How exactly do human societies work? What is required to ensure social cooperation? Why do we need rules? How do institutions work? Which institutions and rules ensure a stable and productive social environment? In which situations do they fail to produce positive benefits for society? These are only some of the questions that this course aims to find answers for.

What does all this mean for personal responsibility, for you as an individual member of a society or as a staff member of an organisation? If you comply with rules and policies, is that all you need to do in order to be a “responsible person”? What is your compliance mainly

IDENTITY: EVERY PIECE MATTERS



1. *Exchanging information fully, fairly, constructively and dealing with conflicts in a professional manner*
2. *Disclosing relevant information in a clear and accurate way*
3. *An eagerness to develop professionally and personally, investing the necessary time and energy*
4. *Aiming to have a positive impact on society and the environment through our relationships with clients, employees and business partners*
5. *Acting in accordance with our values – no mismatch between actions and values*
6. *Efforts to protect the environment and reduce ProCredit’s ecological footprint by conserving resources and promoting measures to contain climate change*
7. *Acknowledging that each one of us is free to decide on our own course of action*
8. *Avoiding any form of discrimination based on ethnicity, gender, religion, origin, sexual orientation, etc.*
9. *A bank that offers its services remotely via e-Banking, mobile banking and contact centres, as well as providing access via ATMs*
10. *Businesses with between 10 and 250 employees and a turnover of under EUR 50 million*
11. *Performing our tasks to the best of our ability, in accordance with best practices and ProCredit’s principles*
12. *Non-business clients, e.g. salary-earners, owners of companies, self-employed people, etc.*

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› 1 week › at Avala Training Centre in Serbia

driven by? Why wouldn't you lie or steal? Because of the legal consequences or because there is something in you which tells you that lying and stealing is wrong?

Having all this in mind, you will explore how the concepts of "responsibility" and "compliance" are applied at ProCredit and how we have implemented our values-based approach in our business model.

By the end of this course, you will have considered identity in general terms as well as what identity means to us at ProCredit with regard to how we do business now, how we did business in the past, and how ProCredit's identity has changed over time. At the same time, you will have analysed responsibility at the institutional level as well as at the individual level.

1.

You, one of the reporting specialists, notice that your colleague (currently on vacation) forgot to submit the monthly report to the Central Bank. You have notified your supervisor via e-mail but haven't received a reply. Does your responsibility end here?

2.

As the bank's procurement specialist, you are preparing a tender for office equipment and you are aware of the criteria and budget foreseen for this purchase. Your best friend runs a local furniture shop and is currently having financial difficulties. Would you give the information to your friend to help him win the tender?

3.

A client from out of town calls you, as a real estate expert, to list her deceased parents' home. She is not sure what it is worth but she says she will be happy to get EUR 50,000 for the house. You look at it and feel it is worth at least EUR 75,000, but you realise that the house would be perfect for your brother. What do you do?

4.

You are a Credit Analyst analysing a loan application for a business owned by your cousin. After the analysis is complete, you notice that he does not qualify for the requested loan amount at the current level of sales and profit. In order to qualify, the declared sales would need to be 20% higher than the actual figures. Would you increase the sales in the analysis so that your cousin can qualify for the requested loan amount?

**WHO SETS THE RULES?
WHAT IF THE RULES DON'T WORK?
ARE YOU MORE INCLINED TO OBEY OR BREAK THE RULES?**



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10 ENVIRONMENT

Why does sustainability matter for ProCredit?

In the wake of the catastrophic events that have taken place in recent years – drought, flooding, forest fires, to name just a few – there is a growing realisation that exploitation of the Earth’s resources at present levels is not sustainable. These events have both direct and indirect consequences for the economies in which we operate. From worldwide “Fridays for Future” demonstrations to pleas made at international conferences like COP26, calls for government action to reduce or reverse the dramatic impact of human activity on the climate and the environment are becoming louder and more urgent. But what can we, as individuals and as employees of a bank, do to protect the planet we live on?

At ProCredit, we are convinced that there is a lot we can do. Indeed, all financial institutions have an impact on the environment, depending on the types of business they finance and on their other business policies, and this impact can be either positive or negative. We aim to make our impact as positive as possible by conducting our business in a way that is in harmony with environmental sustainability. At the same time, we aim to increase overall environmental awareness in the countries in which we operate.

