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Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden N.V.

Major Rating Factors

Strengths:

- Strong and growing public policy role as the government's primary vehicle for promoting private-sector growth in developing countries
- Explicit government support demonstrated by state's maintenance obligation and implicit guarantee of FMO's financial commitments
- Significant profitability given the risk profile of lending

Weaknesses:

- Higher risk profile of its lending due to the nature of its business
- Significant volatility in the income stream

Rationale

The ratings on Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden N.V. (Netherlands Development Finance Co.; FMO) reflect strong sovereign support for the company, based on the operating maintenance obligation and the solvency commitment, which support the ratings at the same level as the State of The Netherlands (AAA/Stable/A-1+). FMO fulfills a strong and growing public policy role as the government's primary vehicle for promoting private-sector growth in developing countries. Furthermore, the government has shown its support through a doubling of share capital in December 2000, and through contractual annual paid-in capital contributions of €37.3 million from the state's budget until 2005. The state is the majority shareholder, with 51% of FMO's share capital.

Sovereign support is formally codified in the 1998 agreement between FMO and the state. Under Article 8 of the agreement, the state is legally required to enable FMO to meet its obligations on time. The duration of the agreement is indefinite and its termination requires 12 years' notice by either party. The Netherlands' long-term commitment to, and support of, FMO is also demonstrated by the sovereign's obligation in most circumstances to safeguard the company's solvency (Article 7 of the agreement).

FMO is a leading European development finance institution, with total assets of €2.3 billion in 2005 (for comparable data on similar institutions see commentary titled published on RatingsDirect). The company supports businesses and financial institutions in developing countries with capital and know-how. It does so by arranging loans, equity investments, guarantees, and other investment promotion activities. It also manages several development funds on behalf and at the risk of the Dutch government.

Profitability in 2005 was significantly higher than in previous years, with net income as a percentage of total average assets at 3.5% by year-end, compared with 2.1% in 2004. This exceptional performance was in large part due to a large decrease in value adjustments in 2005 due to better performance of FMO's portfolio and the positive economic climate. This high level of profitability is likely to be repeated in 2006 on the back of significant equity sales and a continued favorable worldwide climate. In the long term, the high-risk profile of its activities means that profitability is likely to remain volatile, but FMO's intensified commercial approach and improving experience in managing emerging market risks will enhance the level of long-term profitability. Attempts to diversify revenue sources, including generating more fee-based income, should also help support profitability in the short term. Overall, FMO continues to maintain adequate capitalization relative to its business, and its asset-liability management is conservative.

Outlook

The outlook on FMO mirrors that on The Netherlands and reflects the expectation of Standard & Poor's Ratings Services that the 1998 agreement with the state will remain in force for the foreseeable future. Given the already very strong capital base relative to FMO's business, the state's capital contributions are not expected to resume. The Dutch state, however, is in principle committed to future capital contributions if FMO's loan portfolio expansion requires it. As the promotion of private sector growth in developing countries becomes more prominent in Dutch development policy, FMO's prospects as a majority state-owned company with a strong public mandate and continued support from the state are considered secure.

Profile

FMO was established in 1970 by the state, several Dutch companies, and trade unions as a joint-stock company under the "Law of May 1, 1970, on Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden N.V." Under FMO's Articles of Association, the company is mandated to promote the economic and social progress of developing countries by funding private-sector investments in those countries in line with the Dutch government's policy goals on development cooperation. The state holds 51% of FMO and private Dutch banks hold 42%, while the remaining shares are with private investors. FMO pays a moderate dividend to shareholders.

Until 1991, FMO was the government arm that financed investments in developing countries, mostly in the private sector. The agreement between the state and FMO signed in 1991 clearly defined FMO's more commercial approach, its focus on private-sector operations, and conferred on the company a large degree of management and operational independence. The agreement was last amended in 1998, mainly to reassert its validity in the longer term and to extend and comprehensively define the government's financial support of, and obligations to, FMO.

The company's core business is to provide long-term funding to private companies and financial institutions in developing countries, primarily through long-term loans and equity investments. FMO also provides guarantees for third-party investments in developing economies and plays an active role in trade financing and syndicated loans. In addition, FMO manages several development funds and their associated risks on behalf of the government.

