

KEY POINTS

OF THE CRÉDIT MUTUEL GROUP IN 2024

A different kind
of bank, because
it looks like you

EDITION

20
25

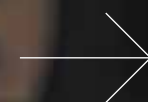
Crédit  Mutuel

We've all got a bit of Crédit Mutuel inside us

In the Crédit Mutuel group, we stay true to our mutual and cooperative values... yet we're still the bank in motion par excellence.

Agile and audacious, we push the boundaries, anticipate new needs and new aspirations and respond to the challenges of our society.

That's what it means to be the bank for all: accessible, attentive and caring all at the same time. A different kind of bank with many different faces, just like its customers and members. Crédit Mutuel exists for them, it evolves with them: because only together will we meet the biggest challenges and build a shared future.



Contents

HIGHLIGHTS OF 2024 p. 4

**STATEMENT BY THE CHAIRMAN AND
THE CHIEF EXECUTIVE OFFICER** p. 6

01

**Ever more
cooperative** p. 8

02

**Strong
performance** p. 14

03

**SPECIAL REPORT: A SPOTLIGHT ON
COOPERATIVE ENERGY** p. 20

04

**Living up to
our commitments** p. 24

05

**Never
short
of ideas** p. 32

06

In every region p. 36

Highlights of 2024

#1 FOR CUSTOMER RELATIONS

Crédit Mutuel wins the Bearing Point - Kantar 2024 Customer Relations Podium in the banking category for the twelfth time and again ranks in the overall Top 10 for all business sectors.

DANIEL BAAL ELECTED

Succeeding Nicolas Théry, Daniel Baal is unanimously elected Chairman of the Confédération Nationale du Crédit Mutuel by the chairs of all the Group's federations.

CONFEDERATION GENERAL MEETING

Nearly 450 directors and employees representing the 19 federations and the central body take part in the 2024 general meeting of Confédération Nationale du Crédit Mutuel. It was an opportunity for the Group to reaffirm its commitment to an effective and meaningful mutualism for the benefit of all.

BEST EMPLOYER 2024

Crédit Mutuel tops the "Best Employers 2024" list in the Capital awards for the fifth year in a row, a reward for its performance and its proactive human resources policy: "Working at a bank without shareholders changes everything!"

PUBLICATION OF RESULTS FOR 2023

The Crédit Mutuel group announces record performance with net income of €4.6 billion (+8.4%), illustrating its commercial momentum and the relevance of its diversified business model.

FÊTE DE LA MUSIQUE (MUSIC DAY)

As the official partner of the 43rd edition alongside the Ministry of Culture, Crédit Mutuel once again put music in the spotlight on June 21, setting the tone at numerous events throughout France.

PRISCILLE SZERADZKI ELECTED PRESIDENT OF THE EACB

Priscille Szeradzki, Deputy CEO of Confédération Nationale du Crédit Mutuel, is elected President of the European Association of Cooperative Banks for a two-year term starting July 1, 2024.

TALKING TO NON-PROFITS

Trust, consideration, common values: Five managers from the non-profit sector take part in a radio program to share their experience as customers of Crédit Mutuel, the leading bank for non-profit associations.

THE CREDIT MUTUEL SAGA CONTINUES

This new episode of our 360° advertising saga (TV, online, social media) proclaims the Group's strength: the absence of shareholders. The new clip has a dynamic message, capitalizing on its cast of family members while introducing new characters to capture the attention of young people.

VIRTUOUS BUSINESS

Crédit Mutuel tops Capital magazine's list of France's 69 most virtuous businesses. This award honors the Group's commitments to the green transition and social and environmental responsibility.

2025: A TRIBUTE TO THE ENERGY OF COOPERATIVES

Crédit Mutuel took part in the launch of the UN's International Year of Cooperatives 2025 on the theme: "Cooperatives build a better world".
SEE OUR SPECIAL REPORT ON PAGE 20.

