



Rabobank Group 2003 Results

Utrecht, 8 March 2004

Introduction



- Bert Heemskerk (Chairman)
- Rik van Slingelandt
- Hans ten Cate
- Jac Verhaegen
- Piet van Schijndel
- Piet Moerland

A turbulent year



- A war that's won, but still no peace
- Economy bleak, despite upturn in the US
- Recovery of international markets - AEX lagging behind
- Despite this, a good year for Rabobank Group



A good year for Rabobank Group



- Strong income increase in difficult market
- Benefited well from broad spread of activities
- Group subsidiaries performed well



Milestones 2003 (1)

- Again strong membership growth in local banks
- First time market leader in all SME-sectors
- Dutch Business Bank of the Year
- New acquisitions in the US



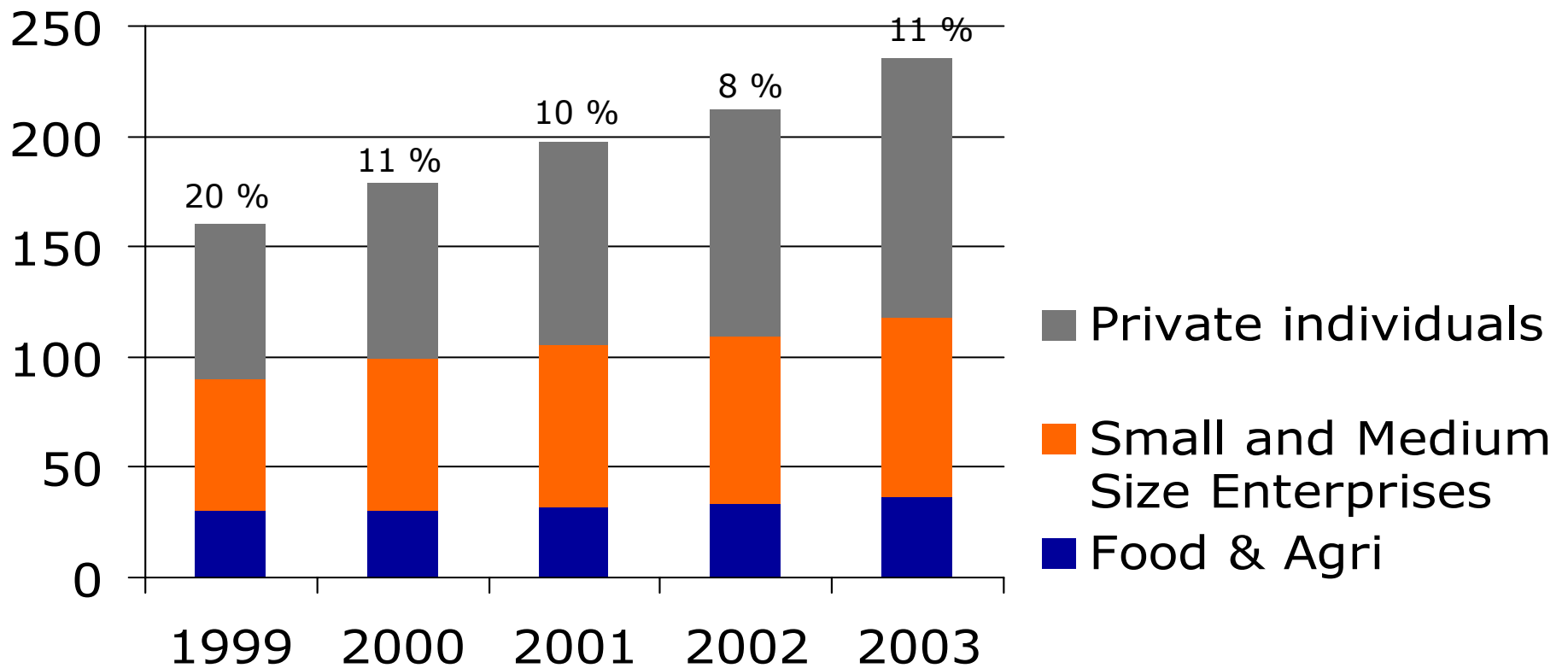
Milestones 2003 (2)

