

INNOVATION IS IN OUR NATURE



KEY POINTS
OF THE CRÉDIT MUTUEL GROUP IN 2021

**20
21**
EDITION



THE FUTURE IS BLOSSOMING

WITH THE CRÉDIT MUTUEL GROUP

#Commit for the long-term...

#Innovate effectively...

#Develop in harmony...

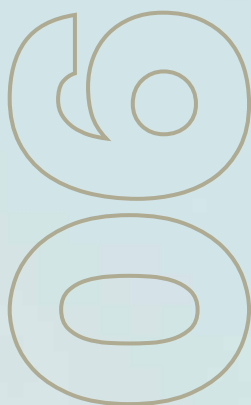
#Make a real contribution...



**MANAGEMENT'S
STATEMENT**



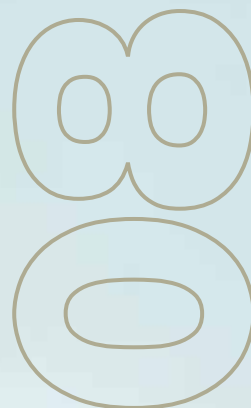
**INNOVATION,
WHAT COULD BE
MORE NATURAL?**



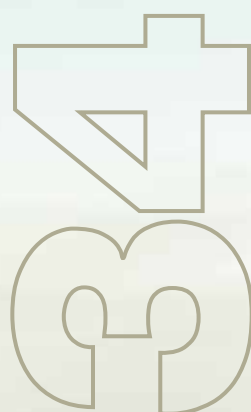
2021 IN BRIEF



**GROWTH AND
SOLIDARITY:
THE FERTILE ALLIANCE**



**AN ECOSYSTEM OF
ENGAGEMENT AND
PERFORMANCE**



**OUR BOLDNESS
TAKES ROOT IN
EVERY REGION**

A UNITED GROUP

FOR ACROSS- THE-BOARD PERFORMANCE

Joint interview with Nicolas Théry
and Pierre-Édouard Batard



NICOLAS THÉRY,
Chairman, Confédération Nationale du Crédit Mutuel.

PIERRE-ÉDOUARD BATARD,
Chief Executive Officer.

2021 was a record year for the economy and the banking sector. What is your analysis of Crédit Mutuel's performance in 2021?

Nicolas Théry, Chairman of CNCM: In 2021, the economy rebounded more strongly than expected. This created a favorable environment for most sectors, and for banking in particular.

The Crédit Mutuel group achieved exceptional results this year as a result. Strong sales momentum and the best operational efficiency in the sector led to net profit attributable to the group of €4.3 billion (up 39% year-on-year and 13% higher than 2019). The group further strengthened its financial base, which is the best of all French banks.

We say thank you to our 83,000 employees and our 21,000 elected directors. Their commitment enabled the group to surpass its pre-crisis level sooner than expected, confirming the effectiveness of the group's growth model. But beyond the accounting profit, the group once again stood out for its strong initiatives.

What were they?

Pierre-Édouard Batard, Chief Executive Officer of CNCM: In the face of urgent, complex and universal environmental and societal challenges, Crédit Mutuel is plotting its own course for the future: commitment, responsibility and solidarity.

Mission-driven enterprise status, first of all. In 2022, 90% of the Crédit Mutuel federations belong to federal or interfederal banks that have adopted *entreprise à mission* (mission-driven enterprise) status. This is a tremendous step

forward for generating innovation, initiative and performance and for setting us apart. It allows us to formulate a commitment and a collective goal that guide large numbers of actions and concrete achievements in all the regions.

Next: our employment policy. This focuses on the commitment and collective performance of our employees. We thus take steps in two areas: recognizing and rewarding the work done, and maintaining purchasing power. The group also works to promote and encourage youth employment.

Nicolas Théry: and last but not least, our customers and members. By scrapping the medical questionnaire for borrower's insurance, Crédit Mutuel is providing a unique and truly mutualist service for its customers. It's a mark of our distinctiveness, our boldness and our capacity for innovation.

We are also the first commercial bank to distribute the Prêt Avance Rénovation home renovation loan. Designed for our low-income homeowners, this loan has a threefold benefit in terms of purchasing power, climate action and combating poor housing. Here again, we give concrete, useful help to our members, underlining how we turn our commitments into action.

Along with the fight against global warming, we are focusing in particular on combating all discrimination and protecting the digital privacy of our customers.

Do you think customers notice these differences?

Nicolas Théry: I'm certain they do, because when we talk about "A bank that belongs to its customers", that really does

change everything. Every customer belongs to a local bank that is a genuine local decision-making center. The local bank is where decisions are made. Every customer has a named personal advisor, no matter how much or how little they earn. The “extra something” created by this relationship of trust creates great loyalty to our products and the lowest customer turnover in the market. Customers stay because of that high level of trust. Just like our employees and voluntary directors, who are convinced that we are a bank apart.

The crisis we have just lived through revealed the revolutionary side of mutualism, its utility to the common good. In its breakthrough ideas, but even more so in its democratic dimension. Behind the ‘one person, one vote’ rule that governs voting at our general meetings is the idea that the debtor

networks are taking more and more steps to help transform our economy in environmental terms and create a trajectory in line with the Paris Agreement.

The outbreak of war in Europe with Russia's invasion of Ukraine marks a major geopolitical shift with devastating economic consequences. What do we need to expect? How is Crédit Mutuel dealing with this turmoil?

Nicolas Théry : Only one thing is certain in this conflict: its economic cost will be high for all the allied nations, because Russia makes little difference to global trade volumes but

The current conflict strongly validates our choices in this area.

Lastly, the new geopolitical situation is disrupting the strategies for exiting low interest rates that were beginning to take shape at central banks. The upward shift in interest rates is likely to be slow, but it has begun. Since the start of the conflict, the Crédit Mutuel group, whose exposure to Russia is very low, has mobilized all its key business areas - risk, IT, compliance and commitments. It will stand alongside corporate customers affected by the repercussions of the conflict, as well as the personal customers worst affected by the fall in purchasing power.

The implementation of sanctions by French banks was rapid and effective, providing, after the Covid crisis, another indication of the strategic importance of the banking industry. In this conflict, France's banks are a buttress of national sovereignty.

“The crisis we have just lived through revealed the revolutionary side of mutualism”

has the same rights as the creditor, that the least well-off member has the same rights as the richest. The long-term principle, whereby 98% of profits are retained in reserves, is to build resources for investment and growth.

When we compare these three principles with listed companies that focus almost exclusively on shareholder value, i.e. the opposite of the long term, we see clearly the great distinctiveness of the mutualist, cooperative model.

In relation to the climate, does the group also have a responsibility as an investor?

Pierre-Édouard Batard : It certainly does, and it's stepping up its actions! Since 2020, it has set new goals such as exiting coal completely by 2030, and it is setting up a governance and a roadmap at national level on climate and CSR risk management. All our

is very important to European supply chains: oil & gas, industrial raw materials and foods. Inflationary pressures, which were already strong before the conflict, are intensifying. The shock we thought might be temporary will be lasting. It is having a severe effect on household purchasing power, particularly among the least well-off.

Given the high volatility and renewed risk aversion, we are going to see the emergence of cautious behaviors. Growth and the incipient recovery will be held back as businesses adopt a wait-and-see attitude to capital investment and households take a cautious stance.

There will also be a cost in terms of security, particularly IT security. As an actor in the banking sphere, we must maintain our commitment to a French-based mainframe with our own data centers, and steer clear of the public cloud and open banking, the vulnerabilities of which are now obvious.

Today, the boundaries of banking are becoming blurred, with new players, new services, etc. How is Crédit Mutuel responding to these changes?

Pierre-Édouard Batard : In the face of these new constraints, we choose to see new opportunities to further diversify the group, which can become THE leading platform for banking and insurance. Our locally focused model, combining a solid base with agility and innovation, is powerful and efficient. These are decisive assets in the face of the major changes in our business lines and the violent upheavals our societies are experiencing.

In these uncertain times that turn everything on its head and are a frequent source of worry, the Crédit Mutuel group remains a trusted partner, helping our customers achieve their future plans, protecting their savings and their banking data and providing a secure framework for their transactions. It is ready and willing to step up its commitments to society as a whole, for a sustainable, fairer and more inclusive future.

2021 IN BRIEF

A YEAR OF SOLIDARITY AND RESPONSIBILITY

CRÉDIT MUTUEL NORD EUROPE

The vast majority of CMNE's local banks approve its merger with Crédit Mutuel Alliance Fédérale in accordance with its strategic plan.

FEBRUARY



STATE-GUARANTEED STUDENT LOANS

Crédit Mutuel increases its support for younger generations affected by the pandemic by allocating more than €50 million to a range of assistance programs.

PUBLICATION OF THE GROUP'S 2020 RESULTS

The group lays down clear foundations for the future and unveils a solid net profit attributable to the group of €3.07 billion, even after a high level of provisioning for future risks.



MARCH

NEW CRÉDIT MUTUEL ALLIANCE FÉDÉRALE FOUNDATION

Committed to the environment and the regions, Crédit Mutuel Alliance Fédérale launches its charitable foundation, which operates under the aegis of the Fondation de France with a budget of €6 million.



APRIL

MAY



RECOVERY PARTICIPATION LOANS

The Crédit Mutuel group continues to support the economy by participating in the PPR (Recovery Participation Loans) scheme set up with government support.

CONFEDERATION GENERAL MEETING

At the annual general meeting of the Confédération Nationale du Crédit Mutuel, the group reaffirms its shared ambitions and its collective mobilization.

REMOTE SURVEILLANCE PARTNERSHIP

Crédit Mutuel Alliance Fédérale, Nord Europe, Maine-Anjou, Basse-Normandie and Océan enter into a strategic industrial partnership with BNP Paribas, which will consolidate EPS's position as the French market leader in remote surveillance.

JUNE



JULY / AUGUST



NET-ZERO BANKING ALLIANCE

Crédit Mutuel again breaks new ground in environmental commitment, becoming the first French mutual bank to join the Net-Zero Banking Alliance coordinated by the United Nations.

NO. 1 IN THE 2021 STRESS TEST

With the publication of the European Central Bank (ECB) stress test results, the Crédit Mutuel group again demonstrated its financial strength by ranking as the leading French bank.

FÉDÉRATION BANCAIRE FRANÇAISE

Confédération Nationale du Crédit Mutuel, is appointed Chairman of the FBF (French Banking Federation) for a one-year term.



SEPTEMBER



OCTOBER

CRÉDIT MUTUEL TALKS TO YOUNG PEOPLE

Crédit Mutuel launches a new TV and online campaign aimed at young people with a strong message: empowering young people through our products and values – everyone's voice matters regardless of their age and how much money they have.



NOVEMBER

BORROWER'S INSURANCE INNOVATION

Health should not be a barrier to home ownership. Crédit Mutuel Alliance Fédérale, Nord Europe, Océan and Maine-Anjou and Basse-Normandie therefore scrap all medical formalities for loyal customers seeking to buy their main home.



DECEMBER

FINANCIAL HEALTH AND INCLUSIVENESS

Through the Principles for Responsible Banking (PRB), Crédit Mutuel commits to promoting a banking sector that supports inclusive banking and the financial health of its customers.

The image features a large, semi-transparent silhouette of a man in a suit, seen from the back, looking out over a vast landscape. Overlaid on this is a smaller, more solid silhouette of a hiker with a backpack, standing on a rocky outcrop with arms outstretched, also looking out over the same landscape. The background is a bright, hazy landscape with green hills, a body of water, and a clear sky.

#Mutualist

#Cooperative

#Participative

AN ECO SYSTEM

OF ENGAGEMENT AND PERFORMANCE

When difference rhymes with preference

As a leading bankinsurer for all, the Crédit Mutuel group offers a diversified range of local services to private individuals, local professionals and companies of all sizes in France and Europe. With an agile organization, dynamic specialist business lines and strong commitments, the group fulfills the mission it has set itself since day one: creating wealth across all regions through shared and sustainable growth.