Statement by the Chairman and the Chief Executive Officer

Powered by the virtuous circle of the mutualist model, we combine performance and commitment

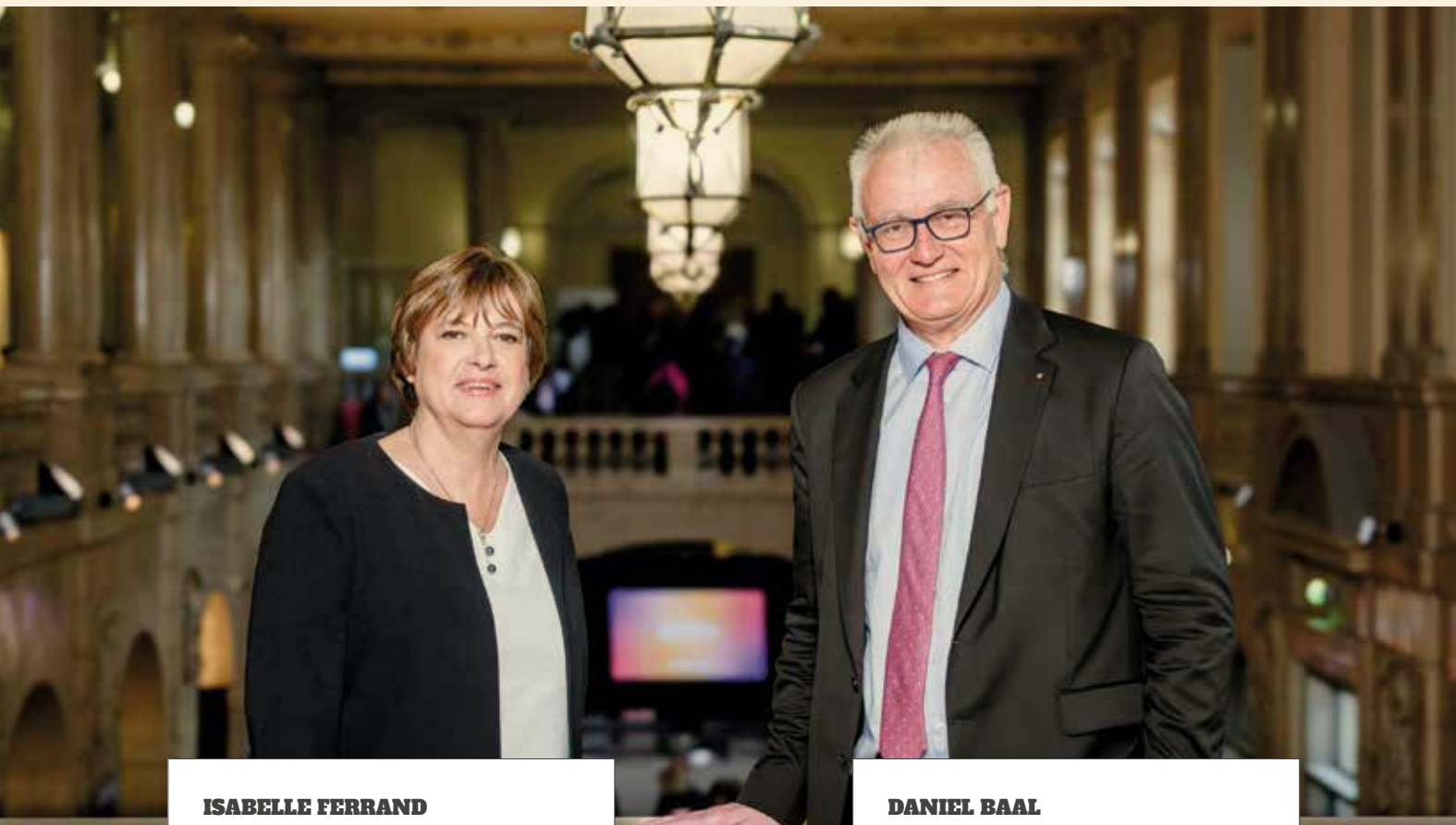
Against a backdrop of economic and political uncertainty, how do you view the 2024 results?

Daniel Baal: Against this complex and unstable background, the Crédit Mutuel group posted excellent results, with net profit close to its 2023 record of €4.5 billion. We thus retain our place as France's third largest banking group. This performance underscores the importance of diversification, innovation and commitment to the collective interest, especially through the sharing of value, as

a way to show resilience in the face of political and economic turbulence. We stay strong, while fulfilling our responsibility and our social mission.

What are the drivers of this financial performance?

Isabelle Ferrand: This result is built on three key foundations: strong sales momentum, top-tier financial solidity and continued improvement in operational efficiency this year. We continue to lead the market in France in this area with the best cost/income ratio.