- Takeover FGH Bank* and Alex**
- Highly successful Tier 1 transaction in US market
- Highest Sustainability Rating in the European banking sector

* Dutch real estate bank / ** Dutch on-line broker

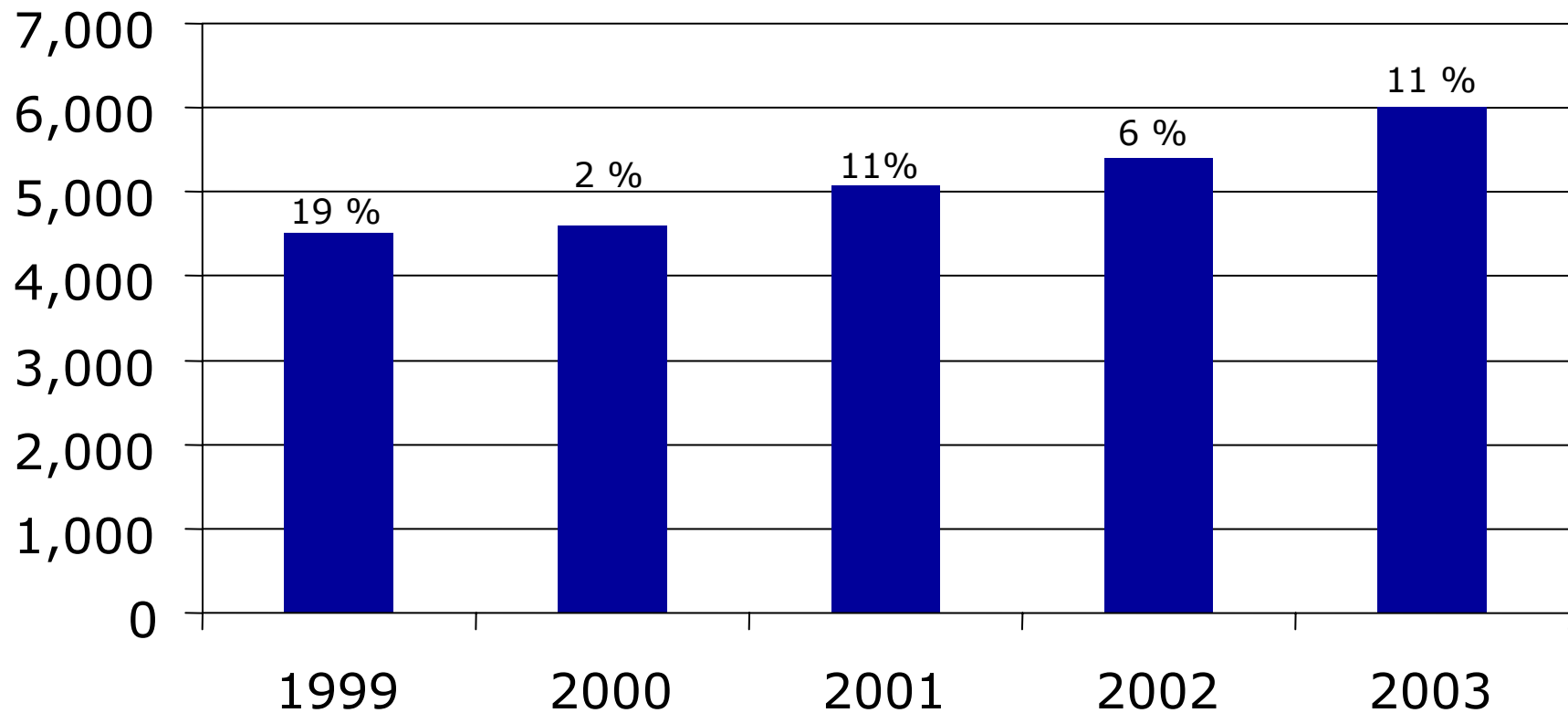
Banking: private sector lending

(in eur billions)



