

Overview of Coface

Learn key facts about COFACE
in just a few minutes

2019 UNIVERSAL
REGISTRATION
DOCUMENT

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COFACE is a leading player in credit insurance and risk management

With over 70 years of experience and the most extensive international network, we facilitate inter-company trade, by helping our clients to develop commercial transactions both in their own market and for export. Our experts work to the beat of the global economy.

4,273
EMPLOYEES

74
NATIONALITIES

€1.48^{BN}
IN REVENUE

50,000
CORPORATE CLIENTS⁽¹⁾

AT YOUR SIDE IN
100
COUNTRIES⁽²⁾

(1) With at least one active contract in our various business lines.

(2) See page 10 "Availability of credit insurance offer".



XAVIER DURAND
CHIEF EXECUTIVE OFFICER
OF COFACE

“ **Coface has undergone a profound transformation over the last three years, with the aim of becoming the most agile credit insurance partner in the sector.**

The success of our strategic plan, Fit to Win, which came to an end in 2019, enabled us to transform ourselves extensively into the most agile credit insurance partner in the sector. However, the success of Fit to Win is but a first step for Coface. 2020 sees the start of a decisive new period in our future development with the launch of Build to Lead, our new strategic plan. Our ambition is to further strengthen the resilience of Coface while delivering profitable growth and becoming the benchmark in terms of credit insurance. At Coface, we believe in trade as a positive force for the world. Our mission is to support companies in their commercial trade, which is a factor in both social and economic stability.

Our expertise

Regardless of the client's business sector, Coface offers advice and guidance to enable them to manage their main risks effectively and achieve their strategic objectives. Coface provides a high level of know-how in terms of risk prevention and cover, indemnification and recovery.



RISK MANAGEMENT

To manage risks, you first need to prevent them. With Coface, you hold all the cards for selecting reliable and solvent prospects, customers, and suppliers effectively. You can then develop your business in a sustainable way.



RISK COVER

Coface has a comprehensive credit insurance solution to protect you from any unpaid customer receivables



INDEMNIFICATION AND RECOVERY OF UNPAID RECEIVABLES

Debt recovery is an essential part of the risk control that Coface offers its clients.

1
INTERNATIONAL NETWORK
OF EXPERTS IN RECOVERY
LED BY COFACE

230
SPECIALISTS

185
LAW FIRMS

32
PARTNER COMPANIES

64%
OF DEBTS RECOVERED

Our clients

Coface is set up to best meet the specific needs of its clients and has developed tailored solutions for their individual circumstances.



MICROBUSINESSES/ SMEs

- Protect yourself against the risk of debt
- Grow your revenue with confidence
- Benefit from our straightforward all-online service that you can access in just a few clicks

EASYLINER

Cover geared towards microbusinesses and SMEs.



SMES/INTERMEDIATE- SIZE COMPANIES

- Create your contracts according to your business (percentage and period of coverage, countries included under the guarantee, etc.)
- Secure your commercial transactions and protect against the risk of non-payment
- Cover yourself against all types of risks with multiple options: commercial, political, natural disaster, etc.
- Consumer goods, services or international trading transactions can be covered

TRADELINER

The comprehensive and flexible solution for SMEs/medium-sized companies.



MULTINATIONALS

- Get support to create a worldwide protective framework, while optimising your commercial development
- Have access to global risk management tools and services, combined with a personalised approach from our expert local teams

COFACE GLOBAL SOLUTIONS

A special solution for managing large international accounts.

Our purpose

Our tag line reflects our ambition and our deep commitment to trade. We make trade / business simpler.



COFACE'S PURPOSE AND CULTURE ARE BASED ON **3 PILLARS:**

A CONVICTION

that trade is a driver for creating value and stability.

A VISION

to become the most agile credit insurance partner in the sector.

A COMMITMENT

to support our clients, to protect and assist them in their growth and contribute to the smooth running of the economy.