A BANK DISTINGUISHED BY Its timeless values

Crédit Mutuel cares for the common good and affirms its fundamental values in its corporate strategy, now more than ever. Its values are those of a **responsible bank, built on strength and solidarity, that supports innovation and the development of the real economy.**

Because we are not publicly traded, our profits reinforce our capital base, making us stronger even in times of crisis. Because we are a resolutely human company, we act conscientiously and responsibly to serve the regions and help them thrive.

Its efficient business model

At a time of unprecedented economic turmoil and amid profound environmental, technological and social upheaval, the group is stepping up the transformation of its business model. To achieve this, it is drawing on a **strategy of diversification across all its business lines**, and enhancing its position as a **local multiservice bank and its shift to digital**, creating more proactive relations between advisors and customers on a basis of ever growing trust.

Its **83,000 employees** and **21,000 directors** bring their expertise, enthusiasm and advice every day to

36.1 million customers. The group's network of **5,330 branches**, mainly under the Crédit Mutuel, CIC, Targobank and Cofidis brands, is supplemented by a broad range of secure, innovative digital services that bind us to our customers in a spirit of performance and efficiency.

Combining a solid financial base with a **fast pace of responsible development and innovation**, the Crédit Mutuel group continuously reinvents itself for the benefit of its customers. Our powerful growth model puts our members at the center of everything we do and guides our aims for the future.

Its level of responsible engagement

We have always imagined a better, fairer and more equitable world. And if we can create tools that make life simpler, we can also create systems of mutual aid and solidarity. The group has chosen to take even more steps to meet and **prepare for the pressing environmental and social demands** that are shaping the world of tomorrow. This code of conduct, which is shared by all the group's stakeholders and applies to all our activities, signals the difference of Crédit Mutuel and the preference of our customers and members.



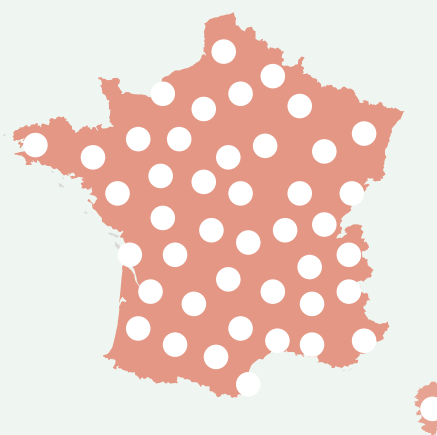
So what exactly is a bank with no shareholders?

IT'S A DIFFERENT ORGANIZATION TO MOST OTHER BANKS

1

At Crédit Mutuel, the

LOCAL BANKS, commonly referred to as “branches”, make decisions independently without having to go through the head office. The solutions they offer are therefore adapted to their local customers. They are also free to support the projects they choose. This is what we call **DECENTRALIZED BANKING.**



2

Each local bank has a board of directors, elected from among those customers who hold units in its capital. These are our

CUSTOMER-MEMBERS.

All customers who hold units in the capital of their local bank take part in general meetings, which follow the principle of

“ONE PERSON, ONE VOTE”.



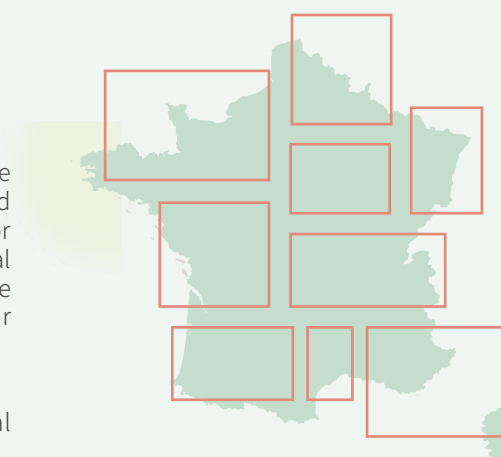
3

Each local bank belongs to one of our

REGIONAL FEDERATIONS, which represent all the local banks in their region. The federations put forward a **commercial strategy** and develop innovative and efficient products and services for their network of local banks. There are now **18** regional federations **plus** the Fédération du Crédit Mutuel Agricole et Rural (FCMAR), which serves the farming sector nationwide. They jointly operate

FEDERAL BANKS

and pool their financial, technical and operational systems for greater efficiency.



4

Each regional federation can operate its own

SUBSIDIARIES

to offer tailored solutions to certain specific customer groups or other services such as insurance, home surveillance and asset management... the whole universe of the Crédit Mutuel group!



5

THE CONFÉDÉRATION NATIONALE DU CRÉDIT MUTUEL

fulfills a

REPRESENTATIVE ROLE,

engaging with public authorities and taking part in dialogue with other cooperatives in France and Europe.

It also guarantees the

FINANCIAL STABILITY

of the group. Lastly, it protects and promotes the Crédit Mutuel **brand** used in all the federations.

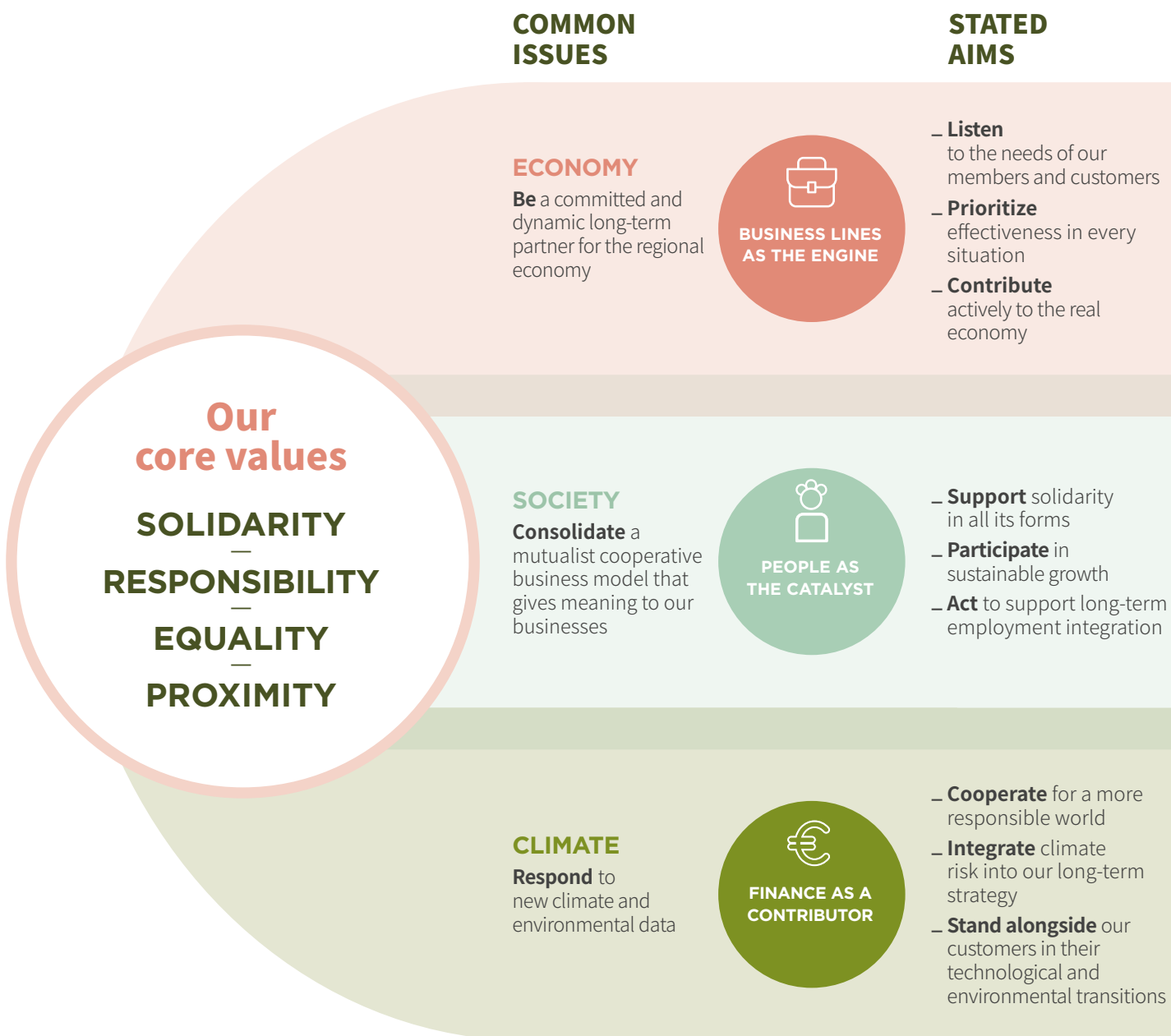


**IN SHORT, IT'S A COOPERATIVE,
INDEPENDENT, DECENTRALIZED
AND DEMOCRATIC BANK.**

+ More... Local
+ Representative
+ Efficient
+ Agile

**A bank with no
shareholders
is all of these things at once!**

Engagement: the best way to cultivate our values and set an example



Solidarity. Equality. Proximity. Responsibility. These four founding values are the start point of every direction the group has set for itself since its creation. Whether we are getting to grips with new challenges or defining avenues for progress, they are firmly embedded in all the commitments we make for the economy, society and the environment.

THE RIGHT DIRECTIONS

THE BANK FOR ALL

- Omni-channel business strategy
- Policy of innovation to benefit people
- Sustained support for businesses and our members and customers

THE BANK THAT SHOWS COMMITMENT

- A business that affirms its mutualist identity and its strong culture of mutual aid, through support for non-profit movements, fighting illiteracy, microlending, etc.
- Eco-responsible management of buildings, networks and resources (recycling, paperless documentation, HQE-certified buildings). Adoption of virtuous practices (green mobility)
- Employment policy based on integration and diversity with priority given to jobs for young people

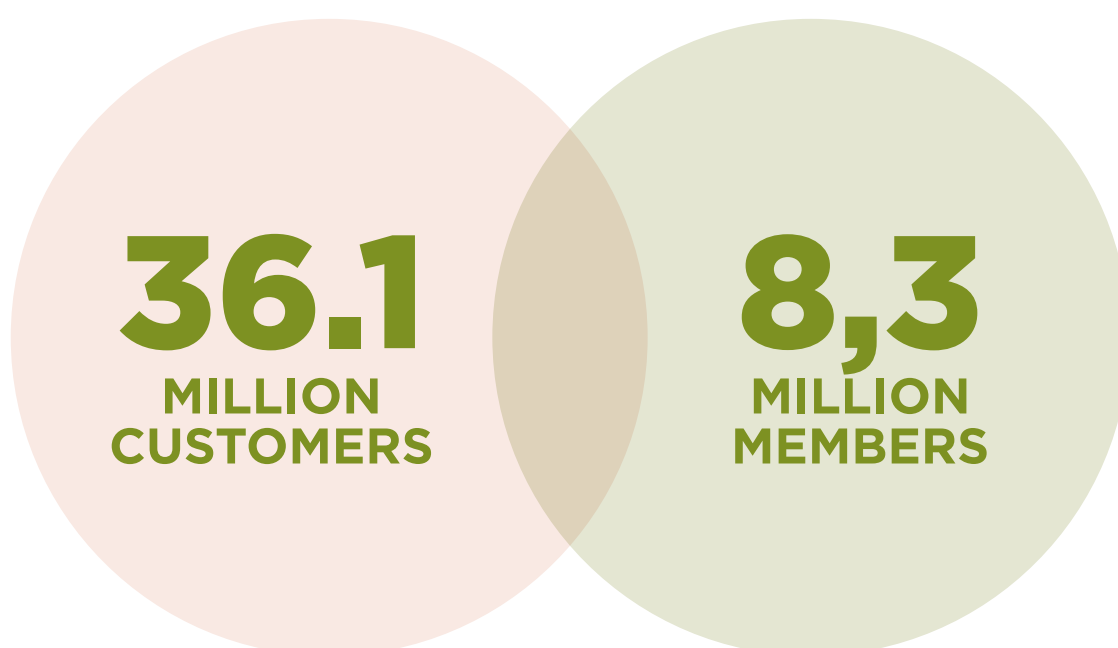
THE BANK OF THE FUTURE

- Strong focus of our investment and financing drivers on sectors of the future (Socially responsible and sustainable savings / Green investment funds.)
- Committed sector policies
- Strong support for our customers as we move to the world of tomorrow (digitization, new technologies, eco-renovation, assisting transformations)

IN 2022,
90%
OF FEDERATIONS
HAVE A
FEDERAL BANK
THAT HAS ADOPTED
MISSION-DRIVEN
ENTERPRISE
STATUT

The Crédit Mutuel group at a glance

Freedom and openness, democratic equality, ethical management, solidarity, autonomy and responsibility... If Crédit Mutuel can shout out its distinctiveness loud and clear, it's because its organization and its vocation are guided by a single idea: partnering to be stronger together. That means being a cooperative, mutualist bank, a bank with no shareholders, the bank of tomorrow.