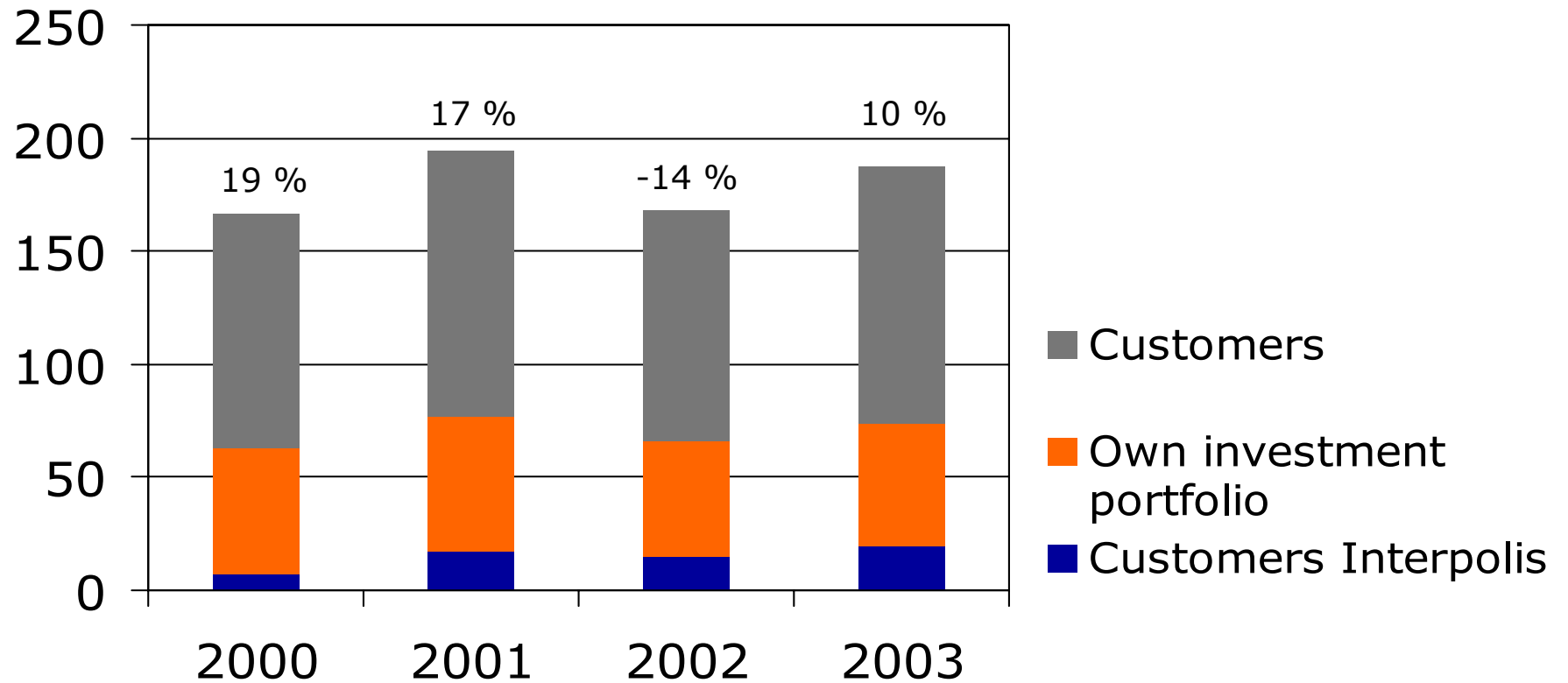
Net interest income 1999-2003

(in eur millions)



Investments: assets managed

(in eur billions)