IT IS BASED ON FOUR VALUES, which guide our employees in their professional activities each and every day:



Our values:



Collaboration



Client focus



Expertise



Courage & Accountability

Our 2019 results

€1,481M
REVENUE

77.7%
NET ANNUAL COMBINED
RATIO

€146,7M
NET INCOME
(GROUP SHARE)

8.9%
ANNUALISED RoATE⁽¹⁾

190%
SOLVENCY RATIO⁽²⁾

RATING AGENCIES

MOODY'S

A2

NEGATIVE OUTLOOK

FitchRatings

AA-

NEGATIVE OUTLOOK

(1) Return on average tangible equity. Annualised RoATE restated for non-recurring items at 9.1% (non-recurring items amounted to -€4.6m and mainly included -€4.0m of expenses related to regulatory projects and -€5.3m of restructuring partially offset by goodwill for €4.7m).

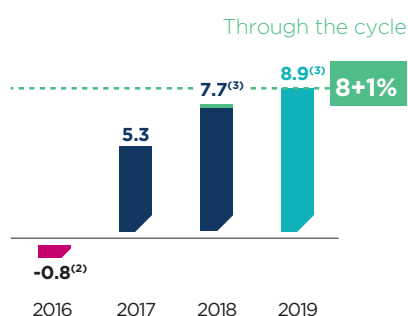
(2) This estimated solvency ratio is a preliminary calculation made according to Coface's interpretation of the Solvency II Regulation and using the partial internal model. The result of the final calculation could differ from this preliminary calculation. The estimated Solvency ratio is not audited.

Fit to Win review

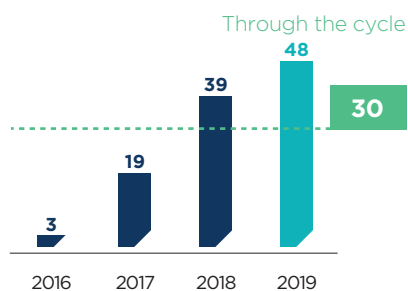
In September 2016, COFACE launched a three-year strategic plan, called Fit to Win. It ended in 2019 and all objectives were achieved or exceeded. In addition, Fit to Win helped profoundly transform the Group to become the most agile credit insurance partner in the sector.



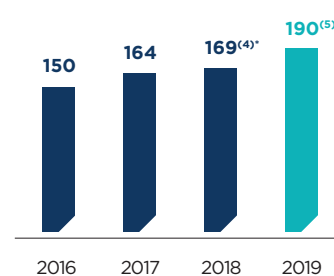
RoATE⁽¹⁾ (in %)



SAVINGS (in €m)

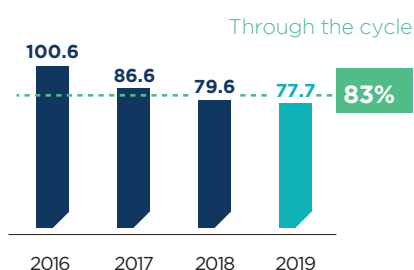


SOLVENCY (in %)

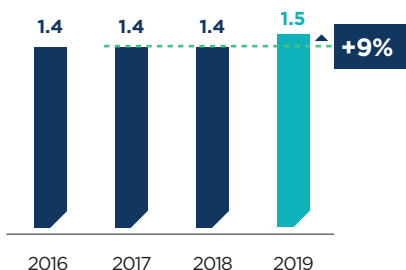


* using the partial internal model

COMBINED RATIO (in %)



INCOME (in €bn)



**PARTIAL
INTERNAL
MODEL
APPROVED**

FTW objective

- (1) Return on equity net of average intangible assets.
- (2) Net income (Group share) restated for extraordinary items and the contribution of the State guarantees business line to net income.
- (3) Restated for non-recurring items: 8.0% in 2018 and 9.1% in 2019.
- (4) The final solvency ratio at the end of 2018 was 169% (based on Coface's interpretation of Solvency and including a stricter estimate of SCR factoring in anticipation of the changes in the regulation). Not audited.
- (5) This estimated solvency ratio is a preliminary calculation made according to Coface's interpretation of the Solvency II Regulation and using the partial internal model. The result of the final calculation could differ from this preliminary calculation. The estimated Solvency ratio is not audited.