Netherlands Investment Bank for Developing Countries N.V. (NIO) is a subsidiary wholly owned by FMO. NIO manages the government's development-related export transaction program, which effectively provides government aid mainly for infrastructure investment in developing countries. NIO's activities are entirely at the expense and risk of the Dutch Ministry of Foreign Affairs. Accordingly, the financial information in this report does not consolidate FMO's accounts with those of NIO.

Table 1

Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden N.V. Balance Sheet

(Mil. €)	2005	2004	2003	2002	2001	2000
Total assets	2,329.0	1,844.9	1,748.3	1,457.5	1,497.7	1,402.4
Loans (net)	991.8	885.3	847.9	829.1	961.6	972.6
Equity investment	127.9	93.4	81.9	79.2	103.5	107.4
Cash and interbank holdings	373.2	148.5	439.5	349.4	234.8	93.8
Marketable securities	626.5	569.4	147.8	115.5	132.2	113.5
Other assets	209.5	148.3	231.2	84.3	65.6	115.1
Total liabilities	1,378.8	1,060.5	1,015.4	782.2	864.3	810.2
Debt securities	1,139.4	895.2	913.7	647.9	777.2	714.3
Of which short-term	38.1	42.2	107.5	47.2	61.0	68.6
Banks	28.8	64.5	11.9	49.2	61.0	45.1
Customer deposits	0.0	0.0	0.0	0.0	0.0	0.0
Other liabilities*	210.6	100.8	89.8	85.1	26.0	50.8
Capital	950.2	784.3	732.9	675.3	633.4	592.2
Of which share capital (paid-in)	9.1	9.1	9.1	9.1	9.1	9.1
Of which reserves	911.8	746.0	694.6	636.9	595.1	553.8

*Mostly liabilities with funds and programs managed on behalf of the State and current accounts with funds and State programs. 2000-2003 are nonconsolidated figures (Dutch GAAP) and have not been adjusted. 2004-2005 are consolidated (IFRS). In view of of the limited differences between consolidated and nonconsolidated figures, the figures in the table are considered comparable.

Ownership And Legal Status

FMO is a limited-liability company under the laws of The Netherlands, and is subject to the laws of the Dutch Civil Code and supervised by the Ministry of Finance. Despite the banking nature of FMO's core activities, the company is not a financial institution under Dutch legislation and, therefore, is not bound by central bank regulations.

The Dutch government has retained 51% of FMO's shares since 1977, when it increased its stake from 50%. Major Dutch banks hold 42% and trade unions, private companies, and individuals own the remaining 7%.

FMO's basic ownership structure is unlikely to change in the medium term. The 1998 agreement has an indefinite term and its termination requires 12 years' notice from either party. Moreover, FMO's authorized share capital comprises 49% 'B' shares, which may be held by the private sector, and 51% 'A' shares, which may only be issued to, and owned by, the state. Neither the state nor the private-sector shareholders have shown any interest in altering the ownership structure.

The state's commitment to maintaining its majority was recently reinforced by the strengthening of FMO's public policy role within the context of the government's policy on development cooperation. FMO has consolidated its position as the government's primary vehicle for promoting private sector economic growth in developing countries, accounting for 80%-90% of all development expenditure in the private sector. Additionally, new commitments through government funds are likely to increase significantly in the coming years, further consolidating the relationship between FMO and the state.

Government Support

The long-term commitment of the Dutch government to FMO and the importance of the company's public policy role are further reflected in the clear and robust state support of FMO's financial obligations and the state's commitment to continue funding FMO if necessary.

According to Article 8 of the 1998 agreement, "The state shall prevent situations arising in which FMO is unable to meet [its financial] commitments on time." The article comprehensively lists the types of obligations covered by this undertaking.

This obligation exists solely between the state and FMO. FMO's creditors do not have a direct claim against the state and Article 8 does not formally constitute a full, unconditional guarantee. Nevertheless, the pledge effectively ensures that FMO's obligations are fully supported by the state's credit standing. The Dutch central bank has assigned a 0% risk weighting to all the financial instruments and loans to FMO specified in Article 8. The robustness of the state's backing of FMO's obligations is further underpinned by the constitutionally binding nature of the 1998 agreement, which is an obligation for the state rather than the current government. Moreover, unlike other obligations that the state has toward FMO, Article 8 cannot be suspended under any circumstances while the agreement remains in force (Article 10).