Commission income

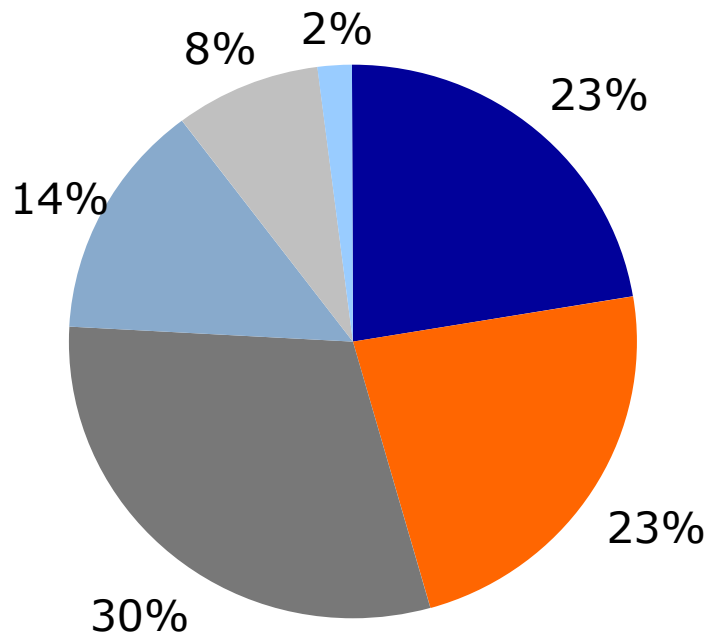
(in eur millions)



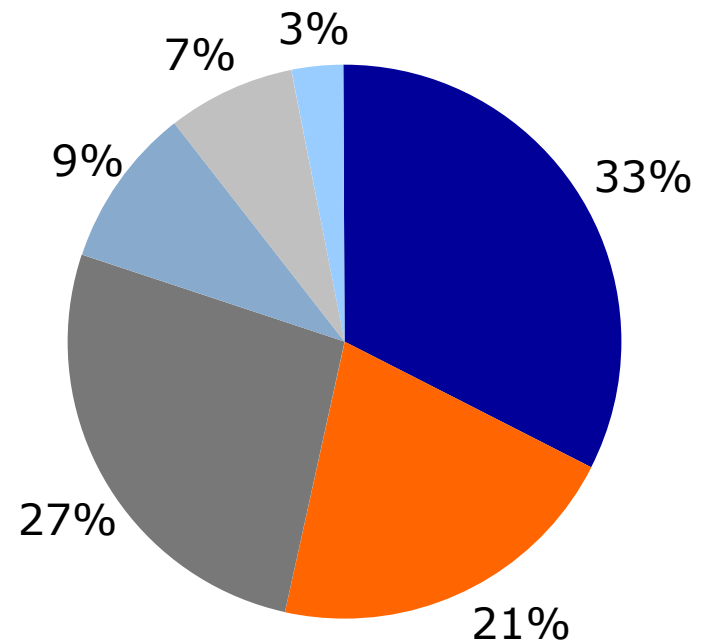
	2003	2002	mutatie in %
Commission income	298	269	+ 11 %
Asset Management income	385	386	0 %