83,000
EMPLOYEES

21,000
ELECTED DIRECTORS

1 NATIONAL
CONFEDERATION

18 REGIONAL FEDERATIONS
+1 NATIONAL FARMING
FEDERATION

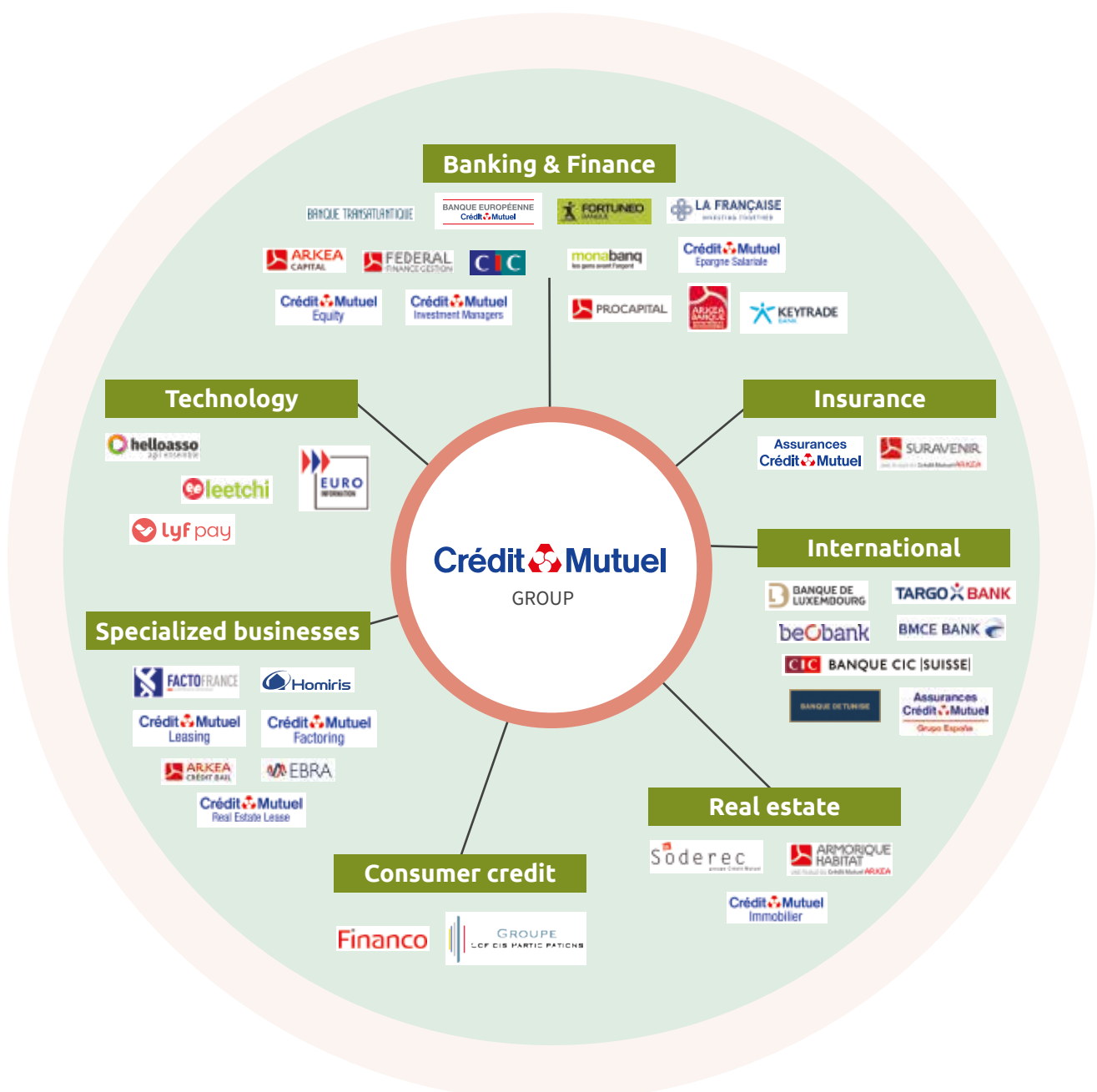
5,330 BRANCHES

2,016 CREDIT MUTUEL
LOCAL BANKS

Our main subsidiaries and our partnerships bring our ambitions to life

With 310 entities, 82 of them abroad, the Crédit Mutuel group of 2021 meets a very wide range of needs for its customers and members.

By developing consistency and cooperation between its different business lines, it applies internationally what it does so well in France: taking responsible decisions, acting for the future and successfully tackling local issues.



A multiservice group...

As a leading bankinsurer, Crédit Mutuel also stands out through its consistent ability to expand into new areas and meet its customers' needs. In 2021, the group stepped up the diversification of its products and services offering and signed new strategic partnerships, drawing on its banking networks and specialized subsidiaries. This long-term strategy, entailing innovative, high-performance offerings, is paying off.

RETAIL BANKING



33.2 Millions
personal
customers



1.8 Million
business
and corporate
customers*



556,526
non-profit
customers*



No. 2 bank
for the farming
sector

WIDE RANGE OF PRODUCTS AND SERVICES



Insurance
THE GROUP'S 2ND
LARGEST BUSINESS



**Remote
surveillance
NO. 1**
IN FRANCE



Real estate
HIGH ADDED
VALUE OFFERS
AND SERVICES



**2nd biggest
lender**
for home loans



**Consumer
loans**



**Vehicles and
eco-mobility**



Factoring
23%
OF THE FRENCH
MARKET



**Equipment &
Property Leasing**
LEADING PLAYER
IN LEASE FINANCE
FOR BUSINESSES

AND

**Asset management
and private banking**

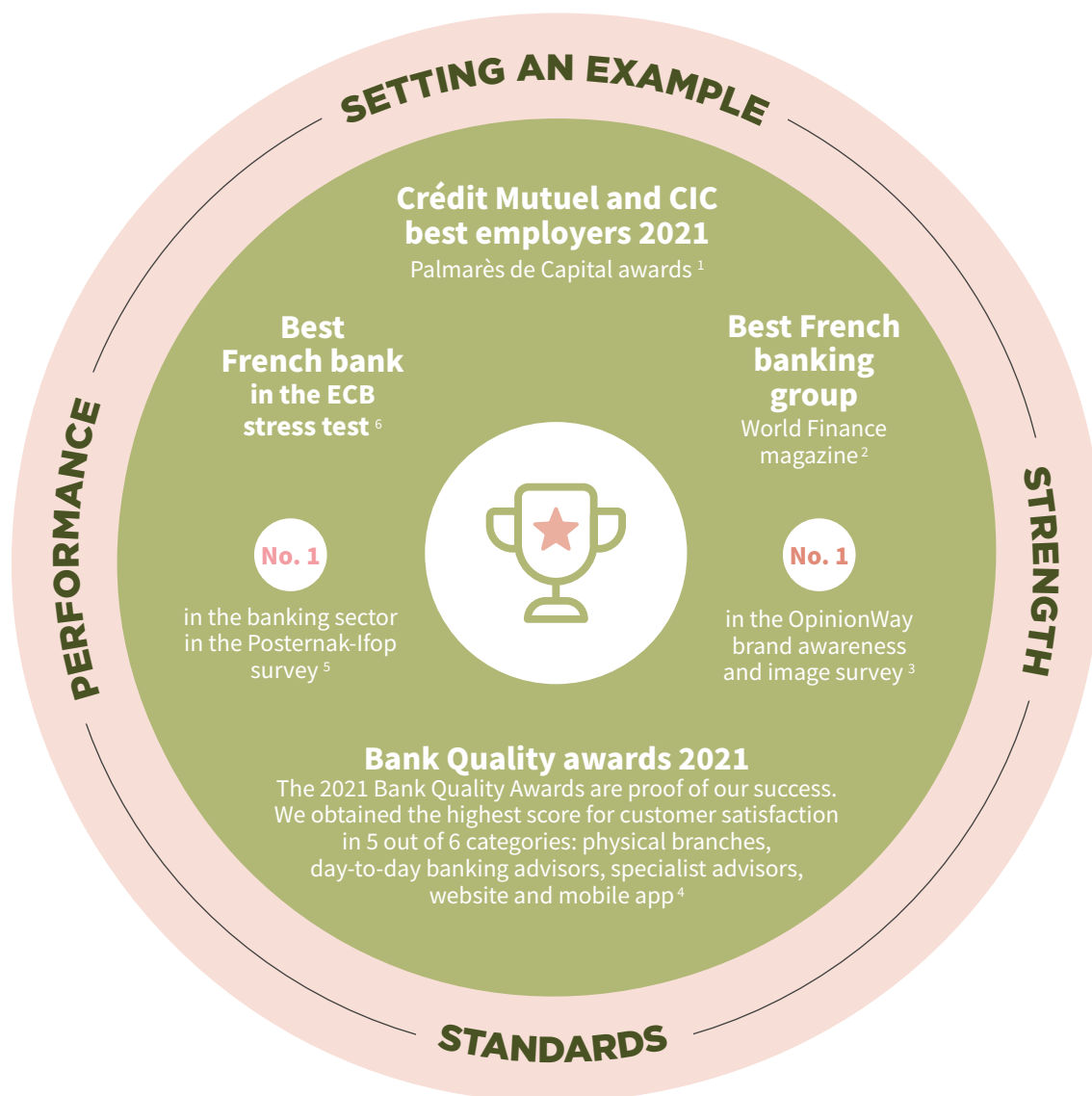
**Corporate and
investment
banking**

**Technology
services**

*Banking networks in France - 2021.

... winning multiple awards

Despite the health crisis and its many uncertainties, the Crédit Mutuel group won numerous awards and accolades in 2021 for its financial strength, its brand, its customer relations and its support for sustainable and responsible development, providing yet more evidence of the effectiveness of its business model and strategic choices.



1. Capital survey of 20,000 French people working in companies with more than 500 employees, carried out in autumn 2020.

2. Awarded in March 2021 by World Finance magazine.

3. Survey of 2,000 people at the end of 2020 on the brand awareness, image and attractiveness of 16 insurers and 10 banks.

4. Survey of an online panel of 5,070 respondents between September 30 and October 19, 2020.

5. Survey carried out on November 3-5, 2021 on a representative sample of 1,002 French adults aged 18 and over.

6. Three-year adverse scenario (2021-2023) set by the European Central Bank and the European Banking Authority.

Growth is only worth it when it's shared

As a mutualist bank with no shareholders and no stock exchange listing, Crédit Mutuel has only its customers to satisfy. It devotes its financial resources first and foremost to financing the local economy across the country and upholding its employment policy for its staff. In the unusual economic and health circumstances since 2020, this self-reinforcing model allows us to post results and indicators that are more than reassuring.

