

KEY POINTS

OF THE CRÉDIT MUTUEL GROUP IN 2023

OUR BOLDNESS
IS ALWAYS IN
motion

20
24
EDITION

Crédit  Mutuel

The mutual model:

HAS INSPIRED US FROM
THE START AND INSPIRES
US EVERY DAY

MUTUALISM IS EMERGING AS THE MODEL THAT CAN
RESPOND TO THE ASPIRATIONS OF THE GREATEST NUMBER
OF PEOPLE AND MEET THE CHALLENGES OF A POLARIZED
WORLD.

AS A MUTUAL BANK FROM THE START, CRÉDIT MUTUEL HAS
ALWAYS KNOWN HOW TO KEEP MOVING IN ORDER
TO ADAPT, BASED ON STRONG AND UNIQUE VALUES.
THIS IS WHAT ENABLES US TO BE, MORE THAN EVER, IN STEP
WITH THE TIMES AND READY TO BUILD THE FUTURE.

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AND THE CHIEF EXECUTIVE OFFICER
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2023:

Movement that validates our mutual model



JANUARY

SOCIAL INNOVATION

Crédit Mutuel Alliance Fédérale opens a new chapter of mutualism in evidence by creating the social dividend, through which **15% of its earnings each year** are used to build a more inclusive and sustainable world.



MARCH

2022 EARNINGS

The Crédit Mutuel group earned a **record net income of €4.1 billion**, an illustration of its flourishing business.



MAY

A UNITED YET MANY-SIDED GROUP

Confédération Nationale du Crédit Mutuel, Crédit Mutuel Arkéa and the 19 federations signed a **memorandum of understanding that preserves the Group's cohesion** while guaranteeing the autonomy of its component parts.

FEBRUARY

BEST EMPLOYER

Crédit Mutuel and CIC top the banking category in Capital magazine's **"Best Employers"** list for 2023, a reflection of the Group's proactive policy and commitments in relation to human resources.



APRIL

#1 FOR CUSTOMER RELATIONS

Crédit Mutuel takes **1st place in the Banking category in the 2023 Customer Relations awards** organized by Bearing Point and Kantar.



JULY / AUGUST

ECB STRESS TEST 2023

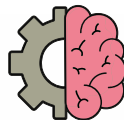
The European Central Bank publishes its 2023 stress test results. The Group is in the top category for universal banks, with a **solid Common Equity Tier One ratio of 11.4%** at 2025 even under the worst-case scenario.



SEPTEMBER

VIRTUOUS BUSINESS

The Crédit Mutuel group **ranks first in the 2023 Advent Capital Barometer** for environmentally responsible companies in the banking and insurance sector.



OCTOBER

TECHNOLOGICAL INNOVATION

Crédit Mutuel Arkéa becomes the **1st bank to offer open access to a generative AI model** based on deep learning for both text and images.

DECEMBER

EFFIE GOLD PRIZE 2023

This award in the "Long-term effectiveness" category honors Crédit Mutuel's long-running advertising saga.

See our special report on page 28.



JUNE

CONFEDERATION GENERAL MEETING

400 directors and employees representing the 19 federations and the central body take part in the 2023 annual general meeting of Confédération Nationale du Crédit Mutuel. Isabelle Ferrand, unanimously appointed CEO in April, took the opportunity to run through the Group's highlights.



NOVEMBER

ACTION FOR NONPROFITS

The Group speaks out and **renews its commitment to nonprofit organizations**, asserting its position as a regional bank and a force for inclusion and solidarity.



NICOLAS THÉRY

Chairman,
Confédération
Nationale du
Crédit Mutuel.*

**ISABELLE FERRAND**

Chief Executive Officer, Confédération
Nationale du Crédit Mutuel



Financial performance and mutual effectiveness: *the Group steps up to serve the common good*

What is your analysis of Crédit Mutuel's performance in 2023?

Nicolas Théry: The environment remained tough: geopolitical turmoil intensified, and economic uncertainty persisted. In France, where the social climate was particularly tense, the year was marked by a slowdown in activity, ongoing high inflation and a continued rise in interest rates.

In this year of transition, the Crédit Mutuel group achieved excellent performance while fully playing its role as financier to the economy.

Net income attributable to the Group rose by 8.4% to €4.6 billion, the best result in our history. These results further strengthened our financial base, which is among the best of all French banks. They confirm the effectiveness of our diversified universal bankinsurance model and the relevance of our strategic choices: diversification,

“Our priority: increase our performance so that we continue to step up and serve the common interest”

innovation and commitment to serving the common good. We are capitalizing on this performance by transferring more than 90% of revenue to reserves for development and by sharing the value created with our employees through a strong social pact, with our member-customers through innovative, useful and solidarity-based offers and, more generally, through actions that benefit society as a whole.

A big thank you goes out to our 84,600 employees and 20,000 elected directors: through their daily action, the Group has gained the trust of 1.2 million new customers and now has 37.8 million customers in France and Europe.

Once again this year, these choices were recognized through a first place ranking in the Banking category in the BearingPoint/Kantar Customer Relations Awards.

Digital euro, Basel IV, EPI (European Payments Initiative): What stance is Crédit Mutuel group taking in the face of these developments and projects?

Isabelle Ferrand: Crédit Mutuel has always been able to anticipate and adapt. In an environment that is bringing in new ways of banking for our customers - and new regulatory constraints for banks - the Confédération Nationale du Crédit Mutuel is playing its part to the maximum to support the Group in these new challenges. It is the confederation's job to defend the interests of its member banks and it is closely involved both in work within the industry and in direct lobbying. It is also very important to defend our business model when dealing with the various authorities.

Are inflation and the new interest rate position making you rethink your priorities?

Isabelle Ferrand: French banks have always coped with the different interest rate environments over the years; the difficulty lies in managing the lag between the interest paid on deposits and on loans, which has a negative impact on the income statement when rates are going up. Given this, our priorities remain the same: anticipate and provide support to give everyone the means to move forward.

How does the Group provide support amid these shocks?

Nicolas Théry: The Crédit Mutuel group knows how to act fast. It doesn't hesitate to break with convention to support transformations.

The aim is always to provide value to our customer-members.

The Group has taken several innovative steps to provide the best possible support to our customers and members, with significant IT investments to ensure the future.

To give you a couple of examples of the innovative practical actions we take: the Group revolutionized home ownership for people who are or have been ill by scrapping the medical questionnaire. And almost all of our networks distribute the Prêt Avance Rénovation loan for energy renovations. 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're giving useful help to our members and underlining how we turn our commitments into action.

Through initiatives like these, the Group makes its voice heard: The voice of a different bank in which performance goes hand in hand with solidarity.

What is Crédit Mutuel group offering in the face of the environmental challenge?

Isabelle Ferrand: The Group is aware of the reality of this issue and, in particular, it offers solutions right now to support many of our customers in their ecological and energy transition through eco-responsible products.

“Our ideal is to remain profoundly mutualist”

Committed to the decarbonization of the economy and the protection of biodiversity, the Group continues to implement sectoral policies with the objective of getting onto the carbon reduction trajectory set out in the Paris Climate Agreement. In 2023, it also continued to integrate climate and environmental risks into its overall risk management and developed a methodology for assessing its customers' geographic exposure to climate hazards.

We are reducing our exposure to activities with high social and environmental impacts by withdrawing from unconventional fossil fuels, and by stopping all lending for coal-fired power plants and mining.

You often highlight the technological dimension of banking. How has it changed the way that banking is run?

Nicolas Théry: Banking and insurance are technological sectors, so constant innovation is essential, in order to master the technologies of the future and make sure they guarantee our independence. In our industry, it is essential to keep on being strong, innovative and independent in technological terms.

For several years now, the Group has been opting to invest in artificial intelligence, which helps us to develop in ways that benefit customer relations.

What would be the ideal for a bank like Crédit Mutuel?

Isabelle Ferrand: It would be - and is! - to remain profoundly mutualist, useful and supportive, at the service of customers, members and society.