Article 7 of the 1998 agreement also stipulates the state's "maintenance obligation" toward FMO, which, unlike the guarantee on the company's financial liabilities, can be suspended. Under this obligation, the state is committed to covering all FMO's losses from unforeseen and nonprovisioned operational risks that cannot be covered by the general reserve risk fund.

If FMO's financial situation were to deteriorate so much that it could be expected to invoke the state's obligations, the Ministry of Finance would be entitled to direct the company's financial and economic policies. Under such a scenario, FMO's failure to comply with the minister's directions could result in the suspension of the maintenance obligation, although the likelihood of such a suspension seems remote, as cooperation between the state and FMO has always been good. In the event of liquidation, FMO's capital reserves would fall due to the state after settlement of the contractual return to shareholders.

State support for FMO is also demonstrated by the funding the company has received in the past. Given the already very strong capital base relative to FMO's business, the state's capital contributions are not expected to resume in the next few years. The Dutch state, however, is in principle committed to future capital contributions if FMO's expansion of its loan portfolio requires it. Recent cuts to overseas aid allocations in the government budget have not led to reduced funding to FMO. On the contrary, because the promotion of private sector growth in developing countries is now regarded as more cost efficient and sustainable, FMO's public policy role has been enhanced within the Dutch development policy framework. FMO also benefits from additional support from the government through investor protection agreements, advantageous bilateral tax treaties, and de facto preferred credit status in certain of FMO's countries of operation.

Organization

Significant changes were made to FMO's organization in 2005, mainly due to the implementation of the Dutch corporate governance code. FMO's statutory bodies are the general meeting of shareholders, the supervisory board, and the board of directors. The appointments of supervisory board members were transferred from the board itself to the general meetings. The number of board members was also reduced to six from the original 10 at the shareholder meeting on May 18, 2005. Neither the president nor the members of the supervisory board are usually representatives of the Dutch government. With the implementation of the corporate governance code, the board no longer has any role in approving projects.

FMO's activities are organized into two different business units: FMO Finance and FMO Investment Promotion. FMO Finance comprises all financing on commercial terms to enterprises and financial institutions in developing countries, including loans, equity investments, guarantees, and syndicated loans. FMO Investment Promotion covers all subsidized activities conducted on behalf of the Dutch government. A clear distinction has thereby been made between commercial and subsidy-based activities, increasing transparency. A new division of tasks, along the lines of front office and back office functions, also became effective on March 1, 2005. The average number of FMO employees has grown steadily over recent years, but is expected to stabilize at about 230.

Operations

FMO's portfolio of loans, equity investments, and guarantees increased to €2.4 billion in 2005 (including government funds), from €2.0 billion in 2004, with 96 new investments in developing countries in 2005 and 438 projects making up the total portfolio.

FMO focuses its activities in about 40 developing and emerging markets. It does so through its own financial products and those managed on behalf of the Dutch government, through which FMO earns fee income. Increasing the latter has been part of a strategy to diversify FMO's income sources and diminish dependence on interest income. FMO's strategy also targets increased collaboration with well-established multilateral financial institutions and other key market players. Such partners include multilateral development banks, including the International Finance Corp. (AAA/Stable/A-1+), the European Investment Bank (AAA/Stable/A-1+), the Central American Bank for Economic Integration (BBB+/Positive/A-2), and a number of European development finance institutions, regional development banks, commercial banks, and venture capital associations.

FMO's core investment activities are aimed at the financial sector (bank and nonbank financial institutions, housing finance, and capital markets), but infrastructure and trade financing are also increasingly important.

FMO's overall investment decisions must observe the principles stated in the Criteria Memorandum (an appendix to the 1998 agreement). In addition to promoting economic development in emerging economies, environmental and social factors are key for FMO when it considers investment projects. In addition to these investment criteria, FMO's management has established exposure limits by country, client, sector, and guarantor, in order to diversify risk.