1

A MAJOR PLAYER IN FRENCH RETAIL BANKINSURANCE

Firmly anchored in the local economy

16.5% market share in deposits

17.3% market share in bank loans

Savings:
€1,033.4bn bn

Balance sheet deposits:
547.7 bn

Loans receivable:
564.9 bn

Finance for the environmental and energy transition:
28,123 bn

34% estimated proportion of assets eligible for the European Taxonomy

Highly acclaimed, high-performance insurance services

Insurance revenue:

17.5 bn

44 M policies

16.7 M policyholders

Results that translate into ever-growing attractiveness

36.1 M customers

+ 1.4 M customers in 2021

+ 6.6 M customers in 10 years (2011-2021)

+6,6% rise in employee numbers in 10 years (2011-2021)

2

A GROUP ON THE UP WITH TOP-LEVEL RESULTS

NBI:
€19.788_{bn}

Net profit attributable
to the group:

€4.266_{bn}



Best cost-to-income
ratio of
French banks:

59.6%

Crédit Mutuel
is now among
the top 10 commercial banks
in the euro zone

**Europe's 9th
biggest**

commercial bank

by balance sheet size -
BDD Fitch Connect (06/30/2021)

3

THE STRONGEST FINANCIAL BASE OF ANY FRENCH BANK

19.5% CET1 solvency ratio

8% Leverage ratio

183.6% Liquidity coverage
ratio (LCR)

67 Mds€ Shareholders' equity
attributable to the group

**An issuer
that inspires confidence**
according to Standard & Poor's LT ratings

A+

with a stable outlook
(Senior debt)

A-1

(Counterparty)

INNO VATION

WHAT COULD BE MORE NATURAL?

#Attentive

#Pioneering

#Visionary



Integrating ESG risks to build a sustainable bank

The Crédit Mutuel group aims to integrate actions taken by the regional groups into a global CSR policy in order to meet its international commitments. It strongly reaffirms its cooperative identity and each regional group shapes its CSR goals and strategies as closely as possible to the needs of the regions, while respecting its environment and being mindful of the climate impacts of its business.

Three questions for Karen Degouve,
climate director at the French
Banking Federation



What are the biggest climate change issues for banks?

Karen Degouve : In Antarctica, temperatures more than 30°C above normal were recorded in March 2022, leading inevitably to melting glaciers. India and Pakistan were hit by an extreme heat wave, causing major power outages, fires and water shortages. This region, which is home to more than 20% of the world's population, could become uninhabitable by 2050. Climate change is no longer a distant prospect: disasters are intensifying and every part of the world is affected. The latest IPCC report is stark: we have less than three years left to reverse the growth trend in global greenhouse gas (GHG) emissions. The situation demands **immediate, profound and permanent changes in all sectors**, and in particular a substantial reduction in our dependence on fossil fuels. This is what we call mitigation. However, the GHGs already present in the atmosphere will still cause average temperatures to rise. We therefore need to adapt to climate change, in order to limit its consequences on the economy and society. **Banks are central to the economy. As such, they have a major role to play in financing both climate change mitigation and adaptation.**

What role can banks play to enable France to meet its carbon neutrality commitments?

Karen Degouve : France and the European Union have committed to achieving carbon neutrality by 2050. To transition to a low-carbon economy compatible with this target, we need to increase renewable electricity generation, shut down coal-fired power plants, gradually close oil and gas-fired power plants, eliminate internal combustion vehicles, expand the rail infrastructure for mass transit, replace the heating of buildings with low-carbon sources, renovate and insulate our buildings, invent new manufacturing processes for steel and cement, and so on... The project is huge and expensive. The EU estimates that **investments of €520 billion per year are needed between now and 2030 to achieve its Green Deal targets**, the vast majority of which must come from the private sector. By choosing whether to fund high or low-emission projects, banks have direct leverage over GHG emissions in the real economy. Whether by financing companies, infrastructure projects, local authorities or private individuals, by investing, or by supporting them through capital markets, **French banks must help the economy make the transition in order to implement France's national low-carbon strategy.**

How can banks take climate and environmental risks on board and help their customers transition to a low-carbon economy?

Karen Degouve : Global warming poses two risks to the economy and banks. One is physical, linked to the increase in the frequency and scale of natural disasters. The other is what's known as "transition" risk: it stems from the transition to a low-carbon economy via technology and coercive policies aimed at cutting GHG emissions. After conducting its first climate stress test this year, the European Central Bank now regards climate change as a major source of financial risk that could become systemic. **Most banks are now integrating the climate and environmental risks of customers and securities issuers into their lending processes and investment decisions.**

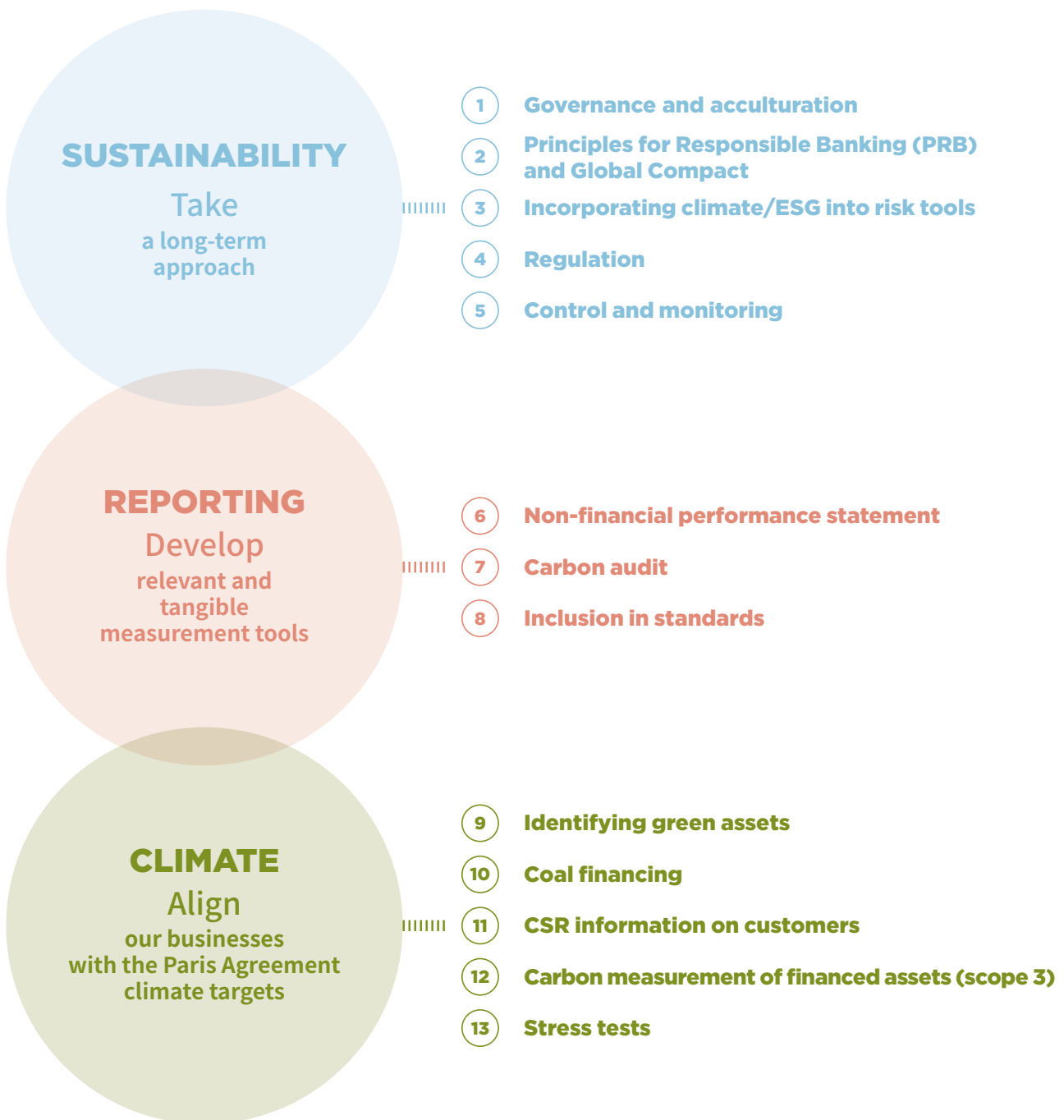
OUR CSR GOVERNANCE AND ESG COMMITMENTS

Our CSR governance and 13-point action plan

Crédit Mutuel has adopted a 2020-2023 action plan, jointly developed with the regional groups and approved by the national executive and supervisory bodies, based on three major themes:

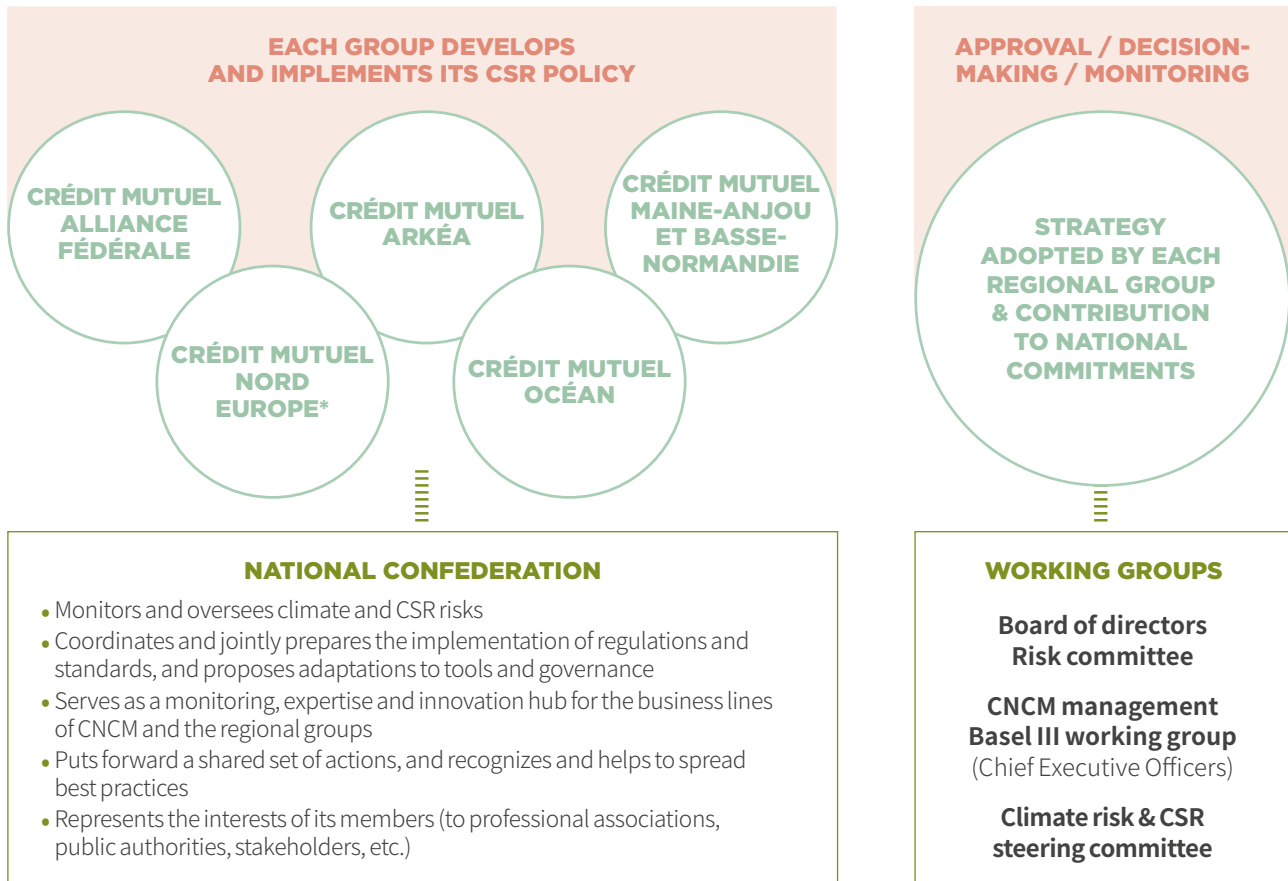
- **SUSTAINABILITY:** Take a long-term approach.
- **REPORTING:** Develop relevant and tangible measurement tools.
- **CLIMATE:** Align our businesses with the Paris Agreement climate targets.

This action plan, which is centrally overseen by the climate risk and CSR steering committee, consists of 13 projects.



In response to these social and environmental challenges, the Crédit Mutuel group has set up a specific governance structure to manage its approach to CSR issues.

PRINCIPLE OF SUBSIDIARITY - CONSISTENCY - COLLECTIVE MOBILIZATION



A training session on CSR and climate risks was held for the Board of Directors in April 2021 to enable directors to set the best possible strategies for Crédit Mutuel on key ESG issues.

Thirteen directors were familiarized with the ECB guide, the results of the ACPR stress test performed in 2021 and the main initiatives taken by the regional groups and by other banks.