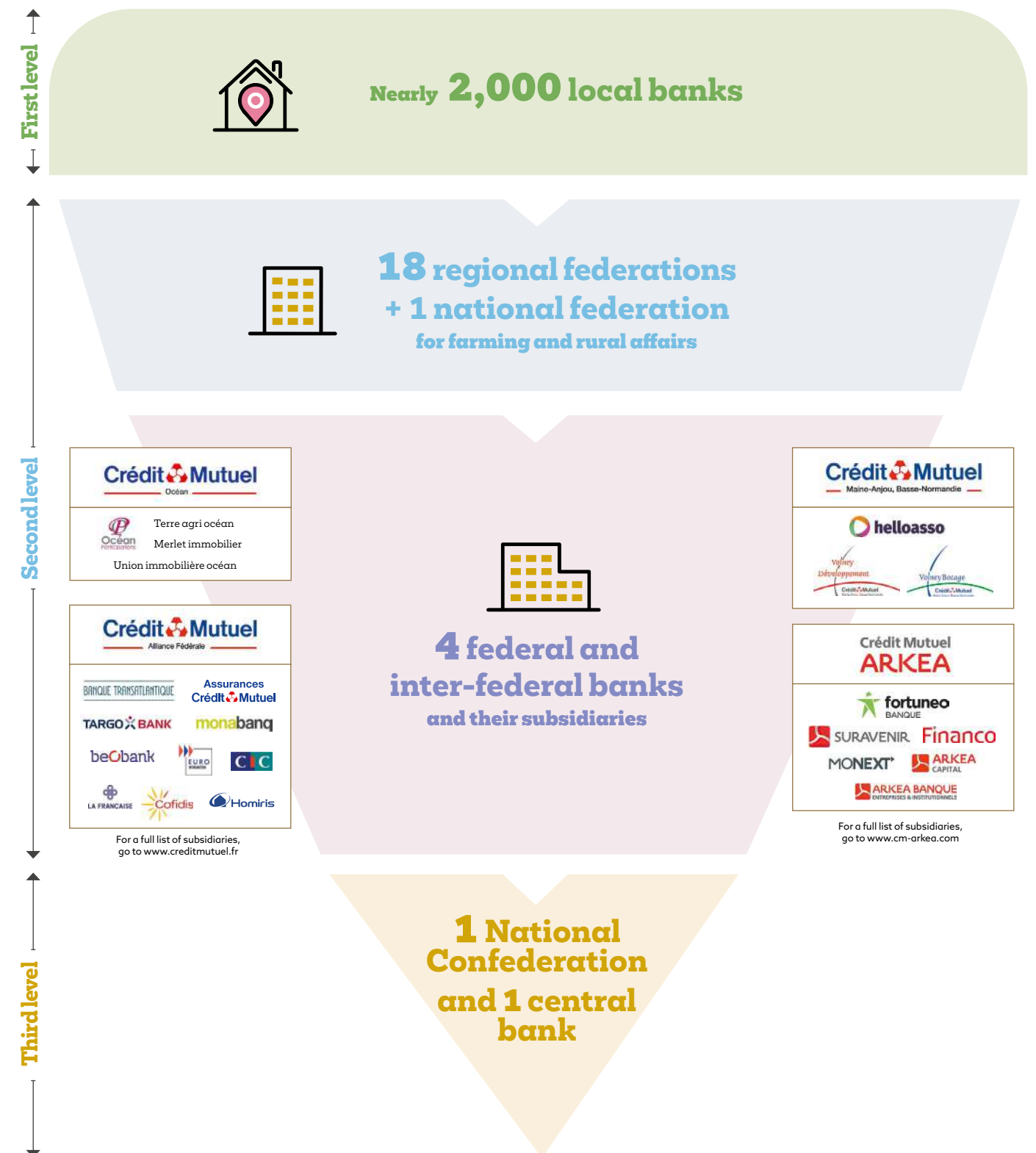
Our founding aims were mutualist, and this approach remains central to everything we do. We want to maintain solidarity and efficiency - to keep on becoming ever more efficient so that we can also enhance our solidarity.

* Until 04/04/2024.

The cooperative impulse

DECIDING TOGETHER,
TO INCREASE THE
COMMON GOOD

An agile cooperative model that keeps on performing



We've been the bank of progress... since 1882!

The world has radically changed since Crédit Mutuel's first local bank was founded at the end of the 19th century. While the pace of change has never stopped accelerating, Crédit Mutuel has always stayed true to itself and to its progressive goals. More than ever, this approach makes our Group a reliable and effective partner. Beyond our ability to prepare for the world of tomorrow, it is our mutualist and cooperative values, anchored in people and the real world, that enable us to evolve, so that we can offer everyone, every day, the solutions that reflect who they are.



The 5 pillars that drive our mutualist momentum

1

PROTECT

A pioneering group since the start, Crédit Mutuel invented the concept of bankinsurance in 1970, to keep on improving the support provided to its various customer groups and cover the risks to which they are exposed.

2

SUPPORT

Crédit Mutuel is shifting the boundaries, by scrapping medical formalities for loyal customers who borrow to buy their main home. We believe health should not be an obstacle to home ownership.

3

COMMIT

To measure environmental and social impacts as part of its overall performance, Crédit Mutuel Arkéa has developed an exclusive methodology that allows it to quantify its non-financial impacts in euros

4

SHARE

In 2023, Crédit Mutuel Alliance Fédérale launched the social dividend, under which 15% of its net income each year is set aside to fund social and environmental transformation projects.

5

INNOVATE

As a trailblazer in touch with the challenges of its time, Crédit Mutuel is the source of many innovations that have since become vital to our daily lives – such as remote banking, which we introduced in the 1980s.

At Crédit Mutuel mutual banking is easy to experience

In the Crédit Mutuel group, our development strategy isn't under pressure from shareholders seeking short-term profits. Our rigorous and responsible management, which ensures the long-term continuity of our business, allows us to keep on growing at a steady pace and maintain a high quality of service. Solidarity, equality and social responsibility are the shared values that define our mutualist identity, underpin our operating principles and inform our decision-making.



Enlightened values

Solidarity

- If we could keep only one of our values, this would be it. Mutualism is based on the human (and tangible) principle of social attachment and stronger mutual aid, both within and between the local banks and federations.

Equality

- No solidarity without equality: no customer counts more than any other. This stance promotes the fair treatment of members, which is put into practice in the "one person = one vote" principle at the general meetings of the local banks.

Social responsibility

- This value speaks volumes about the desire of any mutual system to engage in dialog, act for society and be involved at the heart of local issues.

And more efficient operations

Proximity

- **How?** Through a dense network of branches and management autonomy at the level closest to the customer-member.
- **Result:** Continuity of relationships and short channels, reaching customers fast and fairly.

Democratic management

- **How?** Every customer-member has one vote in local decisions.
- **Result:** Decentralized power, enabling autonomy and greater initiative.

Collective benefits

- **How?** Solutions for everyone, with respect for the common good.
- **Result:** A positive impact on local projects.

Generative growth

WHEN
ADDED VALUE
OPENS UP NEW
PROSPECTS

The Crédit Mutuel group *at a glance*



- **37.8** million customers
- **8.9** million members
- **20,000** elected directors
- **84,600** employees
- **1,966** local banks
- **5,099** branches
- **18** regional federations
+ **1** national agricultural federation
- **1** National Confederation

RETAIL BANKING: THE BEDROCK OF PERFORMANCE

- **34.8 million** retail customers*
- **#1 bank for non-profit organizations****
- **2.4 million** business and professional customers*
- **#2 bank for the farming sector**

* Banking networks in France (Source: monthly business monitoring).

** Survey by CES - CNRS Paris 1 Panthéon-Sorbonne University and Centre de Recherche sur les Associations, Viviane Tchernonog, 2021-2022, measured by budgets held with main bank.

Record results in 2023



Thanks to its financial performance and mutualist effectiveness, in 2023 the Crédit Mutuel group continued to step up growth to serve the collective good. Its record results are the fruit of a business model based on excellent diversification across banking, insurance and technology. While reinforcing the Group's solidity, they will also enable it to keep on meeting major challenges: to further optimize our quality of service, fund projects that make sense for society, assist the technological and ecological transitions, and support regional development.