Policies governing lending decisions

FMO's main activity is to provide loans. Including both loans that are at FMO's own risk and those guaranteed by the state, gross loans represented 73.4% of FMO's managed portfolio at the end of 2005. Lending and guarantee operations include project finance, corporate loans, and lines of credit to financial institutions, which in turn onlend to local companies. In line with its mandate to operate commercially, the company provides funding on similar terms and conditions to those found in global financial markets. The interest rate charged by FMO is calculated by adding a spread over its own basic rate for fixed-rate loans, or over LIBOR, or an equivalent benchmark for floating-rate loans. The spread generally varies between 200 basis points (bps) and 500 bps, reflecting borrower and country risks, the maturity of the loan, and the current situation in financial markets. FMO also mobilizes funds from commercial banks through nonrecourse loan syndication. The company provides part of the funds for the loan and serves as the lender of record for the entire loan.

Policies governing equity investments

Although FMO's equity investments have grown strongly in recent years, they still represented only 26.6% of FMO's portfolio at year-end 2005. FMO's equity investments comprise common and preference shares, subordinated loans with equity options, other quasi-equity instruments, and mezzanine financing. FMO never takes more than a minority equity investment and is never the largest shareholder, although in some cases it is willing to take seats on company boards. In general, the bank's equity investments have an average duration of five years. In addition, exit arrangements, preferably through stock markets, are agreed at the outset. FMO also provides management support and participates in private equity funds, which in turn take stakes in local firms not listed on the stock exchange. FMO's equity investment policies were tightened in 2001. Investment criteria are now stricter, portfolio management is more important, and more attention is paid to generating cash flow, collaborating with partners, and improving the structure and completion of exits.

Asset Quality

FMO's asset quality is broadly comparable with that of multilateral lenders operating in high-risk emerging markets. The company experienced a period of strong growth in its portfolio and robust asset quality for much of the 1990s. FMO's asset quality, however, began to worsen in 1999 during the emerging markets financial crisis and was accompanied by a high percentage of NPLs. Gross NPLs as a percentage of total outstanding loans, however, have improved significantly since.

Table 2 presents FMO's country exposure classified in accordance with Standard & Poor's sovereign credit ratings. This classification underestimates the risks attached to FMO's assets because borrowers are private entities where creditworthiness is likely to be below that of the government of the country of residence. Consequently, a prudent provisioning policy is vital.

Table 2

Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden N.V. Country Exposure at Year-End, by Sovereign Credit Rating

Standard & Poor's long-term foreign currency credit rating	Proportion of FMO's loans, equity investments, and guarantees (%)			
	2002*	2003¶	2004§	2005**
Unrated sovereigns	15.6	15.5	17.0	11.4
'SD' (selective default)	5.9	6.6	6.6	0.0
'CC' category	0.0	2.2	0.0	0.1

Table 2

Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden N.V. Country Exposure at Year-End, by Sovereign Credit Rating (cont.'d)

Standand & Poor's long-term foreign currency credit rating	Proportion of FMO's loans, equity investments, and guarantees (%)			
	2002*	2003¶	2004§	2005**
'CCC' category	4.3	0.2	2.2	0.0
'B' category	27.0	27.7	14.6	16.5
'BB' category	31.1	32.0	34.8	40.1
'BBB' category	14.0	13.5	21.1	23.3
'A' or higher	2.1	2.3	3.7	8.5

*Ratings at Dec. 31, 2003. ¶Ratings at Aug. 23, 2004. §Ratings at May 17, 2005. **Ratings at Sept. 11, 2006

FMO makes specific loss provisions on its loans and equity portfolio, including value adjustments for its equity investments. A specific loan provisions policy was introduced in 2003, linking the provision ratio (15%-100%) to internal ratings and the duration of arrears. In general, loss provisions have always covered write-offs. The special operations, which deal with problem loans, have also generated some income through revenues from claims that had previously been written off. A new value-adjustment policy has introduced the concept of incurred but not reported (IBNR) provisions, in accordance with IFRS. IBNR provision relates to risks that are present but not yet identified, calculated with an advanced model that depends on factors such as country ratings, portfolio breakdowns, default risks, and recovery rates.

By year-end 2005, specific value adjustments and IBNR provisions on loans amounted to 14.4% of gross disbursed loans (compared with 16.5% at year-end 2004). Higher provisioning in 2001 and 2002 was largely a result of the impact of the financial crises in Argentina and Uruguay on FMO's asset quality. Part of the provisions made in the wake of loan restructuring was released in the course of 2003 and 2004, giving a boost to profitability. Moreover, a number of projects have proved more resilient than expected when the specific value adjustments were made. Over the same period, NPLS—those provisioned or experiencing payment arrears for three months or more—decreased to 8.4% of FMO's outstanding loan portfolio in 2005, from 12.6% in 2003. Write-offs as a percentage of average gross loans decreased to 1.8% from 4.1% in 2003.