However, the success of Fit to Win is but a first step for Coface. Now stronger and more agile, in 2020 the Group is set to embark on a decisive new period in its future development with the presentation of its new strategic plan, "Build to Lead".

BUILD TO LEAD

Be more profitable and resilient over the long-term

BUILD TRADE CREDIT INSURANCE LEADERSHIP



Simplify & digitize operating model



Differentiate through Information & Risk Capabilities



Create value through growth

GROW SELECT SPECIALITY BUSINESSES



Return factoring in Germany to profitable growth



Boost Single Risk & Bonding



Enhance the Information Services offer

FINANCIAL OBJECTIVES THROUGH THE CYCLE

Combined ratio

80%

RoATE*

9.5%

Solvency ratio**

155%-175%

Payout Ratio

≥80%

* Return on average equity.

** The information is not audited.

NORTH AMERICA

Revenue
€138.5M 9%
of total revenue*

Employees
193

At your side, worldwide

Over its 70-year history, Coface has gradually expanded its international presence. Today, this geographic network spans 100 countries, giving Coface the means to be close to its clients and underwrite risks relevant to local realities.

LATIN AMERICA

Revenue
€80.7M 5%
of total revenue*

Employees
410

Directly:

- in most of its largest markets, the Group has a portfolio of licences that enables it to **directly** issue insurance contracts.

Indirectly, the Group uses:

- **freedom of services** within Europe, to issue contracts from another European country where it has a licence;
- an insurer with a licence in the country concerned, which issues the contract and retrocedes all or part of the risks to the Group, according to the fronting principle – **Coface Partner**;
- the occasional issue of contracts from abroad, depending on the terms of the country concerned – **offshore**.

* Year ended December 31, 2019.