Financial solidity among the best in Europe

- **19.2% CET 1** confirmed at the highest level of French banks
- **€75bn** of own funds (+6.5%)

• **4.571 M€** (+8,4%)
Group net income

A+ with stable outlook from Standard & Poor's

A Group that invests in people and innovation

- General operating expenses that reflect strong employee relations, societal commitments and a proactive policy of supporting our staff **€11.071bn** (+ 5,6%)
- **23%** of net revenue benefits employees
- **92%** of earnings are retained in reserves to innovate and ensure the Group's financial soundness

This consistent performance has enabled Crédit Mutuel to increase Group net income by more than 70% and improve CET1 growth by close to 5 points over the last ten years.

A key player in retail bankinsurance in France

While inflation and the sharp rise in interest rates have affected the purchasing power of the French in recent months, the Group has continued to fully play its role as financier to the economy by supporting the needs and plans of all its customers and members, in particular the most vulnerable, both in bankinsurance and through its wide range of services.

STRIVING TO LIMIT OUR NEGATIVE IMPACTS

- Finance for the environmental and energy transition: **€50.247bn**
- **5.6%** of assets aligned with the European green taxonomy
- Less than **5%** of outstanding loans are to sectors sensitive to transition risk (Source: ACPR)
- **475,075** tons of CO₂ eq. (organization level)

FIRM ROOTS IN THE LOCAL REAL ECONOMY

- Outstanding loans: **€639.1bn**
- Savings: **€1,090.7bn**
- Balance sheet deposits: **€594.1bn**

HIGH-PERFORMING, INNOVATIVE INSURANCE

- Insurance revenue: **€19.3bn**
- **45.9 M** policies
- **17.1 M** policyholders

A multi-award winning group



Winner
MoneyVox Quality Award 2024¹
(Day-to-day banking advisor)



#1
in the Banking category in the 2023 BearingPoint/ Kantar Customer Relations Awards³



Best banking employer
at the 2023 Capital Awards⁵



#1
in the banking sector in the Posternak-Ifop survey²



Best French banking group 2023
according to World Finance magazine⁴

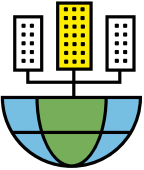
#1
universal bank in the ECB's 2023 stress test (even in the most pessimistic scenario)

1. The "Quality Banking Awards 2024" are based on the satisfaction and recommendations of 5,028 French people surveyed from September 22 to October 16, 2023 on various aspects of their banking relationships.
2. Series of four quarterly surveys carried out between March 3 and November 4, 2023 on a representative sample of 1,002 French adults aged 18 and over.
3. Survey conducted by BearingPoint and Kantar in December 2022 among a sample of 4,000 customers/users of companies/administrations.
4. Awarded in December 2023 by World Finance magazine.
5. Survey conducted online, independently and anonymously, by the Statista institute among 20,000 employees of 2,100 employers with more than 500 employees, between 09/28/2022 and 11/02/2022.

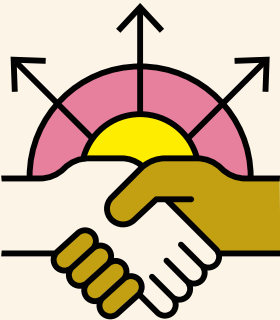
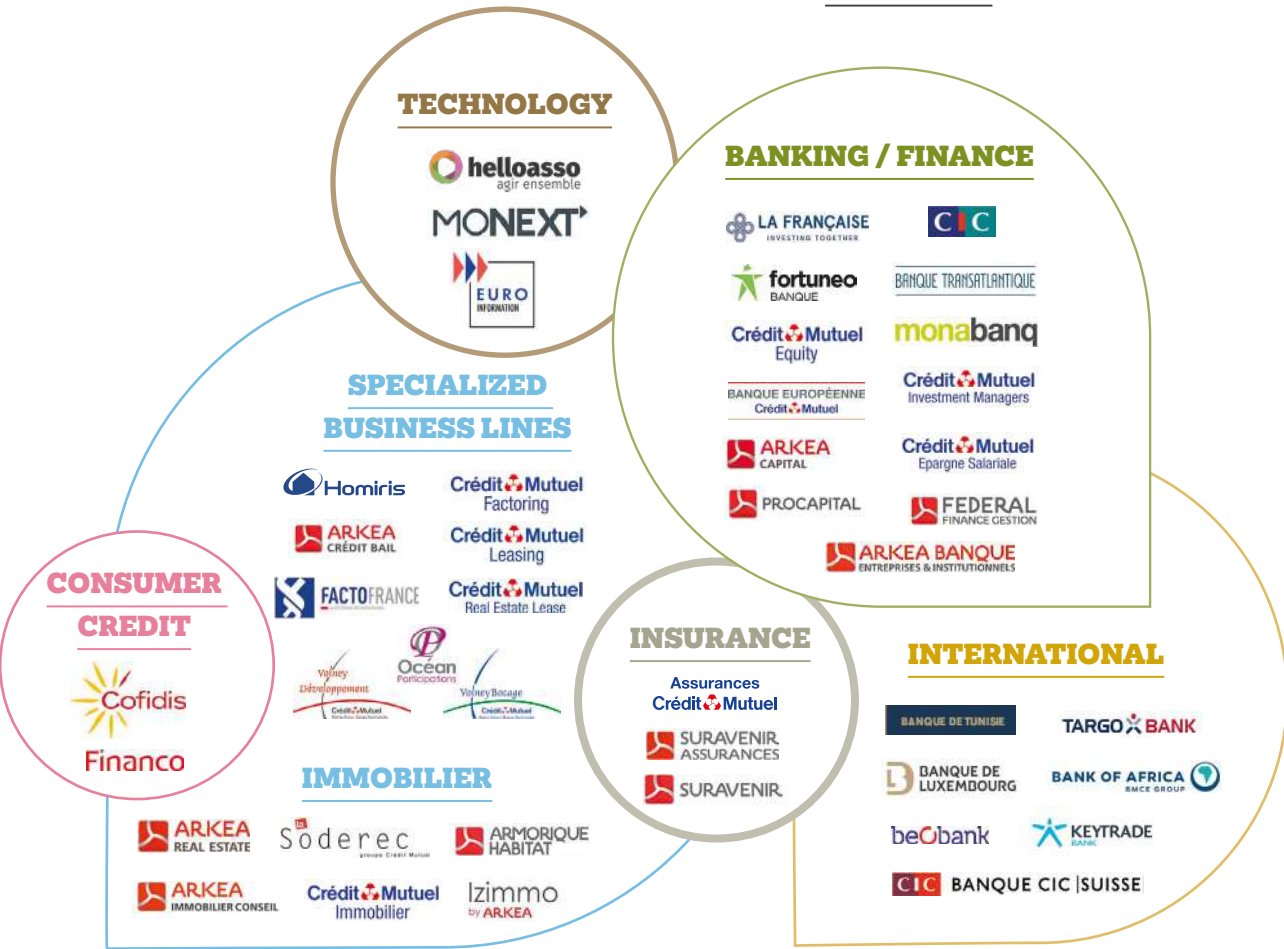
Being universal
means offering everyone
the solution they need

While customers’ consumption patterns are constantly changing and new banking and non-banking practices are taking root in our daily lives, the Crédit Mutuel group provides relevant and increasingly personalized responses. Whether it’s about meeting the specific needs of its business, non-profit or farming customers, making life easier for retail customers, or keeping transactions secure, the Group acts in accordance with the same requirements: closeness to the customer, operational efficiency and quality of service.

Subsidiaries, brands
and partnerships that
boost vitality



276 ENTITIES INCLUDING
63 ABROAD



Complementary services
with high added value

- Insurance:
the Group’s 2nd largest business
- Remote surveillance:
#1 in France
- Real estate:
Offers and services that set us apart
- **#2 for home loans**
- **A major player in consumer loans**
- **Eco-mobility and active mobility**
- Factoring:
23.9% of the French market*
- Equipment & Property Leasing:
Leading player in lease finance for businesses

Plus:

- ASSET MANAGEMENT AND PRIVATE BANKING**
- CORPORATE AND INVESTMENT BANKING**
- TECHNOLOGY SERVICES**



* Source for market size: ASF France.