NZBA: Crédit Mutuel commits to carbon neutrality

As a signatory to the Net-Zero Banking Alliance since May 25, 2021, the Crédit Mutuel group is committed to setting an initial set of climate targets before the end of 2022 and to publishing the greenhouse gas emissions of its portfolio every year, with a view to achieving carbon neutrality by 2050. More specifically, the Crédit Mutuel group has made a commitment to:

- set and publish intermediate and long-term targets to comply with the Paris Agreement targets;
- annually measure and report on the emissions profile of its lending and investment portfolios;
- set its targets using decarbonization scenarios based on climate science;
- regularly review metrics and targets in accordance with current scientific knowledge.

* Crédit Mutuel Nord Europe became part of Crédit Mutuel Alliance Fédérale on January 1, 2022.

Committed to financial health and inclusive banking

Crédit Mutuel is committed to supporting all its customers. It recently reaffirmed its commitment to financial health and inclusive banking by joining the Principles for Responsible Banking (PRB) initiative led by UNEP-FI, through which it aims to **promote universal inclusiveness and a banking industry that supports the financial health of its customers**. More specifically, Crédit Mutuel assists customers through personal and business microloans and takes specific actions to help customers made vulnerable by difficult life situations.

ACTIONS THAT LIVE UP TO OUR CLIMATE AIMS

Integrate climate risks into overall risk management

In 2021, Crédit Mutuel formally incorporated the consideration of climate and environmental issues into its national risk appetite framework. Work done to assess the risk level in 2021 made it possible to integrate climate risks (physical risk and transition risk) into the national risk mapping, the internal capital adequacy assessment process (ICAAP), the annual internal control report (RACI) and the risk dashboard presented to the executive and supervisory boards.

As well as including them in the national risk map in their own right, the Crédit Mutuel group believes that **climate risks are also key factors in existing risks such as credit risk**, operating risk, market risk and liquidity risk.

Measure and reduce our greenhouse gas emissions

The Crédit Mutuel group measures the greenhouse gas emissions related to its activities. Total emissions for 2021 were **382,976 tonnes of CO₂ equivalent**, **22%** less than in the previous year. This was due in particular to the reduction measures taken in the regional groups.

All Crédit Mutuel group entities have targets for reducing their own environmental footprint: Crédit Mutuel Arkéa is targeting a 16% reduction between 2019 and 2024, Crédit Mutuel Alliance Fédérale a 30% reduction by 2023 and Crédit Mutuel Maine-Anjou, Basse-Normandie aims to cut emissions by 30% by 2030.

Assess and reduce the emissions generated by our lending

Crédit Mutuel Alliance Fédérale measures the carbon footprint of its corporate lending portfolio. It does this by evaluating each company's carbon output along with the bank's proportional contribution to it, based on the amount of lending the bank provides. In 2021, estimated emissions were **251.3 tonnes of CO₂**, 2% less than in 2020.

To assess its resilience to various climate scenarios, the Crédit Mutuel group is also testing several methodological frameworks for measuring its carbon footprint and assessing whether its trajectory is in line with the targets. These include the PACTA COP methodology, developed by the 2 Degrees Investing Initiative think tank, and the SAFE methodology.

Use the results of climate stress tests to shed light on sensitive sectors

Crédit Mutuel took part in two stress test exercises that were conducted by the ACPR and the ECB to gain a better understanding of climate risks and their consequences, to quantify the contribution to those risks of the loan and asset portfolios and to assess their vulnerability to climate change effects.

In light of the ACPR exercise, it was noted that the farming, agri-food, energy and land transport industries would have significant impacts, notably in the form of an increased probability of default and associated provisions.

More generally, following the pilot exercise carried out by the ACPR, seven sectors were identified as especially sensitive to transition risk. Exposures to these sectors currently represent **4.9%** of the Crédit Mutuel group's total portfolios, compared with 9.7% for French banks as a whole.

Measure the eligibility of the portfolio for the Green Taxonomy

The European Union's Green Taxonomy is a set of sustainable development criteria for companies and investors. It identifies economic activities that can be regarded as sustainable or environmentally responsible.

The Crédit Mutuel group met in 2021 to ascertain what portion of the assets in its customer portfolio were eligible for the first two objectives of the European Taxonomy (climate change mitigation and adaptation). Based on initial work, the eligible portion was estimated at **34%**.

Identify the physical risks to which Crédit Mutuel is exposed

The Crédit Mutuel group has begun work to identify the exposure of its infrastructure and financed assets to **physical climate risks**, starting with an assessment of the vulnerability of its infrastructure to flooding. The goal is to extend its risk coverage and at the same time to help develop a tool to assess the vulnerability of the group's customers to physical risk.

Through monitoring losses incurred in relation to the group's buildings, the risk department also collects data on the damage caused to its facilities by natural events.

Support customers with the energy transition

Crédit Mutuel is supporting the progress of the energy transition through specially targeted loans. With total receivables of **€28.123 billion**¹ the Crédit Mutuel group reaffirms its determination to work closely with the regions to support businesses, farmers and individuals with the energy transition, via structured lending and through the long-standing provision of energy transition loans through its retail banks.



AT REGIONAL GROUP LEVEL HEADLINE COMMITMENTS IN RESPONSE TO CUSTOMER EXPECTATIONS

Sectoral policies in place to limit social and environmental impacts

To work toward a fairer and more sustainable society, the regional groups have set out **sectoral policies** that aim to set criteria for carrying out their activities in areas where the social and environmental impacts are greatest. Exposures to sectors covered by a sector policy are monitored by the risk committee.

Several Crédit Mutuel group entities have also made a commitment to:

- **divest from coal by no later than 2030** in both OECD and non-OECD countries and apply binding criteria to oil & gas financing. This is the case at Crédit Mutuel Alliance Fédérale² and Crédit Mutuel Arkéa³,
- **adopt sector policies for sensitive sectors**; Crédit Mutuel Alliance Fédérale⁴ has sector policies on mobility, mining, civil nuclear energy, defense and security and agriculture. Crédit Mutuel Arkéa⁵ has adopted an agricultural and wine-growing policy to provide greater support for these sectors.

Measure performance and reduce impacts

Crédit Mutuel Arkéa has developed a uniform methodology to measure its overall performance, comprising **24 non-financial indicators** relevant to the group and its stakeholders. Covering both financial and non-financial performance, it converts each indicator into a value in euros to assess the positive or negative effect of Crédit Mutuel Arkéa's business at the environmental and social level, including on its stakeholders.

Crédit Mutuel Alliance Fédérale in line with its status as an *entreprise à mission*, has adopted a **social and environmental plan** based on **14 specific commitments** to be achieved by the end of 2022 in order to improve its impact. These commitments include halting the financing of new oil and gas projects, eliminating medical formalities for home loans and providing anti-discrimination training to employees and elected directors.

1 - Renewable energy outstandings + loans for the energy renovation of buildings + eco-friendly equipment for businesses and farmers + financing of clean vehicles.

2 - <https://www.bfcm.creditmutuel.fr/fr/rsm/politiques-sectorielles/index.html>

3 - https://www.cm-arkea.com/banque/assurance/credit/upload/docs/application/pdf/2021-04/politique_charbon_avril_2021_1_1.pdf and https://www.cm-arkea.com/banque/assurance/credit/upload/docs/application/pdf/2021-11/politique_petrole_et_gaz_2021.pdf

4 - <https://www.bfcm.creditmutuel.fr/fr/rsm/politiques-sectorielles/index.html>

5 - https://www.cm-arkea.com/banque/assurance/credit/upload/docs/application/pdf/2022-02/202202_politique_agriviti.pdf

Anticipate expectations to meet them better

Accelerating digitization, increasing competition in our core businesses, changing habits, evolving customer relations... To meet these major challenges and continue to grow, Crédit Mutuel is focusing more than ever on innovation and people. By designing useful new products and services and reinventing its customer relations, the group is daring to push boundaries with boldness and conviction. Here are some new examples that marked the group's year in 2021...

Medical formalities scrapped:

Crédit Mutuel revolutionizes borrower's insurance

Loyal Crédit Mutuel customers can now obtain payment protection for the mortgage on their main home without passing any medical formalities, regardless of their health. Crédit Mutuel, in line with its mutualist principles, is thus the first bank in France to say loud and clear that health should not be a barrier to home ownership.

This new show of solidarity is offered by the Crédit Mutuel Alliance Fédérale, Crédit Mutuel Nord Europe, Crédit Mutuel Océan and Crédit Mutuel Maine-Anjou, Basse-Normandie federations. For the group, it is a real sign of distinctiveness, performance and innovation in favor of a fairer and more inclusive society.



12% of insurance applicants present an increased health risk

2019 statistics on the AERAS agreement of the French Insurance Federation



Tibi certification:

Crédit Mutuel alongside the future leaders of French Tech

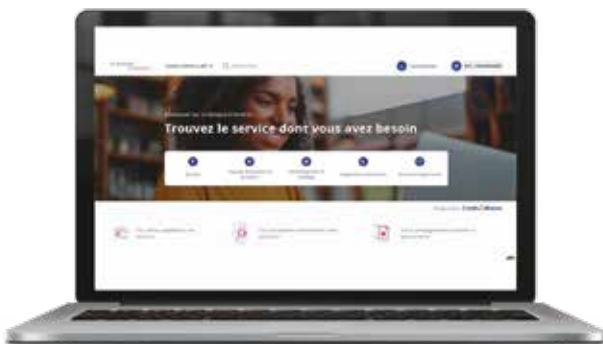
By obtaining Tibi certification for the CM-CIC Global Innovation fund, the Crédit Mutuel Investment Managers and Crédit Mutuel Asset Management teams have provided further proof of the group's support for innovation. The Tibi scheme reflects the French President's desire to contribute to the development of the technology sector in the country, by encouraging French investors to invest in future tech leaders, especially as they scale up their operations to an industrial and commercial level.



Treckea:

the tech platform for real estate projects

House builder Trecobat and Crédit Mutuel Arkéa joined forces to develop the “Treckea” platform, which optimizes real estate projects and the customer experience. It offers easy communications and time savings for all parties involved in a property transaction - notaries, lawyers, realtors, builders, bankers, brokers and buyers. The system can be used for new builds, purchases and renovation projects. It allows every stage to be managed in one place, using cutting-edge blockchain technology to ensure that all information on the platform is secure. The whole real estate project process can be managed and configured from the start until completion, significantly improving the customer experience and ensuring continuous efficiency.



New Service Kiosk:

always one step ahead for our customers

Following on from telephones, electric bikes and alarm systems, Crédit Mutuel Alliance Fédérale is sticking to its principle of innovative, diversified banking with the “Service Kiosk”, another new addition to its offering. Available to personal and business customers, the kiosk helps users make their plans a reality by connecting them with partner businesses rigorously selected for their reliability and their compliance with social and environmental values. Numerous tutorials and practical guides allow you to choose service providers carefully, get things done swiftly and take the right decisions. With the Service Kiosk, Crédit Mutuel assists its customers beyond the realm of financial services, making their lives easier and helping them move forward in complete confidence.

AmbitionS :

the new tech excellence hub born of our partnership with IBM

The AmbitionS agreement between Euro-Information, a tech subsidiary of Crédit Mutuel Alliance Fédérale, and IBM marks a new phase in a strategic partnership that began more than 50 years ago. Its multiple aims will include speeding up and scaling up the use of data, AI (artificial intelligence) and automated document analysis, as well as transforming the IT system into a unified private cloud for greater operational efficiency. The agreement also includes the creation of a new, Strasbourg-based skills and technology hub, which will speed up the rollout of services and technologies for customers and members, partners and employees.

Payment solutions:

Crédit Mutuel steps up rollouts

The Lyf Pay mobile payment solution can now be used in nearly 300 Monoprix and Monop’ stores in France. LyfPay is designed for the new habits and expectations of urban consumers, providing a mobile payment service that automatically handles loyalty schemes and paperless bank card receipts. Altogether, it offers a smooth, simple and contactless checkout for an optimized customer experience.

Paylib is also continuing to grow with “Paylib between friends”. Following on from Paylib contactless and Paylib online, this new feature allows you to send money to another person using just a phone number. These instant transfers allow you to pay back your share of a restaurant bill or a shared gift in seconds. It’s simple and practical!