Profitability

FMO's profitability is significant given the risk profile of its lending, but the volatility of annual results remains a salient feature. The organization can partially manage annual profits through the spreads it charges its customers for its financial products. As recently as 2001 and 2002, profitability was low, as provisioning soared in response to a more challenging operational environment and lower-than-expected equity sales. The trend reversed in 2003 as global economic conditions recovered. Return on average assets was 3.5% in 2005 and 2.1% in 2004, compared with 1.3% in 2003 and 0.3% in 2002, while ROE was up to 8.5% in 2005 and 4.9% in 2004 from about 2.9% in 2003 and 0.7% in 2002. Given an improving investment environment and more sophisticated risk-management practices at FMO, Standard & Poor's expects the company's operational result in 2006 to be similar to that of 2005.

FMO's main source of income is the net interest on its loan portfolio, which represented 59.3% of total revenues in 2005. Noninterest income includes remuneration for services rendered in managing programs on behalf of the state (14.7% of total revenues in 2005), income from FMO's equity portfolio (dividends and capital gains; 8.5%), results from financial transactions (12.9%), and other income (2.0%), mostly revenues from claims that had been written off.

Typically, FMO's biggest expense is its provisioning (including equity value adjustments). In 2005, however, due to reversals of old provisions, value adjustments were positive at 5.9% of revenues and resulted in an increase in income. This compares very positively with provisions of 27.9% of revenues in 2004 and an average of 62.2% between 1998 and 2003. A similar result is expected in 2006 because asset quality is expected to improve. Operating expenses increased in 2005 in part due to onetime write-downs on software that increases depreciation costs and also due to the implementation of IFRS in 2005.

According to the 1998 agreement, FMO's net profits must first be allocated to cover any losses incurred in previous years, following which the company makes the required transfer to the contractual reserve. The management and the supervisory board then decide how to appropriate the remaining net profit. The distributable profit component in 2005 was €4.3 million and a cash dividend pf €3.25 per share was proposed, with the remaining €3.0 million to be added to other reserves.

Table 3

Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden N.V. Profit And Loss Account

(Mil.)	2005	2004	2003	2002	2001	2000
Income	134.1	126.5	104.6	94.6	91.9	92.5
Net interest income	79.5	80.0	75.6	76.1	76.5	77.4
Income on equity investments	9.4	13.7	6.6	2.6	2.0	5.9
Remuneration for services rendered*	22.7	19.1	18.6	14.1	10.8	7.6
Other income	20.0	11.1	3.8	1.7	2.6	1.6
Expenses	33.2	71.2	75.4	84.9	93.9	67.3
Operating expenses	41.1	36.0	33.2	30.5	25.4	20.8
Value adjustments	(7.9)	35.3	42.2	54.4	68.5	46.5
—Of which to loans	(13.0)	32.9	20.3	27.4	61.7	34.6
—Of which to equity	5.0	2.4	2.8	8.3	20.4	(2.1)
—Of which general value adjustment	0.0	0.0	19.1	18.8	(13.6)	14.0
Profit before tax	101.0	55.4	29.3	9.1	(2.0)	25.2
Taxes	27.6	18.0	8.7	4.6	(6.2)	8.4
Net profit	73.4	37.3	20.6	4.6	4.3	16.8

*Mostly services rendered to the State plus syndication fees.

Asset And Liability Management

FMO's principal source of funds is domestic and international financial markets, to which the company has good access. Access to domestic markets has been facilitated by the 0% risk weighting of FMO's obligations in the balance sheet of Dutch financial institutions. In 2005, 60 new notes were issued totaling €502 million, all of which came under the auspices of the institution's €1.5 billion EMTN program. The program was launched in 2000, and was increased from €1.0 billion in October 2004. The remaining term of debt securities of less than one year accounted for 3.4% of all outstanding debt securities, debentures, and notes at year-end 2005, compared with 4.7% in 2004. In coming years, the funding focus will shift from funding in U.S. dollars and Japanese yen to larger local currency issues in some of the countries of operation.