Commitment in motion

TAKING CARE
OF THE FUTURE,
SO WE CAN
FLOURISH ALL
THE MORE

Integrating ESG risks to build *a sustainable bank*

We pursue the goal of integrating the actions taken by our regional groups into a global CSR policy in order to meet our international commitments. We strongly reaffirm our 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.



Interview

Nina SCHINDLER
Chief Executive Officer, European Association of Co-operative Banks (EACB)

Crédit Mutuel is a major player in French cooperative banking. How important are cooperative banks in Europe?

N.S.: Cooperative banks matter in Europe. They provide banking services to 210 million people, around a third of the population, and account for nearly 25% of retail banking services in Europe.

Their merits and virtues are widely recognized today, but this evidence must be tirelessly defended in order to maintain a sound and responsible European economy and banking system.

What do Europe's cooperative banks have in common?

N.S.: Let's look at the specific features of cooperative banks.

Motivated by the goal of serving their customers, rather than by returns on capital, cooperative banks have a stronger focus on the long term than shareholder-owned banks, and they are among the best capitalized financial institutions.

In Europe, cooperative banks therefore uphold the vision of fairer banking for more consumers and contribute to reducing risk in our economy; they advocate the creation and sharing of new wealth, financial services focused on communities and regions, and a more socially responsible business model.

In practical terms, what role does the EACB play in defending and promoting Europe's cooperative banks?

N.S.: The EACB robustly defends our business model, which differs from that of so-called "traditional" banks. It plays a fundamental role in dealings with regulatory bodies and lawmakers because nothing is ever certain. A large-scale study carried out by the EACB with European cooperative banks in 2023 shows the realities on the ground and the efforts that need to be made to combat one-size-fits-all regulation, which puts cooperative banks in a vulnerable position.

It is in the interests of policymakers, lawmakers and regulators to understand the positive contribution made

by cooperative banks, and then to ensure that a diversity of banking services is also available to citizens of all European nations.

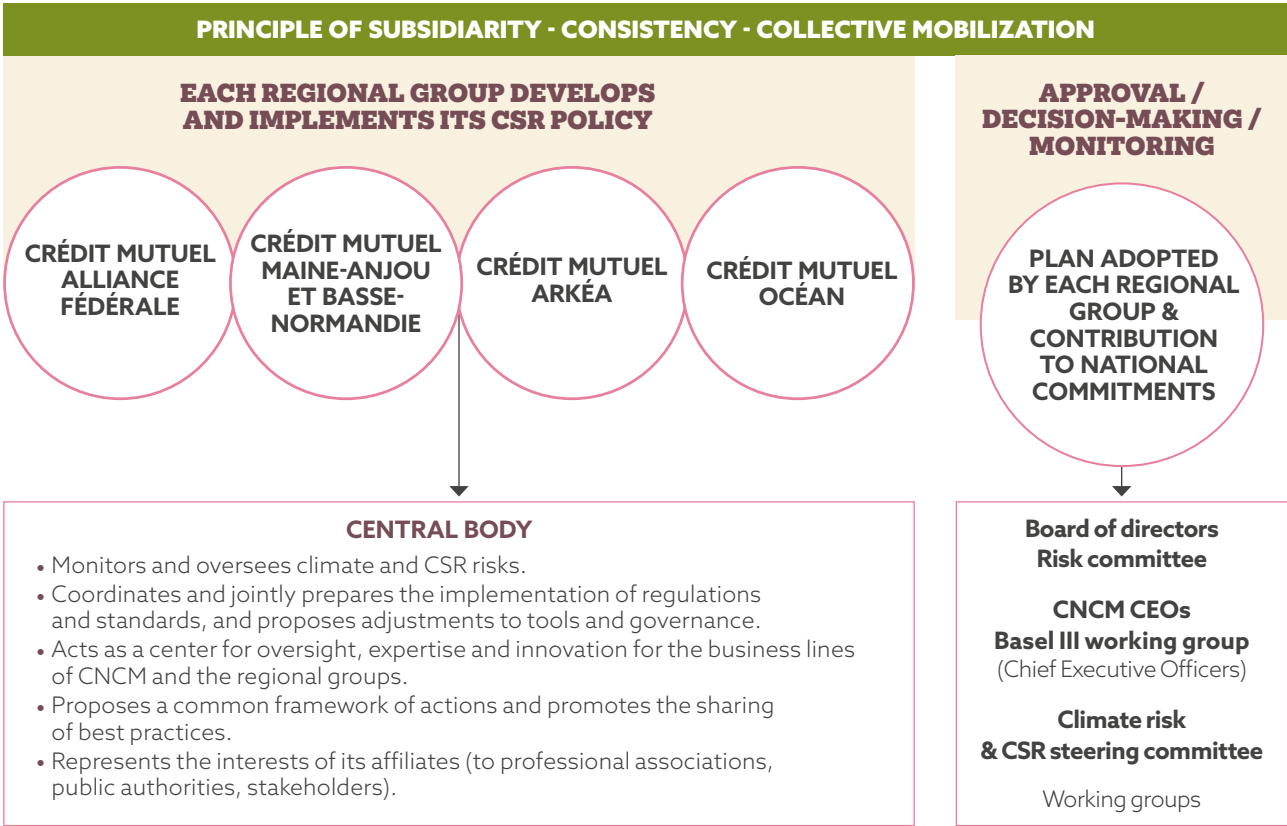
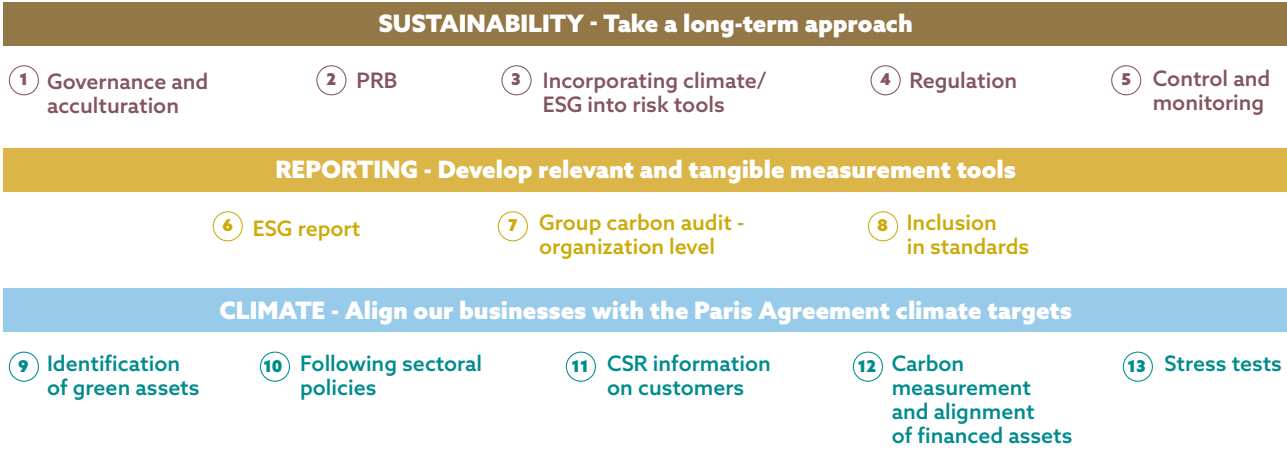
Given that finding, what do you think can be done for an even louder and clearer defense of cooperative banking in Europe?

N.S.: Collectively, we must continue to explain and lobby for the specific features of our model if we want to make sure our financial system serves the greatest number of people and supports the pressing societal and environmental transformation of our European economies.

As the European elections remind us, Europe is built by standing up for its convictions. If we want a fairer and more responsible Europe, it is up to us to be persuasive and to provide proof of our role and impact every day.

Our CSR governance and ESG commitments

Crédit Mutuel has developed an action plan. Based on three major themes and 13 projects, it has been jointly developed with the regional groups and is managed at an overall level by the Climate Risk and CSR Committee. A specific governance structure has also been defined to support this approach. Detailed information is provided in the Group's non-financial performance statement.