** Including the head office (518).

NORTHERN EUROPE

Revenue **€307.5M** 21% of total revenue*

Employees **678**

CENTRAL & EASTERN EUROPE

Revenue **€148.1M** 10% of total revenue*

Employees **772**

WESTERN EUROPE

Revenue **€294.6M** 20% of total revenue*

Employees** **1,008**

MEDITERRANEAN & AFRICA

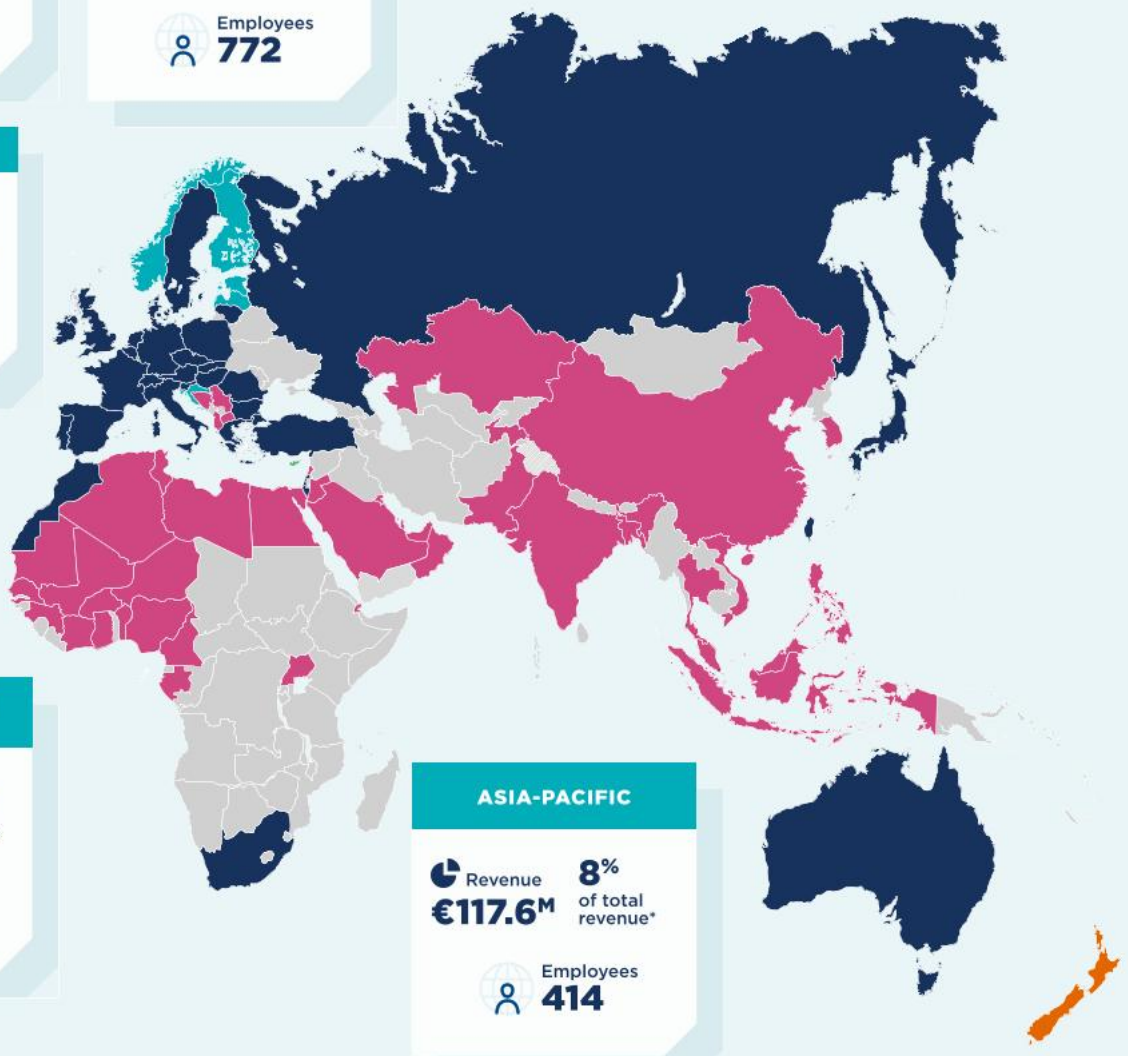
Revenue **€394.2M** 27% of total revenue*

Employees **798**

ASIA-PACIFIC

Revenue **€117.6M** 8% of total revenue*

Employees **414**



A LEADING INTERNATIONAL NETWORK

NORTH AMERICA

- Canada
- United States

LATIN AMERICA

- Argentina
- Brazil
- Chile
- Colombia
- Ecuador
- Guatemala
- Mexico
- Panama
- Paraguay
- Peru
- Uruguay
- Venezuela

WESTERN EUROPE

- Belgium
- France
- Ireland
- Luxembourg
- United Kingdom
- Switzerland

NORTHERN EUROPE

- Germany
- Denmark
- Finland
- Iceland
- Liechtenstein
- Norway
- Netherlands
- Sweden

CENTRAL EUROPE

- Austria
- Bulgaria
- Croatia
- Estonia
- Hungary
- Kazakhstan
- Latvia
- Lithuania
- Poland
- Czech Republic
- Romania
- Russia
- Serbia
- Slovakia
- Slovenia

MEDITERRANEAN AND AFRICA

- South Africa
- Albania
- Algeria
- Saudi Arabia
- Bahrain
- Benin
- Burkina Faso
- Cameroon
- Cyprus
- Ivory Coast
- Djibouti
- Egypt
- United Arab Emirates
- Spain
- Gabon
- Ghana
- Greece
- Guinea
- Mauritius

- Israel
- Italy
- Jordan
- Kuwait
- Lebanon
- Libya
- Macedonia
- Mali
- Malta
- Morocco
- Mauritania
- Niger
- Nigeria
- Oman
- Uganda
- Portugal
- Qatar
- Senegal
- Slovenia
- Tunisia
- Turkey