#Caring

#Responsible

#Respectful

GROWTH AND SOLIDARITY:

THE FERTILE ALLIANCE

An ambitious bank built around people

From a sound and sturdy financial base, the group takes a stand and acts for virtuous growth. Although the health situation continued to affect the economy in 2021, Crédit Mutuel can count a number of successes in terms of innovation, service, solidarity and social responsibility. It has the best possible resources to meet the challenges of tomorrow, starting with its people: that means both the trust of its 8.3 million customer-members and the unwavering commitment of its elected directors and employees.

SUPPORTING THE EFFORTS OF THE NON-PROFIT SECTOR

A major player in bankinsurance in France, Crédit Mutuel is also the preferred bank for non-profits. For more than a century, it has kept faith with the fundamental values of cooperation: freedom, responsibility and solidarity. That's why the group is the partner of more than 556,526 non-profit organizations, associations and works councils, supporting the needs of a sector that plays a vital role in the life of the regions and in strengthening social bonds.

Connected Challenge against Hunger: solidarity wins again

2,430 determined participants wore the colors of the Crédit Mutuel Alliance Fédérale Foundation as they ran, walked and pedaled their way through this solidarity adventure. The challenge ended with a 60 km team race on Friday, July 2. Well done to all those who took part. In keeping with this fine turnout, **the Crédit Mutuel Alliance Fédérale Foundation decided to donate €110,000 to Action Contre la Faim** (Action Against Hunger), a sum that will help 15,714 families to develop sustainable farming and combat the impact of global warming.



Restos du Cœur: an entire group commits

Several entities in the group have made strong commitments to food charity Restos du Cœur. **Crédit Mutuel Nord Europe paid for 40,000 meals** that were distributed across seven *départements* (Nord, Pas-de-Calais, Somme, Oise, Aisne, Marne and Ardennes). The **Crédit Mutuel Alliance Fédérale Foundation paid for five refrigerated trucks worth €200,000**. Several group subsidiaries also got involved: **Euro Protection Surveillance provided free security for 130 Restos du Cœur depots** in the form of Homiris remote surveillance, while **Euro-Information donated 170 PCs to Ateliers du Cœur**, a sister organization that combats isolation and digital inequality. Lastly, **Crédit Mutuel Leasing donated 10 light trucks** to help the charity renew its fleet and secure its delivery rounds for the most disadvantaged.

DIVERSITY, INCLUSIVENESS, SOLIDARITY... WORDS THAT ENGAGE OUR ENTIRE ORGANIZATION

Crédit Mutuel makes it a core aim to contribute to the common good, promote equal opportunity and diversity and show unfailing solidarity. More than ever, the group's commitments in this area and the actions it takes are in line with the values it upholds.

Enhanced solidarity for Crédit Mutuel Arkéa's customer-members

Like the group as a whole, **Crédit Mutuel Arkéa** has been working alongside its customer-members since the start of the health crisis. In 2021, it renewed its exceptional €4.18 million budget for solidarity schemes that provide long-term support to the worst affected customers, whether they are individuals, businesses or non-profits.

Digital tech that benefits inclusiveness

While new technologies expand the bounds of the possible, they can also be a source of exclusion, especially for the least well-off. To help reduce this "digital divide", **Crédit Mutuel Arkéa** has donated computers to Bordeaux Mécènes Solidaires for non-profits based in the Crédit Mutuel du Sud-Ouest region. At the same time, the **Créavenir Foundation of Crédit Mutuel Dauphiné-Vivaraïs** has given its support to CLEFS (Culture Loisirs Enfance Famille Solidarité), a non-profit aiming to create a multimedia room and a mobile service in 15 municipalities to help people access and use administrative procedures, to introduce and accustom people to digital technology and teach them how to use it, and to employ new digital tools to develop creative and cooperative habits.



Disability & caregivers: the group goes beyond the legal requirements

An ambitious group agreement was signed at the end of 2021 between the group's management and the representative trade unions. In addition to its existing commitment to recruiting and supporting employees with disabilities and helping them stay in work, **Crédit Mutuel Alliance Fédérale** has chosen to go further, taking several additional measures that include: up to €1,000 in supplementary relocation allowances, €2,000 per year for the purchase of adapted equipment, free Prevention & Well-being insurance or an equivalent policy, bursaries for secondary education (up to the child's 25th birthday) and up to €1,000 per year toward a stay in a disability-adapted holiday center, paid parental leave or compassionate leave for a family member or caregiver, as well as adapted working conditions and additional time off.



Welcoming everyone's potential, valuing everyone's talents

In keeping with its commitments to solidarity, equality and the rejection of discrimination in all its forms, the **Crédit Mutuel group has taken strong measures** to promote diversity and inclusiveness. Centered on diversity and disability advisors in each region, this initiative is focused on a clear goal: to welcome and to value everyone's potential and everyone's talents.

A HELPING HAND FOR BUSINESSES LARGE AND SMALL

After devoting an exceptional amount of over €200 million to the national solidarity effort in 2020, the **Crédit Mutuel** group stepped up its support in 2021 for businesses in all their various needs. By supporting the economic recovery and helping businesses in need while also giving support to growth trends, it reaffirmed its cooperative, mutualist identity and showcased its ability to help the real economy.

Social protection: a major issue

In the period up to October 22, the **Crédit Mutuel Alliance Fédérale** corporate networks took a particular interest in their customers' employee social protection issues. Crédit Mutuel Alliance Fédérale offers a unique combination of personal protection and group health insurance that provides a high-quality solution to the needs of many companies. The pilot launch of this package confirmed that businesses, particularly large companies, are keen to access solutions and management for this product group via a single contact person.



Working alongside frost-hit farmers and wine growers

After the icy weather that hit 10 of the 13 French regions in early April 2021, **Crédit Mutuel rallied its branch networks** and put affected customers directly in touch with their advisors to obtain the most appropriate support. This cold wave, undoubtedly one of the worst in recent decades, destroyed up to 80% of crops on some farms. In keeping with its values of solidarity and closeness to customers, Crédit Mutuel immediately undertook to help those operating the vineyards, orchards and farms hit by this new climate risk.



Recovery participation loans help firms bounce back

Working alongside the government to support the economic recovery, the **Crédit Mutuel group has marketed "PPR" recovery participation loans to SMEs and mid-caps** since May 2021. These highly flexible participating loans are designed to meet the needs of companies wishing to invest and develop their business, and so provide an outstanding reinforcement for shareholders' equity. The PPR scheme has been implemented by the specialist advisors in the Crédit Mutuel and CIC networks and supplements the state-guaranteed loans that are still available under the PGE scheme to support businesses' cash flows.

GIVE YOUNG PEOPLE THE POWER TO MOVE FORWARD

More than ever, young people need concrete solutions to help them meet the challenges they face. Imaginative, motivated and supportive of others, they especially need assistance in their studies, their future plans, their careers and their lives as citizens. Young people are the future and they embody the values that Cr dit Mutuel cherishes. The group therefore anticipates their expectations and does all it can to give them the stimulus they deserve.



State-guaranteed student loans

The state-guaranteed student loan system was set up in 2008 and is operated by Bpifrance. As a long-time partner of the scheme, the **Cr dit Mutuel group supports students** and continues to provide assistance, notably to the most disadvantaged among them and those most affected by the consequences of the pandemic. In 2021, thanks to the increase in the guaranteed student loans budget granted by the State under the France Relance program, the group raised the total lending capacity of its networks to €52.5 million, a threefold increase relative to 2020.



“Empowering young people to move forward”: Cr dit Mutuel targets the next generation

Cr dit Mutuel is a modern bank committed to young people, and its new marketing campaign demonstrates that the group is on their side. The group draws on its mutualist business model, its values and its commitment to give young people access to the **things that really matter to them: employment, housing, mobility, health** and so on. The campaign was rolled out in the mainstream media and online. It adopts the now-customary forms of our enduring saga, with its iconic characters and a simple and authentic tone.

Cr dit Mutuel Foundation for reading with children

As a partner since 2019 of “Les Petits Champions de Lecture”, a national reading-aloud contest, the **Cr dit Mutuel Reading Foundation is proud to again be a partner of the new annual competition launched in September 2021.**

Organized and sponsored by the Ministry of National Education and Youth and the Ministry of Culture, the contest encourages children and their teachers to embark on a fun adventure, where children pick a book of their choosing and share it with their class.



RESPONSIBLE EMPLOYMENT AND QUALITY OF LIFE AT WORK: THE GROUP LEADS FROM THE FRONT

Naturally, the human values that the group upholds are also expressed within it. For Crédit Mutuel, being a responsible employer means, above all, setting an example by taking specific and meaningful actions and by continuously strengthening the organization's social base. By combining performance with goodwill, the group enables everyone to feel good in their role, to be valued for their skills, to develop and to give their best.

COM.UNITY: an online platform for co-development

Maintaining bonds, especially remotely, creating shared dynamics and constantly enhancing employee skills are all challenges for Crédit Mutuel Alliance Fédérale. That is why COM.UNITY was launched in early 2019. Its objectives are to **promote connection, mutual assistance and collective intelligence**.

This corporate co-working and social network thus unites employees around a digital forum that allows them to give feedback, share skills and documents or shout out for ideas. It's an ideal tool for helping each other out, working together and becoming more efficient!

Listening to provide better support

To manage difficult situations, both work-related and personal, **the group is developing several highly practical actions to promote employee well-being**. "Stimulus", for example, is a free, anonymous and confidential listening and psychological support service that we have laid on for employees.



Project Molière: the curtain rises on Crédit Mutuel Anjou's new headquarters

2021 saw an historic event for **Crédit Mutuel Anjou, which began renovation work on the Molière Building, its head office** and the last trace of 19th century industry in the city of Angers. The aim is to create an innovative, unifying and connected multi-purpose space, which can create links with all parties in the region while making the most of this exceptional heritage. It will comply with environmental requirements and meet modern expectations regarding workspace use, networking, consumption and housing. A place to live and work together well.

Neurocoach module: preventing the risk of stroke

In December 2021, **as part of its Quality of Life at Work policy, Crédit Mutuel du Sud-Est** offered employees and elected representatives aged 40 and over the chance to take part in the **Neurocoach** screening program free of charge. After using the Neurocoach kit overnight, participants received a full detailed report. The data was also sent to their doctor, to diagnose any disorders (sleep apnea, abnormal brain activity, irregular heartbeat, etc.) and potentially to prescribe preventive treatment.

Des chiffres qui parlent

Nearly
3 million
hours of training
provided in 2021

4.8%
of payroll is allocated
to training

94.4%
of employees are on
permanent contracts

5 active
training centers within
the group and 300 different
training courses available

91 Gender equality index*
for Confédération Nationale
du Crédit Mutuel

* Scores for the regional groups are shown in the 2021 Non-financial Performance Statement and are available at creditmutuel.com

OUR BOLDNESS TAKES ROOT

IN EVERY REGION

#Enterprising

#Creative

#Everywhere



Taking the initiative to boost positive energies

Showing our mutual values, our spirit of solidarity and our willingness to act in every region is a daily challenge. But above all, it is an individual and collective duty, a passion held by all of us who work in the Crédit Mutuel group. Because we understand our customers and their needs, and because we are constantly connected with every part of the real economy, we can act more effectively to support the most dynamic projects and those that most benefit the common good. More than ever, our mutualist strength lies in the active engagement of all our elected directors!



Environment: making each region a reservoir for the future



CRÉDIT MUTUEL DAUPHINE-VIVARAIS

– One seminar, a thousand and one ideas for tomorrow

Adapting farming to climate change and funding renewable energy were the focus of the annual seminar held last November, which was attended by elected directors and managers from the Agriculture Market division of Crédit Mutuel Alliance Fédérale and the Crédit Mutuel Agricole et Rurale federation. The visit to **Methabiotech**, a methanization unit located in Albon, illustrated these themes on the ground. Crédit Mutuel Dauphiné-Vivaraix and the local Crédit Mutuel bank at Anneyron, which finance this organization, are proud to be supporting young local farmers with an innovative vision of farming.