As well as including them in their own right in its nationwide risk mapping, the Crédit Mutuel group considers that climate and environmental risks also constitute determining factors of existing risks:

Climate and biodiversity



- Climate and biodiversity factors
- Climate factors only
- Biodiversity factors only

Measure and reduce our greenhouse gas emissions - Organization level

The Crédit Mutuel group measures the greenhouse gas emissions of its activities at the organization level. In the 2023 financial year, total emissions amounted to 475,075 tons of CO₂ equivalent. All Crédit Mutuel group entities have targets for reducing their own environmental footprint.

Assess and reduce the emissions generated by our lending

A national working group is tasked with putting management rules in place to measure the carbon footprint of portfolios and set decarbonization trajectories. The method for calculating financed greenhouse gas emissions is based on the PCAF¹ methodology. At December 31, 2023, the Group's exposures to sectors² that contribute significantly to climate change generated 53.9 million tons of CO₂ equivalent.

Support customers with the energy transition

Crédit Mutuel is supporting the progress of the energy transition through specially targeted loans. With €50.247 billion of such loans outstanding⁴, the Group reaffirms its determination to work directly in the regions to support businesses, farmers and individuals with the energy transition.

Measure the eligibility of the portfolio for the Green Taxonomy

5.6%: that's the portion of the Crédit Mutuel group's portfolio that is aligned with the Taxonomy – the European framework for activities that contribute to the mitigation or adaptation of climate change. In 2023, this portion mainly comprised home loans for buildings classified as DPE³ A, B or C or complying with the RT 2012 and RE 2020 thermal standards, as well as exposures to businesses subject to non-financial reporting obligations.

Regional groups: headline commitments in response to customer expectations

Sectoral policies to limit social and environmental impacts

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 sectoral policy are monitored by the risk committee. Several Crédit Mutuel group entities have also made a commitment to:

- withdraw from coal by no later than 2030 and apply criteria to oil & gas financing.
- establish specific policies for sensitive sectors to enhance the support provided.

Crédit Mutuel Arkéa adopted benefit corporation status in 2022. In line with that commitment, it has developed a novel methodology for measuring its non-financial

impacts in euros, based on converting the impacts observed via 25 environmental and socio-economic indicators into a monetary value. Crédit Mutuel Arkéa's non-financial performance of more than €9.4 billion was stable compared with 2022 and continues to be driven by lending.

With the establishment of its "social dividend", **Crédit Mutuel Alliance Fédérale** has chosen to devote 15% of its annual net income to funding environmental and community transformation projects. In 2023, that enabled €439 million to be mobilized. For 2024, the social dividend is €617 million. This lasting, simple and verifiable measure is an unprecedented commitment, with an estimated value of close to €3 billion up to the end of Crédit Mutuel Alliance Fédérale's 2024-2027 "Togetherness, Performance, Solidarity" strategic plan.

For more information, please refer to the Group's Non-financial Performance Statement at www.creditmutuel.com. Select "Press Area & Publications", then "Annual Reports".

1. Partnership for Carbon Accounting Financials.
2. NACE codes: A, B, C, D, E, F, G, H, I, L.
3. Energy performance diagnostic.
4. Including loans for energy renovation work, loans for financing new housing, renewable energy loans for small businesses and farmers, and structured financing for renewable energy.

Diversity and inclusion are central to how we do business and our vision of society

A fair and sustainable world is also a world where everyone can find their place and claim their rights. At Crédit Mutuel, achieving this aim is made up of actions large and small, clear decisions and unambiguous commitments in both the Group and the regions. Supporting diversity and inclusion, advocating the principles of gender equality and equal opportunities more generally, and combating all forms of discrimination are all challenges to which all Group employees are committed on a daily basis.

Fairer actions close to the ground

Crédit Mutuel believes in active engagement and staying true to its mutualist convictions, and as such takes an active role in putting solidarity into practice. This role is played in particular by the corporate foundations and the specific nonprofit organizations of our various regional federations. Plugged into the realities of local communities, they work every day to support integration into the workplace and social inclusion.



A Group committed to financial inclusion

The Group is committed to supporting members who get into difficulties – a commitment exemplified by the financial inclusion workshops organized last October by Crédit Mutuel Solidaire, a body set up by Crédit Mutuel Maine-Anjou, Basse-Normandie. More than 220 people took part in this initiative, which brought together institutional and social assistance organizations in the region. Numerous contacts were made to spread awareness of the Budget Advice Points set up at the local bank level aimed at preventing excessive debt and teaching people about budgeting.

Stopping everyday sexism

In early 2023, Crédit Mutuel Alliance Fédérale signed the charter of the cross-business campaign *Stop Everyday Sexism At Work* (#StOpE). In practical terms, this is reflected in a new series of tough actions rolled out in line with the eight commitments of the charter:

1. Affirm and apply the zero tolerance principle
2. Inform in order to raise awareness of sexist behaviors (actions, comments, attitudes) and their impacts
3. Provide targeted training on obligations and best practices to combat everyday sexism
4. Distribute educational materials to employees to tackle sexist behavior at work
5. Encourage all employees to play a part in preventing and identifying sexist behaviors and fighting back against everyday sexism
6. Stop sexism from occurring and provide personalized support to victims, witnesses and decision-makers in reporting and responding to sexist conduct
7. Punish misconduct and make the penalties for sexism known
8. Measure and track monitoring indicators to adjust the policy against everyday sexism



The Crédit Mutuel Foundation for Reading

Established in 2009, the Crédit Mutuel Foundation for Reading, under the aegis of Fondation de France, supports projects and organizations in all areas of general interest, both in France and abroad. It also develops programs to promote reading and the French language, particularly in order to combat economic and social exclusion.



Acting to promote the employment of disabled people

During the European Week for the Employment of People with Disabilities, various awareness-raising actions were organized at Confédération Nationale du Crédit Mutuel, including:

- The "Tactile Tour" exhibition presented by the Association Valentin Haüy, which allows individuals to experience the world of a person with a visual handicap and discover a work of art through touch.
- A "OuiLive" online challenge with tasks and quizzes on disability, during which Confédération Nationale du Crédit Mutuel donated €3,000 to the Robert Debré hospital to fund "Short Story Dispensers" for sick children.

Special Report



Flashback

2010-2023

AN ADVERTISING SAGA
LIKE NO OTHER



20
24
EDITION

Once upon a time there was a bank
that belongs to its customers

In the late 2000s, the financial crisis significantly damaged the French population's perception and trust of banks. This was the time at which Cr dit Mutuel, drawing on its mutualist values and cooperative model, decided to reinvent its communications to show how it was different and what it could do. Thus began a formidable advertising saga, spanning more than a decade and embodied by the symbol "Cr dit Mutuel family". Here's a look back at the personal, empathetic and engaging campaigns that forged a powerful brand message and demonstrated that another kind of bank was possible – and accessible to all.



Almost three years on, what makes you keep coming back for more?

Y.A : But you're the ones who send me the scripts! You should ask yourselves about that!

Anyway, I'm always very happy to come along. It's the first time I have a long-term relationship like this with a brand. Before I just shot an ad here, an ad there.

We're growing closer and closer, in a caring relationship, we can tell each other anything. We make the films together, as a team. It's not just the director's doing. Admittedly, directors don't always want you to talk to them - because they want to get to the bottom of their own ideas. But I really like the way we work together.

Interview

Yvan ATTAL
Actor, director
and screenwriter

As a feature film director, what made you choose Cr dit Mutuel and its advertising saga?

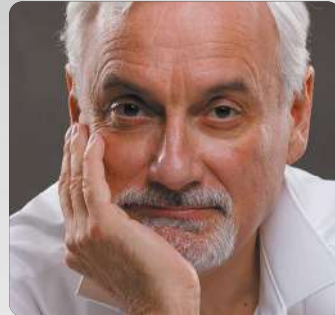
Y.A : It wasn't me who chose Cr dit Mutuel, it was Cr dit Mutuel who chose me! No, seriously, when you're a director, it's the customer who decides who they want to work with. And I was lucky enough to meet this bunch of people who tossed me a line.

Got a story to share with us?

Y.A : I don't have any particular story... I can tell you about the conversations I had about politics with some people, and about dieting with others. Actually, I have a fun relationship with everyone. Wait, here's something! Sometimes I put myself in the films. I appear as an extra in the Barbecue ad. Do you think you'll be able to spot me?