ASIA-PACIFIC

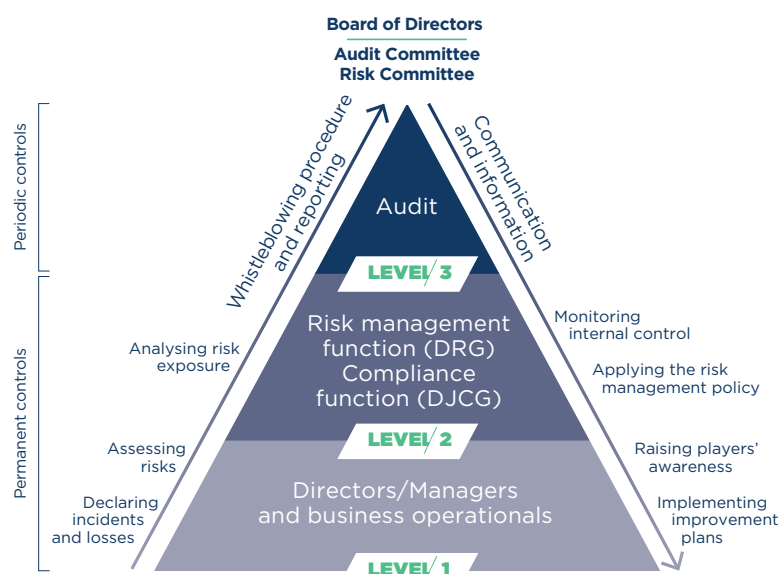
- Australia
- Bangladesh
- Brunei
- China
- South Korea
- Hong Kong
- India
- Indonesia
- Japan
- Malaysia
- New Zealand
- Pakistan
- Philippines
- Singapore
- Taiwan
- Thailand
- Vietnam

Our risk management

RISK MANAGEMENT MECHANISM

The risk management and internal control mechanism consists of three lines of defence with well-identified players for each level:

- level one operational controls managed by businesses;
- permanent level two controls managed by the Group Risk Department and by the Group Legal and Compliance Department; and
- periodic level three controls managed by the Group Audit Department.



PRIORITISATION OF RISKS

Risk mapping focuses on all internal and external risk factors, incorporating financial and non-financial issues. This assessment identifies the significant risk factors to which the Group believes it is exposed and their management (based on a “low, medium, high” scale).

In the process, the risk factors are classified according to a limited number of categories, depending on their nature. The most important risk factors in each category are presented first.

Risk categories	Risk factors*	Frequency	Impact	Evolution of these risks
Credit risk	Risk on premiums collected	High	High	↓
	Risks related to the establishment of insurance technical provisions, depreciation and the assumptions used	High	High	↓
Financial risks	Risks related to the investment portfolio	Medium	Medium	↑
	Risks related to exchange rate fluctuations	Medium	Medium	↑
Strategic risks	Risks related to the competitive environment	High	High	→
	Risks related to the regulatory environment (legal and accounting)	High	High	↓
	Risks related to the Group's international activities	Medium	Medium	→
Operational and non-compliance risks	Non-compliance risk	Medium	High	↓
	Risks related to digital transformation	Medium	High	↑
	Risks related to information systems and cybersecurity	High	High	↑
	Attracting and retaining talent	Medium	Medium	↑
Reinsurance risks	Risks related to relations with reinsurers, the capacity of the reinsurance market and reinsurance costs	Medium	Medium	→

* All the risk factors (frequency, impact and evolution) are presented in paragraph "5.2 RISK FACTORS".

Our governance



From left to right:

1 Xavier DURAND, Katarzyna KOMPOWSKA, Declan DALY and Thibault SURER

2 Pierre BEVIERRE, Antonio MARCHITELLI, Bhupesh GUPTA and Carine PICHON

3 Nicolas GARCIA, Cécile PAILLARD, Carole LYTTON and Nicolas de BUTTET

4 Armina ABAD SANCHEZ, Cyrille CHARBONNEL, Keyvan SHAMSA and Oscar VILLALONGA

GENERAL MANAGEMENT

The focus of the Company's organisational structure is a Group General Executive Committee (CEC) (see also paragraph 1.7. "Group organisational structure").

