

Boursorama Banque, the online financial pioneer in France

Financial
Online
(BSR-PA)

Boursorama

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Vincent Taupin
Chairman and CEO

BIO:

Vincent Taupin has been Chairman and Chief Executive Officer of Boursorama since March 2000.

Vincent Taupin has joined the Société Générale Group in 1994 as the managing director of FIMAT SNC. In March 1998, he became the FIMAT managing director in UK and the manager of Europe area. At the same time, Vincent Taupin was named managing director FIMATEX SA in 1995.

Before joining the Société Générale Group, Vincent Taupin has been successively consultant in Peat Marwick Mitchell & Cie – KPMG between 1985 and 1987, then Equity Options Manager

at Tuffier Ravier Py from 1987 to 1988, before taking the responsibility of the development department of Liaud Courtage Magnin S.A until end 1990.

He has been managing director of GTI FINANCE (CIC Group subsidiary) from 1990 to 1994.

Boursorama is a listed Company. Its major shareholder is Société Générale which owns 57 % of Company.

Born in 1959, Vincent Taupin is graduated from Ecole Nationale Supérieure des Télécommunications (ENST) and Ecole Spéciale des Travaux Publics (ESTP).

Company Profile:

Boursorama was set up in 1995 and is one of Europe's leaders in online savings. Boursorama is the top online financial player in France, where it has two complementary brands:

- Boursorama Banque, the well-known online banque in France with 299,000 accounts managed and nearly 4.2 million orders executed in 2008.
- Boursorama.com, the leading online financial portal with 3 millions unique visitors per month.

Interview conducted by:
Lynn Fosse, Senior Editor
CEOCFOinterviews.com

CEOCFO: Mr. Taupin, you have announced a great third quarter, how are you continuing to succeed in the tough times?

Mr. Taupin: We have been going through tough times over the last ten years. We were an internet company in 2000 and 2001. We were an online broker, but the market sharply declined twice over the last eight years; once in 2001/2002 and then again in 2008, but we survived. As a company over the last

ten years, we went through a very severe condition and at the end of the day, we are bigger than we were before and we have never been as successful as we are now. In addition, we are a very flexible company and have been able to change our business model very often in order to adapt the company to the current environment, which helped a lot. We also have a good management team.

CEOCFO: What is the business model and the plan today as you go forward?

Mr. Taupin: We are an online banque, so it is a very clear business. It means that we are targeting customers that are not willing to visit their branch each time they want to do something. We are targeting clients for whom it is more convenient to come to us rather than go to their own branch.

CEOCFO: Is online banking new in France?

Mr. Taupin: The online banque is a pretty new business in France. We are far less advanced than in the other European countries. So it is brand-new for most of the French people. In Germany and Spain, you have some very successful online banks. With an increasing number of retail investors wishing to manage their finance online, we feel that online banking has a great future in France.

CEOCFO: How do you reach potential customers and what is the biggest stumbling block in getting people to understand the value of online banking?

Mr. Taupin: To understand why we are successful, one needs to understand our unique business model. As an online banque, we are not unique, but as the combination of an online banque and a leading financial portal, we are unique. As a brand when any person on the internet is looking for financial information,

he goes to Boursorama.com. If you were in the US and you were asked where you would go to get financial information, the responses would be endless. That gives us the capacity to attract new customers at a very low cost, compared to the other banks.

CEOCFO: Are these primarily retail customers or are businesses coming to you?

Mr. Taupin: Only retail customers.

CEOCFO: Would you tell us about your online brokerage?

Mr. Taupin: The online brokerage was our initial business in 2000. Step-by-step, we added new services in our range of products.

In 2004, we added life insurance; in 2005, we added mutual funds. Our biggest operation took place in 2007. Following the acquisition of a traditional banque named Caixa Banque

France, we merged the two, the online financial portal Boursorama.com and Caixa Banque, and launched Boursorama Banque, the full online banque.

CEOCFO: So you have a lot of irons in the fire!

Mr. Taupin: Yes.

CEOCFO: Do most people take advantage of your various services, with banking customers using your brokerage services and vice versa?

Mr. Taupin: Yes. In terms of market share, we are by far the biggest player in the online brokerage business in France. The number of customers that are using our online brokerage is overrated compared to the rest of the market by defini-

tion. Otherwise, our customers are using all the banking services we have, such as credit cards, debit cards, and a large number of them have a mortgage. We are a full banque, except that we don't have branches.

CEOCFO: What is the financial picture for Boursorama today?

Mr. Taupin: Ten years ago when we listed the company, we had 30,000 customers. Now we are up and running in four countries and we have 600,000 active accounts. Our net profit last year was 50 million Euros. We are gaining something like 50,000 new customers a year, but as we say we are number one in France. We have some very competitive

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positions in the UK and Spain. In both countries, we are in the top three. In Germany, our brand name is OnVista, which is the leading financial portal in Germany. Therefore, this gives us a great reputation everywhere.

CEOCFO: Customer service is important in a brokerage firm, in a banque, and particularly important when you are working online and have a question. How do you maintain an effective customer service?

Mr. Taupin: Customer service is absolutely essential. We already have the capacity to handle very well the customer relations, if customers have any problems. Internally, we have a large customer service department and it is absolutely not subcontracted out to anyone.

All of our customer service representatives are employees of Boursorama, who have been trained for several months. It is the key to establish a solid relationship with the customers the first time they call us. We know that at some point new customers may call us, even if it is just to verify that we exist. In fact, a few days ago we were recognized for having the best customer service of online banking in France.

CEOCFO: Why should investors look at Boursorama?

Mr. Taupin: For all the good reasons I gave you before, but especially because it is a profitable company, which has been growing over the last ten years. We still

have huge potential in terms of growth as we are just at the beginning of the online banking story in France. On top of that we offer different products, which are currently relationship banking, lending and brokerage. It creates a sense of

stability of our revenue in a growth trend. On top of that we carefully control our operating costs. What is great about online banking is that there is a great leverage of the customer base. For any new customer we add, there are virtually no additional costs.

CEOCFO: What should people remember most when they read about Boursorama?

Mr. Taupin: This is a unique business model that is a pioneer in the online financial world, and as of now, all of our projects have been successful; thanks to our flexibility.