CR DIT MUTUEL, AS A COOPERATIVE BANK,
IS OWNED BY ITS 8.9 MILLION CUSTOMER-MEMBERS.

A family in which everyone sees a bit of themselves



Hervé DUBOURJAL
Actor, a.k.a. Hervé in the saga

"Crédit Mutuel was looking for a 50-year-old actor with white hair who could moan a bit but didn't seem too unlikeable. A Frenchman, basically... The plan at the start was to make two or three ads. And after that, it all worked out well. As Bernard Le Coq used to say to me, 'It's like a really great family on TV, there's an identification that takes place, people see a bit of themselves in their daily lives and so they sort of follow the adventures of this family.' Which is probably true. And the proof of it is that it keeps going!"

2011: Meeting in New York

With a nod to the bad old world, the saga begins on Wall Street. We see Hervé, a grumpy and skeptical father, and his son Benjamin, who explains to him that a bank that belongs to its customers, with no shareholders, may not change the world but it certainly changes the bank.

Crédit Mutuel put down its new signature, capitalizing on a promise that made it stand out from traditional banks and a reversal of the normal relationship between the bank and its customers.



2012: Banking redefined

One year on, Hervé is appalled to discover that his son is a "banker"! Like the audience, he discovers that being a customer-member of Crédit Mutuel means having the chance to take part in the bank's decisions.



2016: A truly cooperative bank

In this new installment, we find out that representatives of the customer-members give customers a voice on the board of directors at every Crédit Mutuel local bank. In short, a bank created WITH its customers FOR its customers. And that, too, changes everything!



2018: The mutual bank of the future

Like the "family" on screen which grows with every new campaign, Crédit Mutuel persuades new customers to join it every day. Because a bank owned by its millions of customer-members, who cooperate and move forward together, is a bank that keeps on growing stronger and more efficient.



2021: A bank that's free to choose

After ads that spotlighted the role of its advisors and its ability to support every customer at key moments in their lives, Crédit Mutuel again shows what makes the difference and what sets it apart: a bank with no shareholders is free to support projects in line with its values.



2022: Unlikely but true

What if a bank's goal wasn't to pay dividends to its shareholders? This ad was about showing the true purpose of banking, the aim it should always strive for. That makes sense: at Crédit Mutuel, bankers are accessible advisors who listen to and serve the interests of members.



To be continued... in further mutual, cooperative adventures!

All in all, a lot of very positive impacts

Through the campaigns over the years, Crédit Mutuel has made steady gains in terms of recognition, image, recommendations and customer numbers. Between 2011 and 2023, the Posternak-Ifop survey ranked Crédit Mutuel as the bank with the best image among the French population 13 times in 14 years, and it was #1 12 times in the Banking category in the BearingPoint-Kantar Customer Relations Awards. Crédit Mutuel's family saga won the 2023 Effie Gold Award in the "Long-term Effectiveness" category, as well as the Effie Europe Silver Award.



Being bold to accelerate progress for all

In the Crédit Mutuel group, innovation is a business culture and a cornerstone of our cooperative identity. The very concept of added value has a very specific meaning for the Group: it signifies shared progress and the common good. Whether innovating for the environment, for accessibility, for inclusion, to improve quality of service or to break new ground with disruptive technologies, the Group's approach and its real purpose are always centered on people. This, above all, is what we call innovation plus.



The social dividend: sharing in its truest sense

While innovation often aims to make everyday things simpler or make new things possible, it's also a tremendous way to drive progress toward a fairer and more inclusive world. That's the firm belief of Crédit Mutuel Alliance Fédérale, which launched its social dividend in 2023. Through this long-term innovation, 15% of each year's earnings will go toward promoting solidarity and beginning a new phase of mutualism in evidence, in three ways:

- Creation of the first Environmental and Solidarity Revolution Fund
- Transformation of banking and insurance practices
- Significant support for major local, regional and national causes

THE SOCIAL DIVIDEND IS
15%
OF NET INCOME
EVERY YEAR



BICYCLE TRAFFIC IN
BIG CITIES IS UP BY

30%
PER YEAR!

#Tousàvélo ! Cycling for all! The cycling revolution has begun

Between 2015 and 2020, 150,000 French people abandoned their cars and began cycling to work. To make cycling a real alternative in everyday life, Crédit Mutuel launched an exclusive financing offer: a 0% loan for buying a bike, open to all with no application fees! The Group is helping to make active mobility accessible to as many people as possible and to cut emissions of pollutants.

Innovation plus

KEEPING UP
WITH THE PACE,
TO INVENT WHAT
COMES NEXT

First recruitment campaign
for risk and finance

Keeping up with changes in society, technology and regulation is an ongoing challenge for the banking sector. With that in mind, Crédit Mutuel has launched a new recruitment campaign to enhance capacity in its risk and finance teams. The aim is to bring in talent to respond to new demands in terms of climate risk, cybersecurity, governance, reputation and sustainability. With this campaign, Crédit Mutuel seeks to attract new talent in these two areas at junior, experienced and senior level, with the goal of ensuring that the bank's commitments evolve in balance with the defense of the common good and the protection of the Group and its prudential solidity. More than 30 positions were made available during this first wave of recruitment at the Confederation.

+30

NEW TALENTS
RECRUITED IN FINANCE
AND RISK MANAGEMENT

Shaping the "quantum"
future face of the bank

Crédit Mutuel Alliance Fédérale – the first French company to join the IBM Quantum Network – its tech subsidiary Euro-Information and IBM have announced that they will continue their investments in quantum computing. Following a successful initial phase, specific use cases have been identified in many areas of interest to financial services, including customer experience research, fraud management and risk management. These use cases will be utilized in the next phase of collaboration and scaled up to explore opportunities to enhance the customer and employee experience.



Generative AI in efficient
and cooperative mode

Crédit Mutuel Arkéa has published an open-source model of generative artificial intelligence that can produce coherent images and text in French through deep learning. The Group thus becomes the first bank to offer developers open access to a specialized sovereign generative AI module for nearly 40 experimental applications. Designed by the staff of its Innovation and Operations Center, the model is an extension of the Group's commitments under its "Transitions 2024" strategic plan for open innovation, transparent data use and energy efficiency.

40 EXPERIMENTAL
APPLICATIONS

"Ensemble": the new smartphone
app for family caregivers from
Crédit Mutuel Arkéa

Arkéa Assistance, a group subsidiary that specializes in home care, is expanding its remote assistance solutions with a new digital service for family caregivers. Called "Ensemble" (Together), this smartphone app includes care management services provided by a home care expert who offers personalized solutions to caregivers so that they can help loved ones affected by a loss of autonomy. The aim of the app is to free up caregivers' time by making it easier to deal with applications for support payments and other red tape. This approach illustrates the subsidiary's goal of "improving quality of life through support based on social and technological innovation," a goal completely in line with its status as a benefit corporation.

IN FRANCE

11 M
PEOPLE ARE
CAREGIVERS*

* According to the Ministry of Health and Prevention, report dated October 6, 2022.

Cybersecurity: prioritizing digital
privacy and protecting our
customers' data

Given the relentless digitization of our data and the increased risk of cyber attacks, Crédit Mutuel group is developing numerous solutions to help its customers and members protect themselves and keep their online activities secure. The Payweb Card service linked to debit/credit cards already enables you to buy safely online using a single-use code. In 2023, the Group also supported a campaign to educate young people about cyber threats that use real data gleaned from social networks. Called "FraudFightClub", this Instagram account features advice and first-hand accounts, and shows you the right actions to take when faced with social engineering fraud and attempts at psychological manipulation. In the latest example of how we are investing in cyber protection to combat increasingly sophisticated fraud techniques, Crédit Mutuel has partnered with four other banks to launch "b.connect". This identification and authentication service is due to be launched in the fall of 2024. In most cases, it will enable customers of a commercial website to access their bank account with a single click on the "b.connect" button, without having to enter a user name or password.



Protecting the sensitive data of our customers and members and helping to combat online fraud are ever more important priorities for the Crédit Mutuel group and its staff. We are putting in more resources and stepping up innovation to safeguard everyone's digital privacy.