Savings

2002



2003



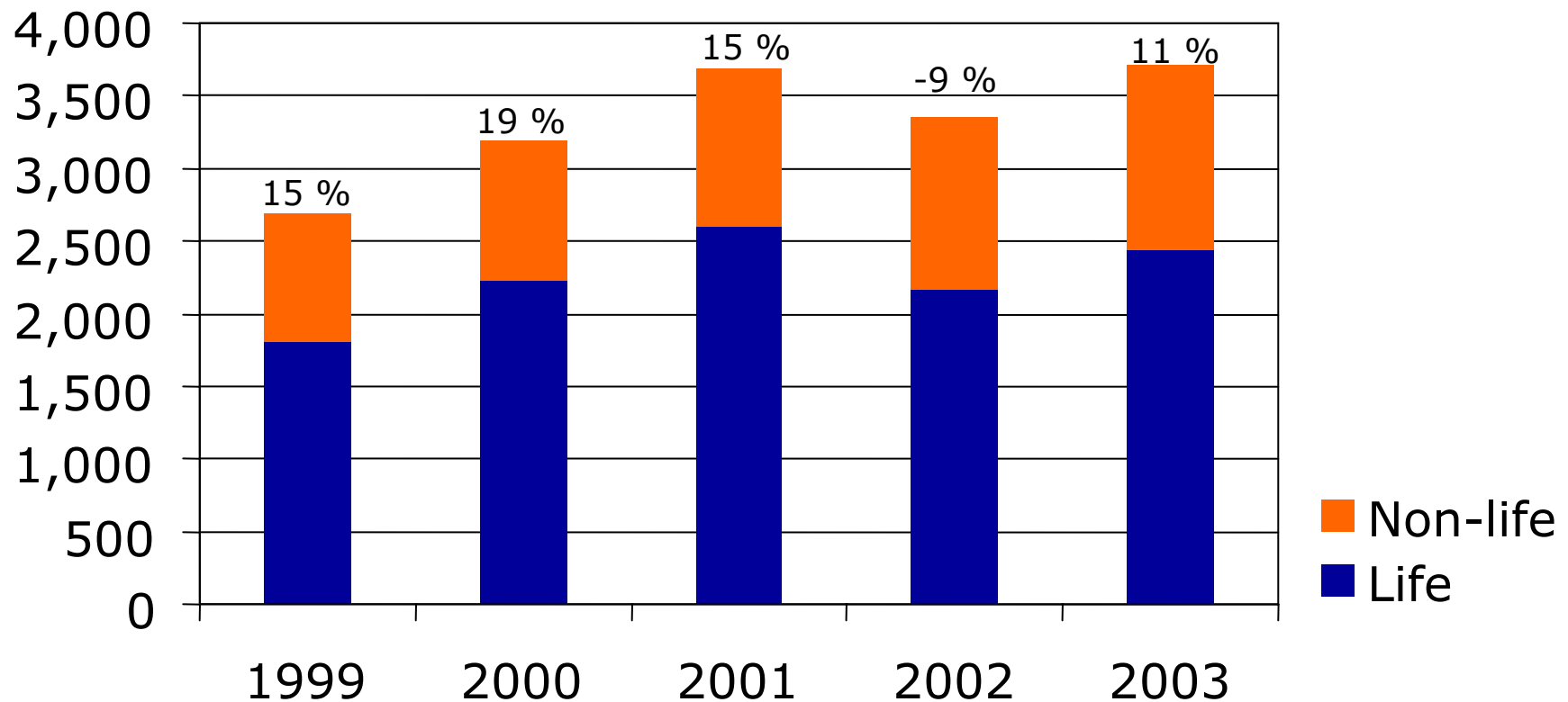
■ Internet Savings Accounts
■ Deposits Fixed Maturity