During this block, you will learn about our sustainable approach, based on our three-pillar environmental management system (EMS), which was launched

already in 2010. This unique system enables ProCredit to take innovative measures that have a direct impact, such as replacing our vehicle fleet with electric cars or installing photovoltaic panels on the rooftops of our banks and training centres. By applying waste management practices, such as recycling, and using energy efficient technologies at the workplace, we also ensure that you as an individual staff member can make a positive contribution to the environment. We will discuss the actual practices we implement in each of our 12 countries of operation. These measures are enshrined in Pillar 1 of ProCredit’s EMS.

Pillar 2 refers to our practice of carefully screening and selecting our clients, analysing each individual loan application to ensure that we work with businesses that share our commitment to the environment, and that we avoid supporting those that engage in environmentally or socially harmful activities. Moreover, we actively promote ecologically friendly financial investments through our “Green Finance” projects, which form Pillar 3 of our EMS.

During the course, you will have an opportunity to see positive examples of these investments for yourself when we visit various “green” facilities, such as renewable energy plants. You will also examine in detail our environmental impact at all levels, both direct – as a bank and as individuals – and indirect, in terms of our

clients' activities. By the end of the course, you will have a clear idea of how you can make a positive contribution to the environment and promote environmental awareness in your country.

The three pillars of the ProCredit banks' environmental management system:

Pillar 1

Internal environmental management system

Pillar 2

Management of environmental and social risk in lending

Pillar 3

Green finance



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11 SOCIETY AND DEVELOPMENT

To what extent are you shaped by your environment?

To what degree is your understanding of the world formed by the society in which you grew up? How important is your role as a member of society with regard to improving or even challenging the current setup? How important is your role as an individual and as part of an institution? What is the impact of institutions on society, and is your role strengthened by virtue of being part of such an institution? Does being part of an institution like ProCredit Bank make you more influential within your society? What does it mean to be part of ProCredit Bank? ProCredit describes itself as a “development bank” – but what does that really mean?

During this course, you will examine the concept of society from various perspectives, e.g. in terms of history, geography, politics, economics, education, and migration. In order to understand how societies, including your own society, have developed over time, a visit to the 7000-year-old Vinča settlement is included. This visit will challenge your understanding of certain concepts and social structures which are considered “natural” and even logical from our modern-day perspective, leaving very little room for questioning them. Visiting the location of this ancient culture and discussing its relevance for our modern society will open up new, refreshing perspectives for you. This experience offers a valuable lesson: knowing our history and the origins of our society helps us to better

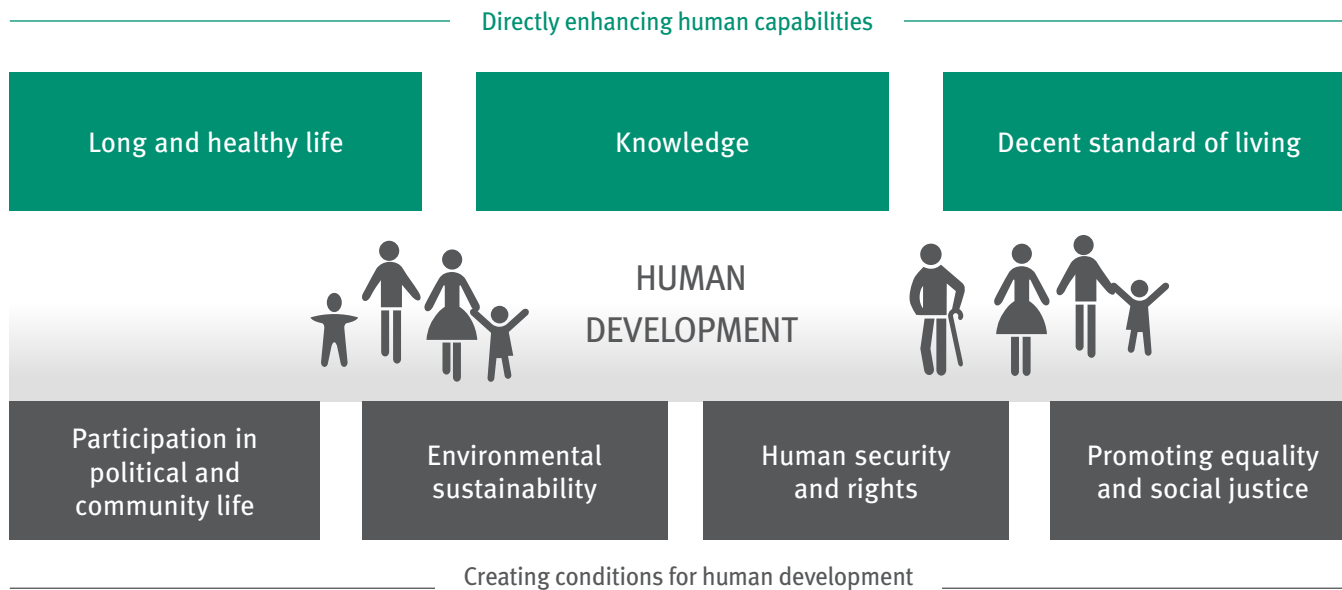


Artifact from Belo brdo, Vinča

understand that society and the role we play in it, or indeed the role we could play in it.