The GEC is the decision-making body of Coface. It generally meets every week to examine and validate the Group's main strategic guidelines and steer management, with particular regard to strategy and budget, major investments and projects, definition of the organisation and human resources, and monitoring of operational performance and results, in addition to control and compliance of activities.

OTHER COMMITTEES CHAIRED BY GENERAL MANAGEMENT

In addition to the Group General Executive Committee, Xavier Durand also chairs two other committees: the Executive Committee and the HQ Leaders Committee.

The Executive Committee is composed of the GEC and the regional directors (see also Section 1.7 "Group organisational structure"). The Executive Committee does not have formal decision-making power. It contributes to the development of Group strategy and the consideration of key operational matters or strategic initiatives.

The HQ Leaders Committee meets monthly and includes the Chief Executive Officer and the main managers of the various head office functions. This committee focuses on information and discussions relating to the main areas of reflection and action.

BOARD OF DIRECTORS

CHAIRMAN: François Riahi, CEO of Natixis.



Our CSR commitment

Coface has developed a proactive CSR policy as part of a process of improvement. For the purpose of its credit insurance operations, Coface has undertaken a number of initiatives that reflect its social and environmental commitment.



A RESPONSIBLE EMPLOYER COMMITTED TO SUPPORTING DIVERSITY

91/100 professional equality index⁽¹⁾ SCORE

39% OF MANAGERS are **WOMEN**

1/3 Executive Committee members are **WOMEN**

74 DIFFERENT NATIONALITIES represented among our employees

260 EMPLOYEES work outside their country of origin

39 YOUNG TALENTS in 15 countries benefit from Coface's VIE programme⁽²⁾



Women to Win

Coface international network on diversity, the role of women in business and career development.

Mentoring to Win

Personalised tutoring programme around female leadership.



A RESPONSIBLE CREDIT INSURER

SRI INVESTMENTS

1 PORTFOLIO of Socially Responsible Investment (SRI)

3 PILLARS environmental, social and governance factors; voting rights and commitments; measuring carbon footprint

98% OF ASSETS COVERED by SRI

HUMAN RIGHTS

MEMBERSHIP SINCE 2003 OF THE GLOBAL COMPACT OF THE UNITED NATIONS on human rights, international labour standards and the fight against corruption.

SUBSCRIPTION POLICIES

SECTOR EXCLUSIONS: coal mines, anti-personnel mines, etc.

INCORPORATION OF THE ENVIRONMENTAL COMPONENT in the assessment of country risks

(1) Financial year 2018.

(2) International volunteering in companies – source 2019.



A CULTURE OF ACCOUNTABILITY

As integrity is the foundation of Coface's reputation and the basis for developing sustainable relationships with our clients, Coface applies the following measures:



SOCIAL COMMITMENT

Coface Trade Aid

Non-profit association, working for sustainable local economic development for disadvantaged populations around the world: support for returning to or continuing in employment, assistance with business creation, support for innovation, microloans, vocational training.



ANTI-CORRUPTION CODE to restate our zero tolerance policy and identify our commitments in this area.

MONITORING SUSPICIOUS TRANSACTIONS:

Know Your Customer procedures, assessment of trading partners, accounting controls, risk classification, IT tools for transaction filtering.

CODE OF CONDUCT to avoid any conflict of interest situations for our employees.

TRAINING PROGRAMME

and awareness-raising for employees.



ENVIRONMENT

A POLICY TO REDUCE

water, energy, paper and fuel consumption.