Everyone on board to support *the mutual cause*

The Group's regional federations are a key part of its organization. As such, they are responsible for many projects, events and initiatives that reflect our mutualist values, which they uphold and support with energy, enthusiasm and professionalism. Close to their customers and in tune with their needs, and tightly entwined in the life of their local areas, they are ideally placed to understand local issues and provide the right responses, as these examples show.

Crédit Mutuel Maine-Anjou, Basse-Normandie

Never alone in the face of disability

Solidarity, the founding value of Crédit Mutuel, permeates the whole organization of the Group. At Crédit Mutuel Maine-Anjou, Basse-Normandie, it is reflected in a key solidarity challenge: helping families with children with disabilities through donations from members, each of which is doubled by the federation. In 2023, the federation passed the milestone of 200 families helped in three years. That's €1,139,000 paid out with the specific aim of making daily life easier for parents and their children: proof once again of how solidarity can offer relief to those in difficulty.



Crédit Mutuel Arkéa

Mutualism in evidence

Crédit Mutuel Arkéa became a benefit corporation in 2022 and published its first mission report in 2023. The report translates the Group's full roadmap, via the five commitments in its mission statement, into operational targets to which numerous measurement indicators are linked. This new status marks a natural evolution in the DNA of Crédit Mutuel Arkéa, a bank serving people and the regions that provides finance for the real economy.



Crédit Mutuel Anjou

Training in climate risks

Elected directors, employees and members had the opportunity to take part in a particularly rewarding and useful training course on "Addressing and anticipating climate risks." This so-called "serious game" took the form of a collaborative workshop and sought to raise awareness of the cost of climate inaction. Led by 12 staff members (local bank managers, head office employees and designers from the Université Mutualiste), the course was an opportunity to train the federation's "environment" advisors and 45 elected directors from local banks, as well as other employees who signed up voluntarily. Demand for the course is high and it is now set to be rolled out across Crédit Mutuel Alliance Fédérale.

Synchronized proximity

IN STEP WITH
THE REGIONS
TO BRING GREAT
IDEAS TO LIFE

Crédit Mutuel Nord Europe**1 foundation, 10 candles, 1001 projects**

In early 2023, the Crédit Mutuel Nord Europe Foundation celebrated its tenth anniversary and launched its new five-year plan. Over a decade, more than €10 million has been used to support nearly 400 local projects in four key areas: culture, training, solidarity and the environment. The CMNE Foundation has selected 13 winners for its "Nouvelles Solidarités: à vous la parole" call for projects and 10 winners for its "Vert l'Avenir!" call for projects.

**Crédit Mutuel de Loire-Atlantique et du Centre-Ouest****A helping hand for recent graduates**

At a morning event held at the head office of Crédit Mutuel de Loire-Atlantique et du Centre-Ouest, in partnership with the "Nos Quartiers ont du Talent" association, a speed coaching session was held for 34 recent graduates in the presence of some 20 representatives from companies in the region. This new initiative was in line with Crédit Mutuel's values and its commitment to young people. It was a first for the federation, and a success that should not go unnoticed.

**Crédit Mutuel Alliance Fédérale****The revolution is underway**

In 2023, Crédit Mutuel Alliance Fédérale launched the Environmental and Solidarity Revolution Fund and endowed it with €363 million from the social dividend. The aim is to support four initial structural projects with a high environmental impact. The Revolution Fund has no financial return target and focuses exclusively on creating environmental and social added value in the areas of mobility, housing, agriculture, consumption, industry and biodiversity. By 2027, the fund will have an endowment of €1.5 billion.

Crédit Mutuel Centre Est Europe**Supporting innovation**

In 2023, as in previous years, many people across the federation stepped up to take part in the 4S Innovation Seeker competition. Open to all, the contest was a great success with no fewer than 204 entries and 39 finalists at the federation level. This call for projects was a way to recognize and reward noteworthy local initiatives promoting culture, the regions, solidarity and the environment.

**Crédit Mutuel Méditerranéen****In touch with local authorities**

In 2023, the federation once again stood alongside local authorities to help them meet their needs. Its staff attended all the mayors' exhibitions in the region and met with elected officials to provide them with more support, particularly in terms of "green" investments. These were opportunities to promote the benefits of specific products and services such as remote surveillance and electronic payment, an area in which the federation stands out with the public expenditure bank card, a solution that simplifies public spending.

Crédit Mutuel de Bretagne**Because every gesture counts**

Crédit Mutuel de Bretagne decided to set up a wage rounding scheme for its employees, in partnership with Microdon. Under the scheme, employees can make a monthly micro-donation to Grain de Sel, a charity chosen by employees that works with hospitalized children to improve their daily lives. It's a simple and meaningful idea that underpins the federation's constant commitment to society and solidarity.

**Crédit Mutuel du Sud-Ouest****Proximity and solidarity in step**

The federation awarded grants to 10 nonprofits (out of 94 applicants) selected in its "Solidarity Territories" call for projects. Made possible by the efforts of all the local savings banks in Gironde, Charente and Dordogne, this competition supports local organizations in the social and solidarity economy. In total, more than €92,000 was donated to support vital actions for life in the region.

Crédit Mutuel Île-de-France**Sports that foster inclusion**

The second Inclusion Day for people with disabilities, organized jointly by Crédit Mutuel Île-de-France and the Île-de-France Branch Network department at CIC, took place last June at Stade Pierre de Coubertin in Paris. It was an opportunity to once again demonstrate how the federation seeks to bring people together around the values of inclusion and solidarity. In the presence of numerous elected directors, employees and associations, participants were able to learn about 10 sports alongside able-bodied and disabled athletes.

**Crédit Mutuel Midi-Atlantique****Elected directors active in transformation**

In 2023, the federation developed a training plan on Social and Mutualist Responsibility (SMR) to help elected directors understand strategic issues and convert them into concrete actions at the local level. This mechanism provides the keys to becoming a fully active player in SMR and putting the approach in place through a coherent action plan based on local assessments. Every local savings bank now has an SMR correspondent and 650 elected directors have received training.



Crédit Mutuel Antilles-Guyane**Focus on innovation and cooperation**

Always ready to support local development, the federation is a partner of Interreg Caraïbes, a European regional cooperation program. As such, it supports Interreg Caraïbes CAP 3D II, a project that is both ambitious and innovative. This project, which aims to create structure in the 3D, animation, special effects and video games sector, has been set up by Parallel 14 Academy, a private college specializing in the field, in collaboration with the governments of Trinidad & Tobago and Jamaica. By getting involved, Crédit Mutuel reaffirms its desire to support innovation and value creation.

**Crédit Mutuel de Normandie****50 events to mark 50 years**

The year 2023 was the 50th anniversary of the founding of the federation. At the instigation of its CEO, staff set themselves a major challenge: organize 50 events based on four themes, namely "The bank for all", "Responsibility", "Solidarity" and "Transparency". One such event, like the solidarity challenge involving all Crédit Mutuel's local savings banks and its head office, was to collect as many plastic bottle caps as possible. In all, the Normandy federation collected 1,433 kg of bottle caps and passed them on to Bouchons 276, a non-profit that works for sustainable development and people with disabilities.

**Crédit Mutuel Océan****Training to transform better**

Each year, Crédit Mutuel Océan holds two conferences to help its elected directors learn about and better respond to future challenges. The first helps them better understand the work of investment firm Océan Participations, a Crédit Mutuel subsidiary that partners with SMEs and mid-tier companies and strives to keep decision-making centers within the region. The second focuses on emotional intelligence and its preponderant role in an increasingly digitalized world.

**Crédit Mutuel du Sud-Est****Respect is in our nature**

Some 50 employees from local banks in the Loire region took part in a litter collection and recycling awareness day, supported by non-profits Outdoor Academy and Odysseegreen. Volunteers ran a fine-tooth comb over the Château de la Roche area in Saint-Priest-La-Roche, covering 20,000 m² of water in kayaks and 10,000 m² of riverbank on foot. They managed to collect more than a cubic meter of waste (18 kg), saving it from being washed into our seas and oceans!