CRÉDIT MUTUEL DU SUD-EST

– First Climate Campaign: eco-mobility in the spotlight in priority urban neighborhoods

The Fédération du Crédit Mutuel Sud-Est (CMSE) took part in the **First Climate Campaign** launched by Lyon-based

start-up **Wecount** and thus asserted its commitment to sustainable mobility, especially for commuting. As part of its QWL (quality of work life) program and in connection with the agreements signed within the group, CMSE now offers every employee up to €400 per year to use “soft” modes of transport – cycling, electric bikes, scooters and e-scooters, carpooling, walking and public transport – at least 3 times per week for at least 8 months a year.

CRÉDIT MUTUEL ALLIANCE FÉDÉRALE

– If everyone does their bit, we can make a cleaner world

Would you spend a weekend collecting trash? They did! More than 1,000 elected directors and employees took part in **World Cleanup Day** in 42 cities in France and 15 in Germany. The event took place on September 18, 19 and 20 in partnership with the Crédit Mutuel Alliance Fédérale Foundation. Committed to a zero-waste planet, the participants and their children formed 90 teams to clean up residential, work and recreational areas. Congratulations to all for this wonderful example of sustainable, responsible commitment.





Solidarity and inclusiveness: reaching out to everyone

CRÉDIT MUTUEL MIDI-ATLANTIQUE

– A great way to boost access to home ownership

To enable customers to buy homes in high-price areas, Crédit Mutuel Midi-Atlantique is helping to develop the real estate solidarity lease offered by the **Comité Ouvrier du Logement** (Workers' Housing Committee) based in Anglet, Pyrénées-Atlantiques. This organization has already enabled more than 5,000 families to buy their homes. It's yet another sign of how we are rooted in the real economy.

CRÉDIT MUTUEL ANTILLES-GUYANE

– Combating isolation and insecurity among young people

Crédit Mutuel Antilles-Guyane is supporting the program set up by **Association Jeunesse Outre-mer** in association with the Prefecture of Guadeloupe, which supports young people in economically vulnerable situations and helps them gain entry to employment. This is essential work that relies in particular on practical workshops (coaching, office software, drafting resumes etc.). The bank has even gone a step further, organizing a workshop on how to budget and manage a bank account, and has offered 15 young people a session with a therapist to equip them with all they need to achieve their goals.

CRÉDIT MUTUEL CENTRE EST EUROPE

– United against domestic violence

In France in 2020, 125 people* were killed as a result of domestic violence between partners. Alsatian non-profit **Les Foulées du Sourire**, supported by Crédit Mutuel Centre Est Europe and CIC Est, is fighting this scourge. It provides assistance and support to victims of domestic violence, both women and men, improves their access to help, promotes gender equality and raises awareness of the issue of violence.



* Source: *Délégation aux victimes sur les morts violentes au sein du couple* (Delegation to the Victims on Violent Deaths Within Couples).



CRÉDIT MUTUEL OCÉAN

– A spotlight and a helping hand for local non-profits

Territoire de Solidarité is a 100% free and 100% local donation platform developed by Crédit Mutuel Océan with HelloAsso. It enables non-profits to publicize their activities and collect funds, in line with our mutualist values of commitment, solidarity and responsibility. This useful project has found favor with more than 1,500 donors to date.

CRÉDIT MUTUEL DE NORMANDIE

– All together for the right cause

The **Oulive platform** allows companies to rally their staff around challenges with positive impacts, on various themes. Crédit Mutuel de Normandie took part for the first time in a "100% Made in Normandy" Oulive connected challenge organized by its HR department. Participants in the event clocked up more than 40,000 km and the winner was able to reward the charity of their choice, namely **Manger la Vie - USP7: Hao-Fountain syndrome**.



CRÉDIT MUTUEL DU SUD-OUEST

– Solidarity in all its dimensions

In 2021, thanks to the commitment and involvement of all their directors and employees, the boards of directors of Crédit Mutuel du Sud-Ouest's 79 local banks distributed €1,186,109 in financial aid to customer-members in vulnerable situations and €98,775 in project donations to support local initiatives. In total, more than 700 associations, 200 self-employed professionals and 1,000 families benefited from these solidarity actions, which reflect our commitment to the local economy and our desire to stand alongside our customer-members.



CRÉDIT MUTUEL MAINE-ANJOU, BASSE-NORMANDIE

– Launch of the “Care for caregivers” call for proposals

Formed in 2011, the **Crédit Mutuel Maine-Anjou, Basse-Normandie** Corporate Foundation aims to help people at risk due to dependency issues and promote the development of intergenerational relationships. Through its new “Care for caregivers” call for projects, it is helping people with projects aimed at improving caregivers' daily lives. Thirty applications were submitted, all aimed at providing relief, training or support for caregivers to combat isolation and the risk of exhaustion.



Closeness & customer relations: evolving as close as possible to local needs

CRÉDIT MUTUEL LOIRE-ATLANTIQUE ET CENTRE-OUEST

– “#nouveau monde events”: good examples to follow

On the third Thursday of every month, Crédit Mutuel Loire-Atlantique et Centre-Ouest tells the story of an exemplary local business. Posted on the federation's LinkedIn page, these stories put the spotlight on its partners, its business customers and other regional stakeholders with their eye on the future: those who, every day, innovate to take account of climate issues and adapt to new markets, new consumer habits, societal changes, etc. Because the world of tomorrow is about them, and about every one of us.

and over there 



CRÉDIT MUTUEL MASSIF CENTRAL

– Unity is strength

The **Sommet de l'Élevage**, an international livestock fair, took place at the Grande Halle in Auvergne on October 5-8. The event attracted 1,512 exhibitors and 93,000 trade visitors. It was an opportunity for Crédit Mutuel to assert its commitment to farming and its position as the second-biggest bank in the sector. The staff of Crédit Mutuel Massif Central enjoyed the backing of Crédit Mutuel Alliance Fédérale and the Confédération Nationale du Crédit Mutuel, as well as on-site support from their colleagues at Crédit Mutuel Sud-Est: a fine example of cooperation and collective success in this vital market.

Innovation: helping new ideas to hatch and grow

CRÉDIT MUTUEL ÎLE-DE-FRANCE

– Cultivating innovation

Crédit Mutuel Île-de-France's innovation ambassadors visited Station F to take part in the first workshop under the banner of **“Work different with digital”**, a program aimed at immersing participants in the world of innovation and start-ups. With 34,000 m2 of space, a start-up hosting area, 3,000 workstations, 26 international support and accelerator programs and spaces for events, the Station F campus aims to support the French start-up ecosystem and open the doors to its international development.

CRÉDIT MUTUEL NORD EUROPE

– WENOV, the new start-up accelerator

Located at EuraTechnologies in Lille and unveiled in 2021, **Wenov** is now one of the largest start-up campuses in Europe. It hosts 16,000 m2 of schools, training centers and a co-working space. With this new complex, Crédit Mutuel Nord Europe is helping crucial projects to emerge that will foster sustainable development in its regions.



CRÉDIT MUTUEL ANJOU

– Detecting and supporting the most fertile projects for the region

The **“Semeur d’Innovation”** (Sower of Innovation) competition, the first of its kind to be run by Crédit Mutuel Alliance Fédérale, gives center stage to innovative ideas for the environment, solidarity and/or the regions, and helps them to germinate. Crédit Mutuel Anjou was one of the first federations to introduce it in 2021, thereby strengthening its local roots. Twenty-five projects were submitted to our platform and in June the project owners took part in a coworking day and workshops to progress them. The grand final took place in September, at which the four winners of this first competition were announced.



The next generation: giving dreams the strength to exist

and there too 

CRÉDIT MUTUEL MÉDITERRANÉEN

– Alongside young people for a festive and uplifting break

In August 2021, the city of Marseille played host to the sixth annual **Delta Festival**, Europe's biggest student event, which brought no fewer than 83,000 students together on the beaches of the Prado, in full compliance with Covid rules. This Marseille collective actively engages in favor of environmental responsibility, health, and guidance and training for young people. Those commitments are fully in line with the values of Crédit Mutuel, which has partnered this festive event for two years.

CRÉDIT MUTUEL SAVOIE-MONT BLANC

– They’ve got talent: the next generation of farmers

Our federation has been helping the **Young Farmers of Haute Savoie** to produce ten films in partnership with TV8 to raise awareness among the general public of developments in agriculture in the départements we serve. The first six videos to be made have already clocked up over 20,000 views. This action highlights the vital importance to Crédit Mutuel of supporting this sector, and young farmers in particular.

CRÉDIT MUTUEL ARKÉA

– Welcoming girls to careers in tech

In France, only 35% of girls elect to focus on STEM subjects (science, technology, engineering and mathematics) in higher education. To combat the under-representation of girls in these subjects, Mastercard France and Crédit Mutuel Arkéa, in collaboration with Trace Academia, are launching **“Tech The Power”**, a fun educational program aimed at promoting careers in technology to 500,000 girls. Overcoming stereotypes and cultivating careers is another way in which Crédit Mutuel keeps its eye on the future.

**TECH^{THE}
POWER**

CRÉDIT MUTUEL DU CENTRE

– No age limit to solidarity

“Objectif Jeunes” (Objective Youth) is a scheme set up by Crédit Mutuel du Centre to help young people aged 16 to 18 make their projects a reality. These projects must focus on human-centered, altruistic actions designed to create links with others and showcase the values of sharing and mutual assistance that fully reflect Crédit Mutuel’s DNA. The reward: up to €2,000 in financial aid to enable these young people to contribute to a more inclusive world.

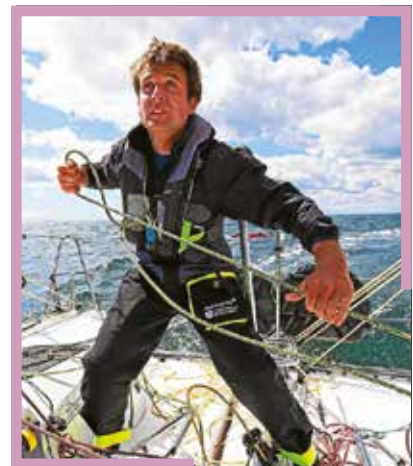


**Together for
a common goal!**

CRÉDIT MUTUEL DE BRETAGNE

– Success under full sail

The CMB Brittany Ocean Racing Center Of Excellence is a professional scheme set up and supported by the Brittany Region and Crédit Mutuel de Bretagne for identifying and training talented yachtspeople. It was the center which spotted Tom Laperche and launched his career. 2021 was an exceptional year for skipper Laperche, who took third place in the Solitaire du Figaro, second place in the Transat Jacques Vabre, and was crowned France Elite ocean racing champion. Congratulations to Tom and congratulations to Crédit Mutuel de Bretagne for having believed in him.



everywhere



From North to South, from East to West, Crédit Mutuel’s regional federations assist, act, look forward and strive to stimulate the regions and support all those who, like them, want to help make a more responsible and shared future.



20 years of shared joy

20 years ago, Crédit Mutuel began its love affair with the world of music, “setting the tone” for the first time at the Victoires de la Musique awards. Since then, that bond has continued to grow, and Crédit Mutuel now supports music all year round, in all its regions and in every format. So that everyone can share the feeling, the group embraces all musical trends, puts on memorable and innovative events, and brings rising new talent to the attention of the general public.



Music is important. It soundtracks our every day. It's about sharing and creating bonds. It reflects our lives, our dreams and our differences, and it brings us together. For all these reasons, Crédit Mutuel is proud to support music. By doing so, it expresses the values that have driven it ever since it began and which continue to drive it forward.



Giving **IMPULSE** to all sports

Like music, sport is a wellspring of emotion, creating bonds around values that are essential to our society: commitment, going beyond your limits, strength in teamwork, excellence and respect. In numerous fields and many sports, at both local and national level, Crédit Mutuel affirms its commitment to everyone who takes part in sports and, more broadly, everyone who loves sports.

Partner of the French Women's Volleyball Team

Thanks to this new partnership, Crédit Mutuel is supporting the French women's volleyball team for the first time as it sets its sights on the European Championships.



And also partner of its own sporting employees!