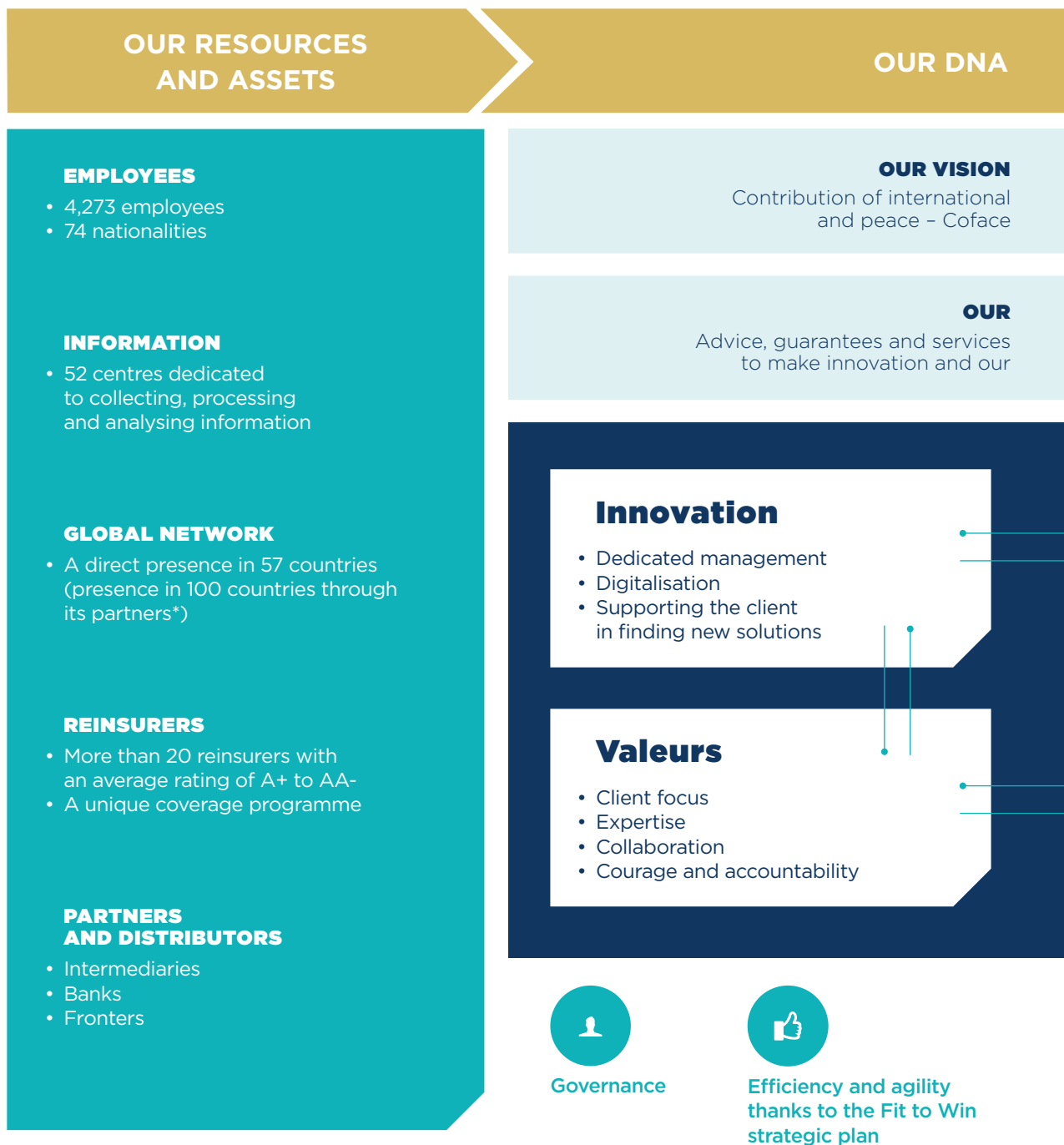
14%

share of renewables in Coface's total energy consumption*

* At the headquarters in France.

Our value creation model

In line with the requirements related to the non-financial performance report, Coface presents its business model, reflecting its vision and its commitment to support its clients wherever they operate.



* See page 10/11 "Availability of credit insurance offer".

AND PERFORMANCE DRIVERS

OUR CREATION OF SHARED VALUE

AND AMBITION

trade to prosperity is FOR TRADE

MISSIONS

to clients, based on our ability values central to our business

FINANCIAL

- €1,481 million revenue
- €225 million current operating income
- €147 million net income

SHAREHOLDERS AND FINANCIAL PARTNERS

- €48 million of savings generated
- Distribution of at least 60% of net income, increased to 100% in 2019

HUMAN

- Lead Together:
- More than €1 million in 2018 and 2019

EMPLOYEES

- 53% women/ 47% men

Businesses

- Credit insurance
- Factoring
- Surety bonds
- Services

ENVIRONMENT & SOCIETY

- SRI (98% of assets covered by SRI)
- Coface Trade Aid

CLIENTS

- 50,000 companies⁽¹⁾
- Total exposure: €569 billion
- Claims amount: €536 million

Commercial partners

- Enhancement of the offering



Risk management



Ensuring compliance

(1) With at least one active contract in our various business lines.