Given that not all participants have studied economic subjects, and to stress the link between society and economics – especially for those who did study economics – some economic concepts will be introduced and discussed in this context, including inflation, budget deficits, the human development index, etc. Through these concepts, you can expect

WHAT CONTRIBUTES TO HUMAN DEVELOPMENT?



to broaden your knowledge of your home country, especially from an economic and social perspective. In addition, you will be able to classify and compare different societies besides your own country.

This course will also help you understand and identify the current issues and challenges in your society

and presents an opportunity to discuss what should be improved. We will cover topics like corruption, pollution, terrorism, refugees, consumerism and brain drain. Are these challenges that governments could or even should deal with? Are these regional or even global phenomena? What does globalisation mean for our modern reality? How are governments dealing with



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this new world, what is the role of the (social) media, and what is the reaction of the current power players, i.e. governments, multinationals and international bodies, like the UN and the European Union?

As part of this discussion, we will examine economic growth and sustainable development: Are these terms synonymous or do they address different aspects of our society? We will also zoom in on the level of individual impact on development, because in today's hectic world, it is easy to lose sight of life's big questions, such as: "Can I make a difference? Is it important for me to try to make a difference? Does it matter which company I work for?" By observing development from an individual perspective, you will come to understand ProCredit's point of view on personal development and its investment in staff as well as in the societies in which it operates. Looking at these issues from the perspective of your country, you will then make the connection with ProCredit as an institution: How do we look at growth in its different forms? To us, development is not just about numbers related to GDP, growth, expansion and productivity.

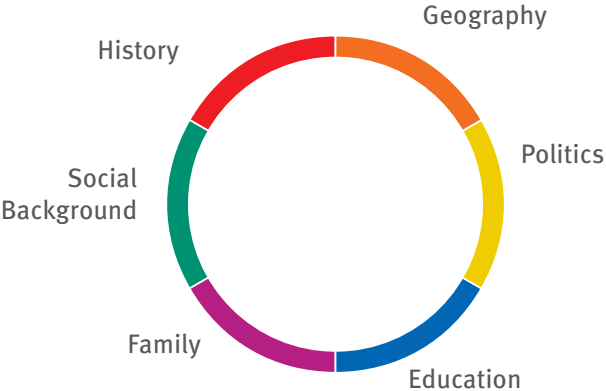
To understand how we arrived at our current approach, we will examine how the ProCredit group has evolved.

Where does ProCredit come from? How has it developed and changed over the years? How does ProCredit see itself in relation to its clients, to the markets it operates in, and very importantly, to its staff? What is ProCredit about? In order to better understand the institution you have started working for, we will discuss the ProCredit Impact Report, a yearly report that is published on the public website of ProCredit Holding.

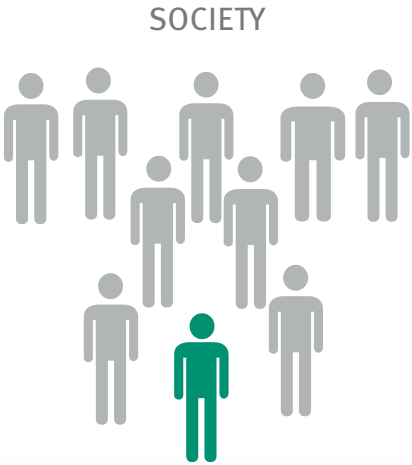
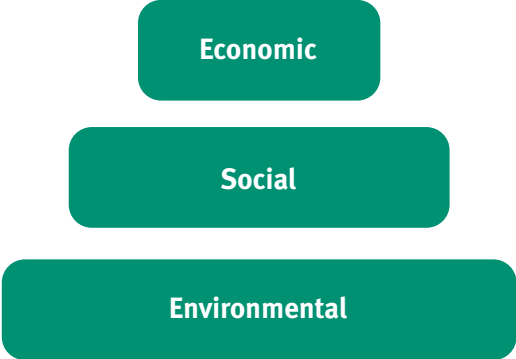
Among other activities, you will be part of a group project that will allow you to discuss, debate and prepare a presentation on a particular topic, e.g. "What does entering the European Union mean for a country?" This is an opportunity to apply your knowledge of the issues discussed during the course to an in-depth country analysis, and also tests your teamwork skills. The aim of this course is to go beyond the numbers and focus on the qualitative aspects of development as well. You will be able to see development through the prism of the economy, society, the individual and the environment, and along the way, you will gain a better understanding of ProCredit's vision and find a match with your own vision of life.