■ Telesavings
■ Roparco

■ Traditional Savings Accounts
■ Other

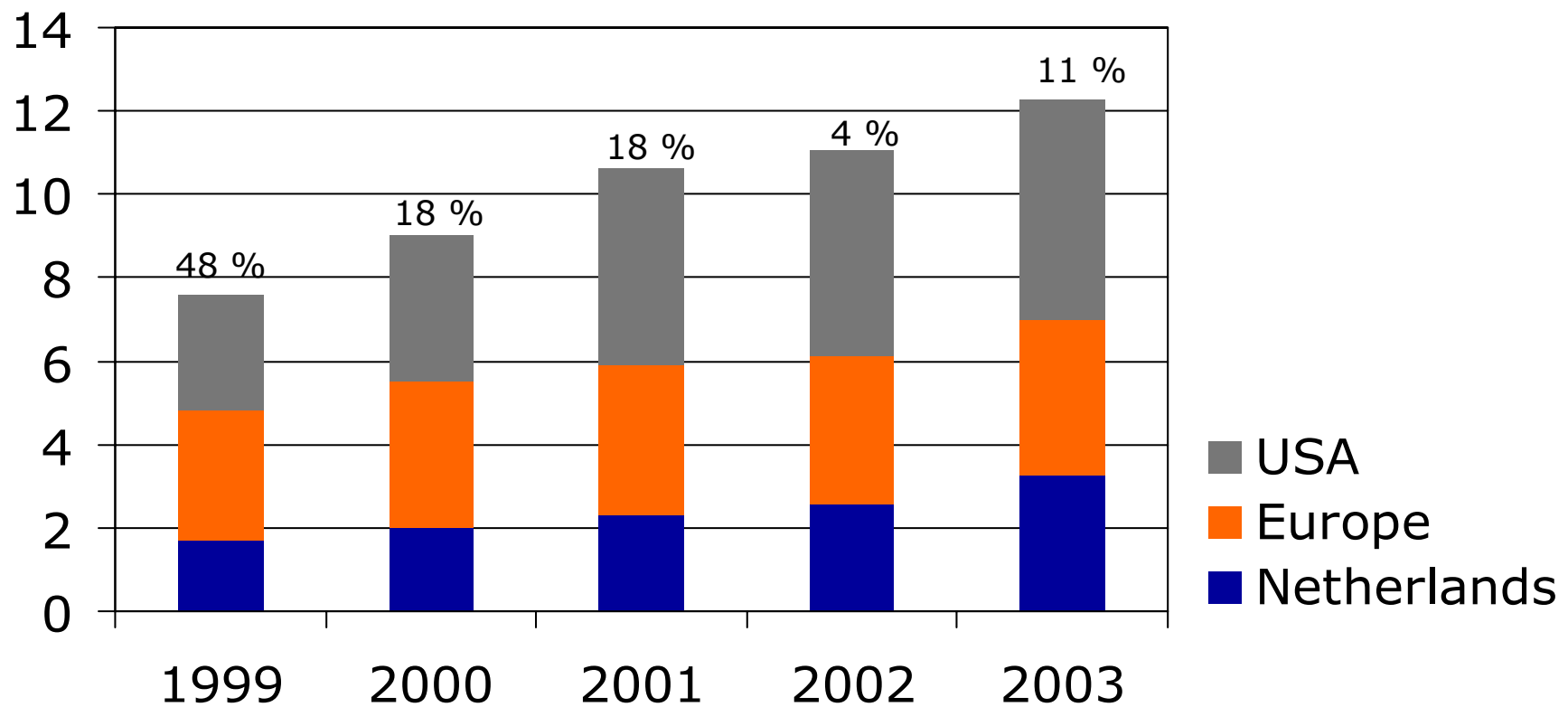
Insurance: premium income

(in eur millions)



Leasing: loans portfolio

(in eur billions)



Balance sheet

(in eur millions)



Rabobank

	2003	2002
Cash	7,117	3,807
Banks	41,919	47,229
Lending	250,797	225,252
Investments	84,445	82,547
Other	19,027	15,885
Total assets	403,305	374,720
Banks	82,856	85,886
Funds entrusted	172,571	171,632
Debt securities	80,695	61,739
Group equity	23,586	21,208
Other	43,597	34,255
Total liabilities	403,305	374,720

Reserves

(in eur millions)



	2003
Reserves as at 31 December 2002	14,911
Trust preferred securities	1,387
Profit appropriation	1,134
Goodwill	-213
Other	51
Reserves as at 31 December 2003	17,270

Income

(in eur millions)



	2003	2002	change %
Interest	6,010	5,391	+ 11 %
Commission	1,852	1,795	+ 3 %
Other income	1,376	1,378	0 %
Total income	9,238	8,564	+ 8 %

Operating expenses

(in eur millions)



	2003	2002	change %
Staff costs	3,770	3,682	+ 2 %
Other administrative expenses	2,101	1,789	+ 17 %
Depreciation	372	368	+ 1 %
Total operating expenses	6,243	5,839	+ 7 %