**Crédit Mutuel Massif-Central****Festival d'Ambert: a "sustainable" festival**

The Federation has been supporting the "World Festival Ambert" since 2016, a celebration of traditional dance and music that brings together leading groups from France and across the five continents. The festival strives to use sets that can be reused all year long, with a keen awareness of both the environmental transition and local regions and their history. It therefore favors the use of locally sourced natural materials to limit its environment impact and integrate well into the landscape. It's not by chance, therefore, that it has received the prize for the best mid-size festival in France, for its program, its 100% nonprofit structure and its sustainable and rural approach.

**Crédit Mutuel Dauphiné-Vivaraïs****Being a strong link in the solidarity chain**

The earthquake that hit Le Teil, a small city in Ardèche, in November 2019 damaged the local premises of the aid organization Secours Populaire Français (SPF). The Intermarché Group then offered to donate a former supermarket for refurbishment so that SPF could continue its vital work in favor of the most vulnerable. In 2023, Créavenir, the corporate foundation of Crédit Mutuel Dauphiné-Vivaraïs, donated €3,000 plus an extra €2,000 "spur-of-the-moment" gift toward the refurbishment and helped to produce a practical guide for victims.

**Crédit Mutuel du Centre****Music, that great social bond**

Through the "Orchestre au bahut" project led by the Paris Mozart Orchestra, the federation makes a special contribution to fighting failure at school, social exclusion and all forms of discrimination. Targeting both urban and rural areas, this artistic education project works in disadvantaged communities to introduce students to a form of music they know little or nothing about and to raise their awareness of current or future social concerns.

**Crédit Mutuel Savoie-Mont Blanc****Hospital stays full of hospitality**

Despite the best efforts of medical staff, being in the hospital is never much fun. That's why the federation has joined forces with the SIRHô fund (Léman Mont-Blanc Hospital Group) in a large-scale sponsorship scheme to create comfort and provide play facilities within hospitals to improve patients' hospital stays. This people-centered support is set to be expanded in the future to encompass sustainable development in hospitals.



Ever closer
to its customers and their needs

18 REGIONAL FEDERATIONS:

A decentralized model for increased agility

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 articles of association 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,
- performing inspections of local banks by delegation from Confédération Nationale,
- certifying the annual financial statements of the local banks and approving the consolidated financial statements.

4 FEDERAL BANKS AND PLENTY
OF FINANCIAL AND OPERATIONAL
RELAYS IN THE REGIONS

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

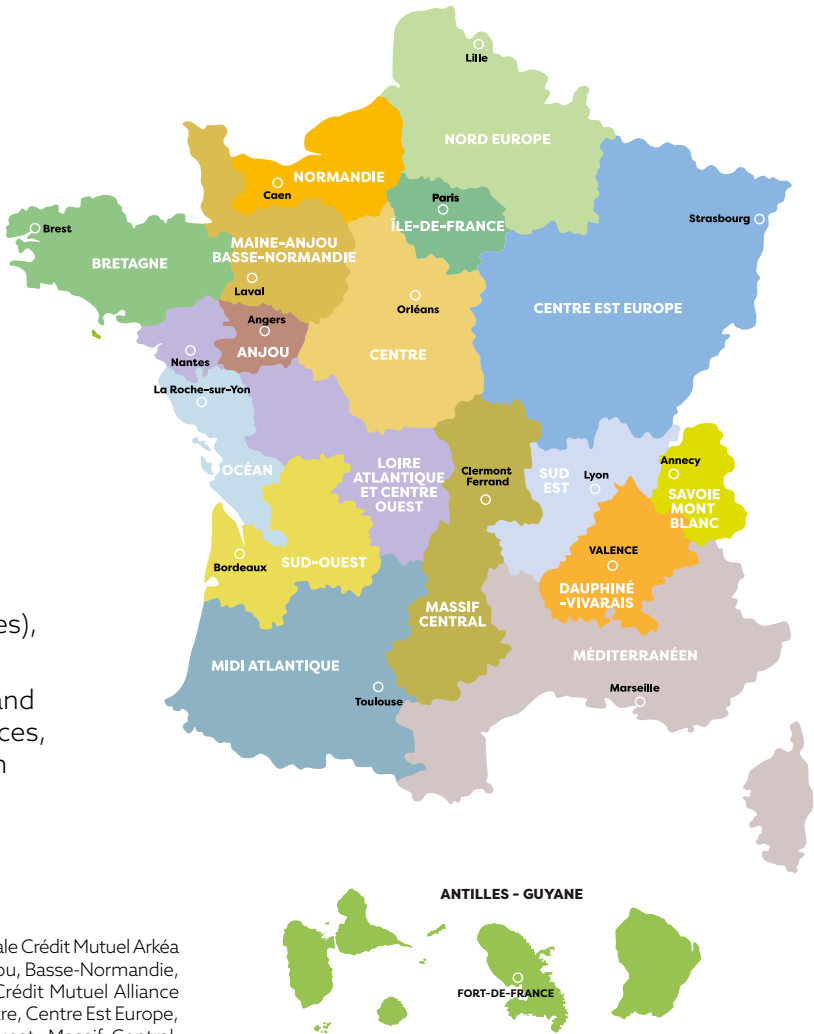
- organize technical and financial operations in the regions,
- manage resources (liquidity management, provision of financial, technical and IT services),
- grant loans to local authorities.

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.

+ 1 NATIONAL FEDERATION
FOR THE FARMING SECTOR:

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



As of January 1, 2023, 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), Banque Européenne du Crédit Mutuel (BECM), Banque Transatlantique, CIC, Cofidis, EuroInformation and Targobank.

THE REGIONAL FEDERATIONS UNTIL APRIL 25, 2024

• 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 French Guiana, 97-4 Saint-Martin

Chairman: Patrick Hoche
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
and neighboring districts, 36 Indre,
37 Indre-et-Loire, 41 Loir-et-Cher,
45 Loiret

Chairman: Damien Lievens
Chief Executive Officer:
Christophe Simon
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 (north), 88 Vosges,
89 Yonne, 90 Territoire-de-Belfort

Chairman: Daniel Baal
Chief Executive Officer:
Maurice Zirnelt
4, rue Frédéric-Guillaume Raiffeisen
67000 Strasbourg
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• DAUPHINÉ-VIVARAIS

07 Ardèche, 26 Drôme, 38 Isère
(Grenoble district)

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: René Carel
Chief Executive Officer:
Raphaël Rebert
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75439 Paris Cedex 09
Tel: +33 (0)1 55 31 70 70
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• LOIRE-ATLANTIQUE
ET CENTRE-OUEST

19 Corrèze, 23 Creuse,
44 Loire-Atlantique,
79 Deux-Sèvres (north),
86 Vienne, 87 Haute-Vienne

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

• MAINE-ANJOU, BASSE-NOR-
MANDIE

49 Maine-et-Loire (north), 50 Manche,
53 Mayenne, 61 Orne, 72 Sarthe

Chairman: Jean-Luc Bigaré
Chief Executive Officer:
Jean-Loïc Gaudin
43, boulevard Volney - 53083 Laval
Cedex 9
Tel: +33 (0)2 43 66 21 21
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• MASSIF CENTRAL

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

Chairman: Frédéric Ranchon
Chief Executive Officer:
Cédric le Golvan
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63012 Clermont-Ferrand Cedex 1
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, Principality of Monaco

Chairman: Bernard Dalbiez
Chief Executive Officer:
Elisabeth Goldschmitt
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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: Luc Wynant
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 (south), 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
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B.P. 56 - 74054 Annecy Cedex
Tel: +33 (0)4 50 88 36 00
www.cmsmb.creditmutuel.fr

• SUD-EST

01 Ain, 38 Isère (north), 42 Loire,
43 Haute-Loire, 69 Rhône,
71 Saône-et-Loire (south)

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

Présidente: Sophie Violleau
Chief Executive Officer:
Antoine Michaud
Rue Antoine Becquerel
33600 Pessac
Tel: +33 (0)5 57 26 63 63
www.cmso.com

Le Crédit Mutuel donne le **LA*** *for every kind of music!*

For more than 20 years, Crédit Mutuel has teamed up with key players in the music world and supported music lovers and makers.

In every musical style, in every form and every region, Crédit Mutuel partners with many events and is committed to keeping music alive: the music that brings us together, makes us move and opens up new horizons.

* Crédit Mutuel sets the tone



Learn more about the Crédit Mutuel group: www.creditmutuel.com



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