SOCIETY IMPACTS YOU - YOU IMPACT SOCIETY

Perspectives on where you come from:



Levels on which you have an impact:



You in ProCredit



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› 8 weeks › in your local bank

12 ON-THE-JOB TRAINING

Back home!

You've been our colleague for four months now. Your training at the Avala Training Centre has just finished and it's time for you to go back home, back to your bank and back to your practical training, preparing for "real" work.

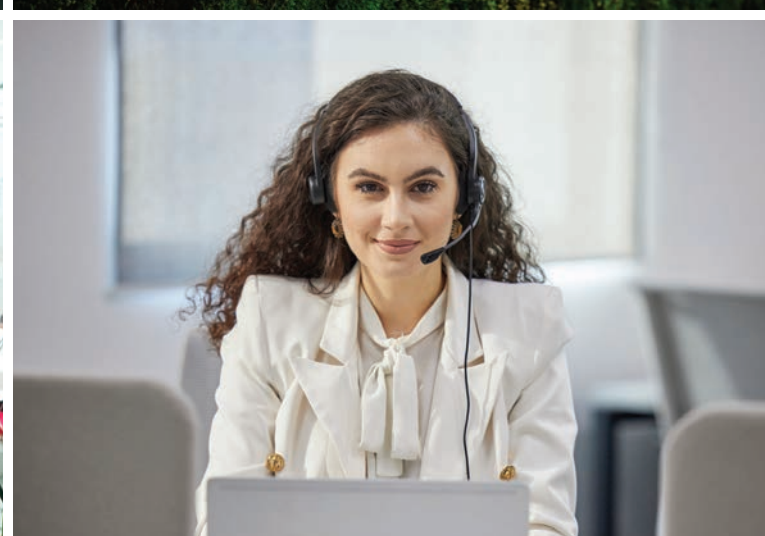
What happens now? First, we will have a talk based on your feedback from the Programme, where we will focus on what we have observed to be your strengths. Based on your contribution so far, on your potential, and on the current needs of the bank, we will agree on which position is the best fit for you.

This part of your training is very much related to your **specific position**. For the following two months, you'll spend your time in a branch or in Head Office, where you'll have a well-structured training plan and a mentor to guide you. This means that you'll have a senior colleague fully devoted to your further development. He/she will guide you through everything that is important not only for your daily work, but also for your overall professional development.

You will round off your practice period with a **presentation** that you will prepare and deliver together with your fellow graduates. This project will be organised

locally, on a given theme, and presented in front of an audience consisting of top management, HR staff and other colleagues who supported you during your training period.

Not only for the final project, but for all phases of your training period, you will receive constructive feedback, with the aim of helping you to improve your performance or reach your potential. You will start taking responsibility for your job, and you'll participate in specific training for your position as time goes on. And even after the official period of the Onboarding Programme is over, your mentor will still be there to support you in your daily activities. **We want to support you and make sure that you are ready to succeed in your new position!**





WHAT'S NEXT?

We never stop investing in you

The Onboarding Programme is where you begin to understand the challenges faced in the markets in which ProCredit banks operate. And it is just a starting point for continuous and comprehensive professional and personal development.

We live in a world that is rapidly changing. This enables us to put ourselves in the “driver’s seat” and actively introduce and implement new ideas, thus making ProCredit a trendsetter in the banking industry. However, this also creates higher expectations on the part of our stakeholders, who expect us to continue working according to the same dynamic in the future. The best

way to make this possible is to continuously invest in the training and development of our staff.

As you have read in this brochure, personal and professional development is our top priority, as it contributes significantly to our success on every level of the ProCredit group.

People who share our values and attitude towards work and society, and who continuously strive to improve themselves, are just the type of people we are looking for. If this description fits you, there is only one word left to be said – **welcome!**

ONBOARDING PROGRAMME

Starting point for professional development

SPECIAL COURSES AND WORKSHOPS

Group-wide training courses and position-specific training

ADVANCED ENGLISH TRAINING

Six-week training in Fürth, Germany, or four weeks' online training, both conducted by native speakers

PROCREDIT BANKER ACADEMY

One-year training programme in Fürth, Germany

PROCREDIT MANAGEMENT ACADEMY

Three-year training programme in Fürth, Germany

Right: ProCredit Academy in Fürth, Germany



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