FMO mainly operates in a dollar environment, and so about 80% of its portfolio transactions consist of dollar-denominated lending. The EMTN borrowings are therefore predominately swapped into variable-rate U.S. dollar funding. At year-end 2005, the notional value of its derivative contracts was €1.4 billion, compared with €1.6 billion in 2004. The decline reflects the shift from using swaps to using the bond portfolio in managing interest rate risk in anticipation of the introduction of IFRS.

Capital

FMO is well capitalized relative to the high-risk profile of its operations. The capital adequacy ratio (by Bank for International Settlements definitions) amounted to 50.5% of risk-weighted assets at year-end 2005, up from 51.5% per year. The company's authorized share capital doubled to €45.4 million in December 2000.

The two largest private, 'B', shareholders are ABN Amro Bank N.V. (AA-/Stable/A-1+) and ING Bank N.V. (AA/Stable/A-1+). Paid-in capital, which amounted to €9.1 million at year-end 2005, has remained unchanged since 1995, and there are no plans to increase it.

The company's equity also includes the share premium reserve, the development fund, the contractual reserve, and other reserves. The share premium reserve contains funds that were transferred by the government during FMO's financial restructuring in 1991. The development fund includes the annual budgetary allocations made by the state. The annual contributions, which ended in 2005, increased the balance of the fund to €658 million. The contractual reserve includes the share of the annual profit that FMO is obliged to allocate under the terms of the 1998 agreement. The remainder of FMO's net profit, after deductions for the proposed dividend, is added to other reserves. At year-end 2005, total reserves were €950 million, up from €784 million at year-end 2004. The reserve allocation policy followed by the company has so far ensured that adjusted common equity to total assets has been maintained at about 40%, even at times of below-average performance. It has also ensured an appropriate capitalization level, given the high credit risk profile.

Table 4

Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden N.V. Financial Ratios

	2005	2004	2003	2002	2001	2000
Profitability (%)						
Revenues/average assets	6.4	7.0	6.5	6.4	6.3	6.9
Net interest income/average assets	3.8	4.5	4.7	5.2	5.3	5.8
Non-interest expense/average assets	2.0	2.0	2.1	2.1	1.7	1.6
Pretax profits/average assets	4.8	3.1	1.8	0.6	(0.1)	1.9
Net profit/average assets (ROA)	3.5	2.1	1.3	0.3	0.3	1.3
Return on equity (ROE)	8.5	4.9	2.9	0.7	0.7	2.9
Net interest income/revenues	59.3	63.2	72.3	80.5	83.2	83.6
Non-interest expense/revenues	30.7	28.4	31.7	32.3	27.6	22.5
Provisions/revenues	(5.9)	27.9	40.3	57.6	74.6	50.2
Pretax profits/revenues	75.3	43.7	28.0	9.6	(2.2)	27.3
Revenue/employee (000 €)*	660.6	642.3	533.7	492.6	560.4	651.3
Net profit/employee (000 €*	361.5	189.6	105.1	23.8	26.0	118.2
Liquidity (% of assets)						
Cash and deposits	0.0	0.0	0.0	0.0	0.0	0.0
Net loans	42.6	48.0	48.5	56.9	64.2	69.4
Capital (%)						
Capital/assets	40.8	42.5	41.9	46.3	42.3	42.2
Capital/loans	95.8	88.6	86.4	81.4	65.9	60.9

Table 4

Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden N.V. Financial Ratios (cont.'d)						
	2005	**2004**	**2003**	**2002**	**2001**	**2000**
Capital adequcy ratio (BIS)	50.5	51.5	46.9	45.1	40.0	38.4
Dividend payout ratio	0.3	0.6	1.1	5.0	5.4	1.4
Asset quality (%)						
Write-offs/average loans	1.8	5.2	4.1	3.1	0.4	1.3
Provisioning/average assets	(0.4)	2.0	2.6	3.7	4.7	3.5
Provisioning for loans/average loans (gross)	(1.2)	3.1	1.9	2.3	5.1	3.0
Provisioning for equity/average equity investments	4.5	2.8	3.5	9.1	19.3	(2.2)
General provisioning/average assets	0.0	0.0	1.2	1.3	(0.9)	1.0
Employees	203	197	196	192	164	142

*Assuming constant headcount throughout years.