Our sportspeople are engaged in an activity that requires commitment and strong values, and not only as Crédit Mutuel group employees! That's why our regional federations provide help and support to athletes who wear Crédit Mutuel's colors. Some of them even participated in the Tokyo Olympic and Paralympic Games.

Under full sail!

Sailing, with its values of courage and going beyond your limits, always has a favorable wind with Crédit Mutuel's support, whether with Ian Lipinski and Julien Pulvé aboard the Crédit Mutuel Class40, Tom Laperche in the CMB Brittany Ocean Racing Center Of Excellence or Sébastien Simon aboard the Arkéa Paprec IMOCA 60 yacht.



Official Partner of the French Track & Field Federation

Reflecting its close involvement in regional development, Crédit Mutuel has become an Official Partner of the FFA (French Track & Field Federation). Over a five-year period, Crédit Mutuel will support efforts to promote the sport, through FFA training programs, regional leagues, local committees and track & field clubs.



While many of our competitors have a favorite sport, Crédit Mutuel, the bank for all, chooses to make multiple commitments that support everyone involved, from local clubs to regional leagues and national federations, from large events to individual athletes, coaches, volunteers, children and families, fans, etc. Because everyone has to be involved for sport to succeed. Through its active support for a wide range of sports and non-profit activities, Crédit Mutuel gives them the impulse they need and makes a real contribution to the development of sports at both amateur and professional level.

Ever closer to our customers, ever more attentive to the regions and their needs

18 REGIONAL FEDERATIONS:

The embodiment of our decentralized model

Professional and syndicated entities (associations under the Act of 1901), and the central bodies for strategy and control in their respective regions, the federations have responsibility in particular for:

- _ drafting the standard by-laws of the local banks,
- _ identifying the shared rights and interests of their member local banks and representing them collectively,
- _ overseeing the smooth operation and development of the regional group,
- _ controlling the local banks by delegation from CNCM,
- _ certifying the annual financial statements of the local banks and approving the consolidated financial statements.



1 NATIONAL FEDERATION FOR THE FARMING SECTOR:

la Fédération du Crédit Mutuel Agricole et Rural (CMAR)

Chairman: Christian Guilbard

Director: Sébastien Prin

46, rue du Bastion - 75017 Paris

Tel: +33 (0)1 53 48 87 97

FEDERAL BANKS:

FOUR FINANCIAL AND OPERATIONAL RELAYS AT THE REGIONAL LEVEL

As the management tools for the regional federations, the federal banks pool their operational resources to:

- _ Organize technical and financial operations in the regions,
- _ Manage resources (liquidity management, provision of financial, technical and IT services),
- _ Grant loans to local authorities.

To achieve synergies and optimize resources and costs, some of the federations have joined forces, combining their financing organization to form inter-regional federal banks under technical, IT and financial partnerships.

As of January 1, 2022, there were four federal banks: Caisse Interfédérale Crédit Mutuel Arkéa (Bretagne, Sud-Ouest), Caisse Fédérale du Crédit Mutuel Maine-Anjou, Basse-Normandie, Caisse Fédérale du Crédit Mutuel Océan and Caisse Fédérale de Crédit Mutuel Alliance Fédérale, which serves 14 federations (Anjou, Antilles-Guyane, Centre, Centre Est Europe, Dauphiné-Vivarais, Île-de-France, Loire-Atlantique et Centre Ouest, Massif Central, Méditerranéen, Midi-Atlantique, Nord Europe, Normandie, Savoie-Mont Blanc and Sud-Est), as well as Banque Fédérative du Crédit Mutuel (BFCM) and all its subsidiaries, including Assurances du Crédit Mutuel (ACM), la Banque Européenne du Crédit Mutuel (BECM), la Banque Transatlantique, CIC, Cofidis, Euro-Information and Targobank.

LES FÉDÉRATIONS RÉGIONALES AU 10/06/2022

● ANJOU

49 **Maine-et-Loire**

Chairman: Philippe Tuffreau
Chief Executive Officer: Laurence Carde
 1, place Molière - B.P. 648,
 49006 Angers Cedex 01
 Tel: +33 (0)2 41 23 24 25
 www.cmanjou.fr

● ANTILLES-GUYANE

97-1 **Guadeloupe**, 97-2 **Martinique**,
 97-3 **Guyane**, 97-4 **Saint-Martin**

Chairman: Alex Weimert
Chief Executive Officer: Éric Petitgand
 Rue du Prof. Raymond Garcin CS20920
 97200 Fort-de-France - Martinique
 Tel: +33 (0)8 20 31 58 00
 www.cmag.creditmutuel.fr

● BRETAGNE

22 **Côtes-d'Armor**, 29 **Finistère**,
 35 **Ille-et-Vilaine**, 56 **Morbihan**

Chairman: Julien Carmona
Chief Executive Officer: Philippe Rouxel
 29808 Brest Cedex 9
 Tel: +33 (0)2 98 00 22 22
 www.cmb.fr

● CENTRE

18 **Cher**, 28 **Eure-et-Loir** et cantons
 limitrophes, 36 **Indre**, 37 **Indre-et-**
Loire, 41 **Loir-et-Cher**, 45 **Loiret**

Chairman: Damien Lievens
Chief Executive Officer: Isabelle Ogée
 Place de l'Europe
 105, rue du Faubourg Madeleine
 45920 Orléans Cedex 9
 Tel: +33 (0)2 38 77 60 00
 www.cmc.creditmutuel.fr

● CENTRE EST EUROPE

10 **Aube**, 21 **Côte-d'Or**, 25 **Doubs**,
 39 **Jura**, 54 **Meurthe-et-Moselle**,
 55 **Meuse**, 57 **Moselle**, 58 **Nièvre**,
 52 **Haute-Marne**, 67 **Bas-Rhin**,
 68 **Haut-Rhin**, 70 **Haute-Saône**,
 71 **Saône-et-Loire nord**, 88 **Vosges**,
 89 **Yonne**, 90 **Territoire-de-Belfort**

Chairman: Nicolas Théry
Chief Executive Officer: Daniel Baal
 34, rue du Wacken - 67913 Strasbourg
 Cedex 9
 Tel: +33 (0)3 88 14 88 14
 www.cmcee.creditmutuel.fr

● DAUPHINÉ-VIVARAIS

07 **Ardèche**, 26 **Drôme**, 38 **Isère**
 arrondissement de Grenoble

Chairman: Thierry Reboulet
Chief Executive Officer:
 Marie-Rose Moulin
 130-132, av. Victor Hugo B.P. 924
 26009 Valence Cedex
 Tel: +33 (0)4 75 75 50 50
 www.cmdv.creditmutuel.fr

● ÎLE-DE-FRANCE

75 **Paris**, 77 **Seine-et-Marne**, 78 **Yvelines**,
 91 **Essonne**, 92 **Hauts-de-Seine**,
 93 **Seine-Saint-Denis**, 94 **Val-de-Marne**,
 95 **Val-d'Oise**

Chairman: Jean-François Jouffray
Chief Executive Officer: Raphaël Rebert
 18, rue de la Rochefoucauld
 75439 Paris Cedex 09
 Tel: +33 (0)1 55 31 70 70
 www.cmdf.creditmutuel.fr

● LOIRE-ATLANTIQUE ET CENTRE-OUEST

19 **Corrèze**, 23 **Creuse**, 44 **Loire-**
Atlantique, 79 **Deux-Sèvres nord**,
 86 **Vienna**, 87 **Haute-Vienne**

Chairman: Alain Têtedoie
Chief Executive Officer:
 Dominique Bellemare
 10, rue Rieux - 44000 Nantes
 Tel: +33 (0)2 40 68 12 12
 www.cmlaco.creditmutuel.fr

● MAINE-ANJOU, BASSE-NORMANDIE

49 **Maine-et-Loire ville de Segré**,
 50 **Manche**, 53 **Mayenne**, 61 **Orne**,
 72 **Sarthe**

Chairman: Jean-Marc Busnel
Chief Executive Officer: Jean-Loïc Gaudin
 43, boulevard Volney - 53083 Laval Cedex 9
 Tel: +33 (0)2 43 66 21 21
 www.cmmabn.creditmutuel.fr

● MASSIF CENTRAL

03 **Allier**, 12 **Aveyron**, 15 **Cantal**,
 63 **Puy-de-Dôme**

Chairman: Frédéric Ranchon
Chief Executive Officer:
 Christophe Simon
 61, rue Blatin B.P. 443 -
 63012 Clermont-Ferrand Cedex 5
 Tel: +33 (0)4 73 43 77 77
 www.cmmc.fr

● MÉDITERRANÉEN

04 **Alpes-de-Haute-Provence**,
 05 **Hautes-Alpes**, 06 **Alpes-Maritimes**,
 11 **Aude**, 13 **Bouches-du-Rhône**,
 2A **Corse-du-Sud**, 2B **Haute-Corse**,
 30 **Gard**, 34 **Hérault**, 48 **Lozère**,
 66 **Pyrénées-Orientales**, 83 **Var**,
 84 **Vaucluse**, **Principauté de Monaco**

Chairman: Bernard Dalbiez
Chief Executive Officer: Maurice Zirnhelt
 494, avenue du Prado - B.P. 115
 13267 Marseille Cedex 08
 Tel: +33 (0)4 91 23 70 70
 www.cmm.creditmutuel.fr

● MIDI-ATLANTIQUE

09 **Ariège**, 31 **Haute-Garonne**, 32 **Gers**,
 40 **Landes**, 46 **Lot**, 47 **Lot-et-Garonne**,
 64 **Pyrénées Atlantiques**, 65 **Hautes-**
Pyrénées, 81 **Tarn**, 82 **Tarn-et-Garonne**

Chairman: Nicolas Habert
Chief Executive Officer: Marc Vaujany
 10, rue de la Tuilerie - B.P. 58
 31132 Balma Cedex
 Tel: +33 (0)5 61 61 46 46
 www.cmma.creditmutuel.fr

● NORD EUROPE

02 **Aisne**, 08 **Ardennes**, 51 **Marne**,
 59 **Nord**, 60 **Oise**, 62 **Pas-de-Calais**,
 80 **Somme**

Chairman: Olivier Oger
Chief Executive Officer: Éric Charpentier
 4, place Richebé - B.P. 1009
 59011 Lille Cedex
 Tel: +33 (0)3 20 78 38 38
 www.cmne.fr

● NORMANDIE

14 **Calvados**, 27 **Eure**,
 76 **Seine-Maritime**

Chairman: Philippe Gallienne
Chief Executive Officer: Stéphane François
 17, rue du 11 Novembre -
 14052 Caen Cedex 4
 Tel: +33 (0)2 31 30 58 00
 www.cmnormandie.creditmutuel.fr

● OCÉAN

17 **Charente-Maritime**,
 79 **Deux-Sèvres sud**, 85 **Vendée**

Chairman: André Lorieu
Chief Executive Officer:
 Jean-Pierre Morin
 34, rue Léandre-Merlet B.P. 17
 85001 La Roche-sur-Yon Cedex 27
 Tel: +33 (0)2 51 47 53 00
 www.cmocean.fr

● SAVOIE-MONT BLANC

73 **Savoie**, 74 **Haute-Savoie**

Chairman: Jean-Louis Maître
Chief Executive Officer: Estelle Malet
 99, avenue de Genève
 B.P. 56 - 74054 Annecy Cedex
 Tel: +33 (0)4 50 88 36 00
 www.cmsmb.creditmutuel.fr

● SUD-EST

01 **Ain**, 38 **Isère nord**, 42 **Loire**,
 43 **Haute-Loire**, 69 **Rhône**,
 71 **Saône-et-Loire sud**

Chairman: Gérard Cormorèche
Chief Executive Officer: Nathalie Noel
 8-10, rue Rhin-et-Danube
 C.P. 111 - 69266 Lyon Cedex 09
 Tel: +33 (0)4 72 20 65 65
 www.cmse.creditmutuel.fr

● SUD-OUEST

16 **Charente**, 24 **Dordogne**,
 33 **Gironde**

Chairman: Sophie Violleau
Chief Executive Officer: Antoine
 Michaud
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Learn more about the Crédit Mutuel group:
www.creditmutuel.com



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