Results 2003

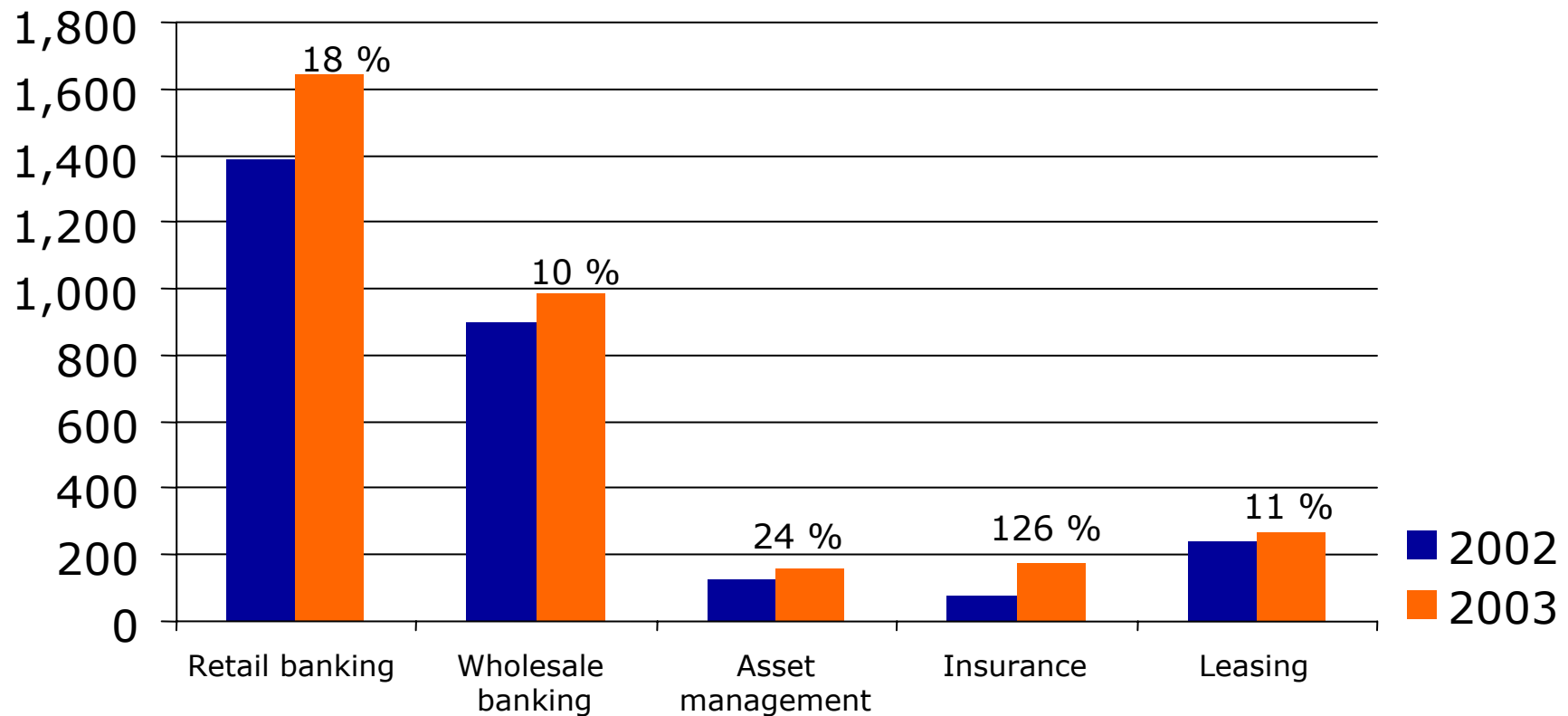
(in eur millions)



	2003	2002	change %
Total income	9,238	8,564	
Total operating expenses	6,243	5,839	
Operating profit	2,995	2,725	+ 10 %
Value adjustment to receivables	575	500	
Value adjustment to financial fixed assets	18	252	
Taxation on operating profit	733	514	
Third-party interests	266	209	
Net profit	1,403	1,250	+ 12 %

Breakdown of gross profit 2003

(in eur millions)



Financial targets

	Short Term Target	Realised 2003	Realised 2002	Long Term Target
Tier 1 ratio	10.0	10.8	10.3	10.0
Return on Group Equity	8 %	9.4 %	9.6 %	10 %
Net profit growth	8 %	12 %	4 %	12 %

Rabobank Group: Triple A rating

Outlook 2004 (1)



- Moderately optimistic about economy
- Export is the driving force
- Recovery of consumer confidence

Outlook 2004 (2)



- Limited income growth
- Strict cost control
- Net profit growth



2004: year of performance

- Increase sales power (CRM)
- Membership: quantitative and qualitative increase
- Implementation of 'Rabobank 2005+ vision'
- Increase market share in largest Dutch cities
- Expand Real Estate position
- Expand Country Banking
- Broaden co-operation with Eureko



Rabobank

It's time for Rabobank