Shareholders' Corner

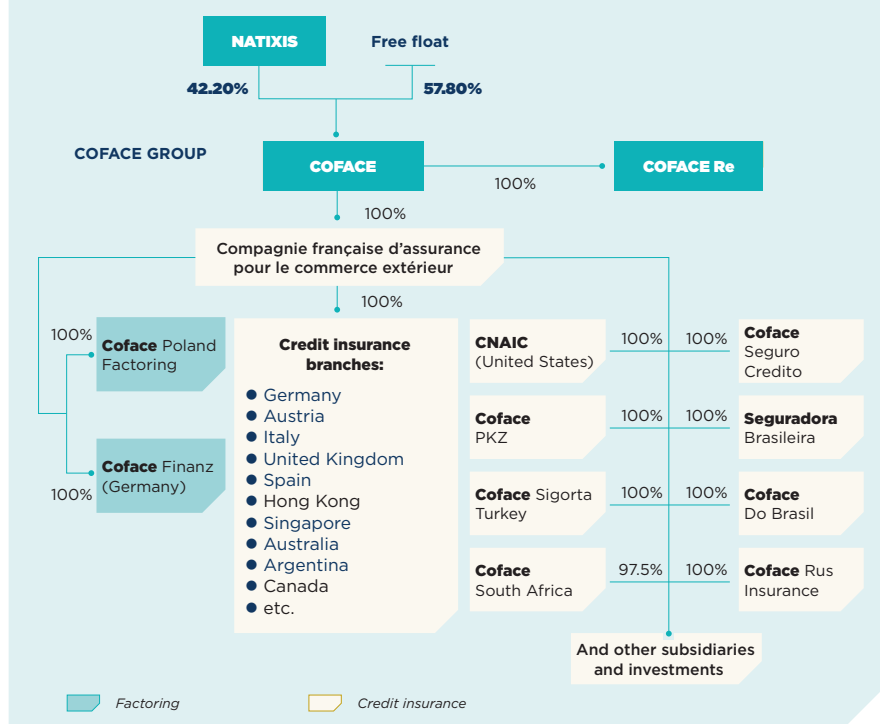
DATA SHEET

TRADING	Euronext Paris (Compartment A), eligible for deferred settlement service (SRD)
ISIN CODE	FR0010667147
REUTERS CODE	COFA FP
BLOOMBERG CODE	COFA FP
STOCK MARKET INDICES	SBF 120, CAC All Shares, CAC All-Tradable, CAC Financials, CAC Mid & Small, CAC MID 60, Next 150

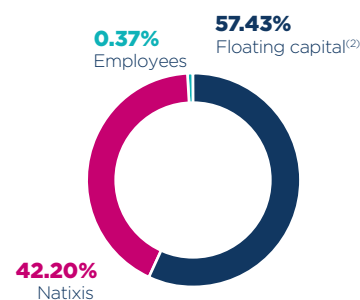
FINANCIAL CALENDAR 2020

February 5, 2020 after market close	FY-2019 results
February 25, 2020 (Paris)	Investor Day
April 23, 2020 after market close	Results Q1-2020
May 14, 2020	Shareholders' Meeting 2019
July 29, 2020 after market close	Results H1-2020
October 29, 2020 after market close	Results 9M-2020

SIMPLIFIED ORGANISATION CHART ⁽¹⁾



SHAREHOLDER STRUCTURE at December 31, 2019



(1) see paragraph 1.2, "Group history".

(2) see paragraph 7.2.3, "Independent control, holding and acquisition of treasury shares by the Company".