ISABELLE FERRAND

Chief Executive Officer, Confédération Nationale du Crédit Mutuel

DANIEL BAAL

Chairman, Confédération Nationale du Crédit Mutuel

Is the mutualist model still an asset and a driver of the Group's present and future development?

Daniel Baal: Yes, more than ever! It's based on values of proximity, solidarity and democratic governance, which set us apart and make us strong in the face of the current economic and social challenges. In a constantly changing environment marked by digitalization, the green transition and growing customer expectations in terms of responsibility, our mutualist model allows us to adopt a long-term vision. This stability allows us to reinvest our profits to serve our members and customers in our regions. Our strong regional presence is a real competitive advantage. By staying true to our mutualist values and adapting them to the challenges of tomorrow, we will keep building our solidity, our attractiveness and our positive impact on society.

Isabelle Ferrand: I'd like to add that it's also a real asset in attracting talent, in all our business lines. Candidates today are looking for more than just a job: they want to join a company whose values resonate with their aspirations. Our commitment to solidarity, collective responsibility and a sustainable vision perfectly matches these expectations. This allows us to stand out and attract well-qualified candidates who want a meaningful career while moving forward in a stimulating professional environment.

Europe's financial sovereignty has become a major issue. Where does Crédit Mutuel stand on European projects such as the EPI and Basel IV?

Daniel Baal: As a stakeholder in the European Payment Initiative (EPI), Crédit Mutuel fully supports the roll-out of Wero, an innovative solution that complements other payment methods with its instant account-to-account payment system. Through this significant investment, Crédit Mutuel is reaffirming its commitment to European payment sovereignty by promoting an approach focused on global customer relations, transparency, consumer protection and the efficiency of the European financial sector.

Isabelle Ferrand: We are in a very highly regulated sector. That's unavoidable if we are to strengthen European banks on the international stage, provide safeguards, direct financing to the right places, support the most vulnerable members of society, and ensure the sovereignty of our financial systems in a turbulent world.

On the other hand, regulation should not be a threat to our business model. A few recent examples have shown this (e.g. FIDA - Financial Data Access). Nor should it put us at a disadvantage relative to Anglo-Saxon and Asian banks. That was the whole debate around Basel IV.

Is technological innovation profoundly changing how banking is carried out?

Daniel Baal: We are the artisans of responsible innovation. Within the Group, we are crafting technology for a fairer and more sustainable society. In concrete terms, this is reflected in the gradual roll-out of new functionalities that support the performance of our staff and enrich customer relations. AI is an accelerator of development and performance, both for our employees and for the business, in line with our values.



Founded on solidarity, transparency and lasting commitment, our cooperative and mutualist model is a pillar of trust, a collective strength and a driver of the future for our customer-members and our regions.

What will the Group's priorities be in 2025?

Daniel Baal: This year, the new US administration is creating extra uncertainties in an already complicated environment for our members and customers. For us, it's essential to keep performing well, create value and share that value as best we can with all our stakeholders. We will need to support the real estate recovery and access to home ownership, maintain our support for farmers and finance the environmental transition of our businesses. But our commitment doesn't stop there: it's embodied in the things we do to help society and our support for the non-profits that work in so many areas for a more humane and inclusive world. Combining profitability with solidarity, growth and commitment: That's the balance in which our future lies.

Isabelle Ferrand: We will work to defend the cooperative and mutualist banking model at the European and international level. That's because we are convinced that in these times the cooperative model represents a real strength and the values it conveys reflect the aspirations of young people.



EVER MORE
COOPERATIVE

My bank lets
me speak
...
and that says
a lot to me!

A different kind of bank One with a democratic & cooperative structure

First
level

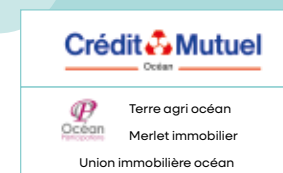


Nearly 2,000
local banks

Second
level



18 regional federations
and 1 national federation
for farming and rural affairs



For a full list of subsidiaries,
go to www.creditmutuel.fr



4 federal
and inter-federal
banks and their
subsidiaries



For a full list of subsidiaries,
go to www.cm-arkea.com

Third
level

1 National
Confederation
and
1 central
bank

A different kind of bank One that's committed to people and to every individual

Just like the explosive growth of artificial intelligence, our world is transforming profoundly and rapidly, changing the status quo and altering our bearings. But while it opens up new sources of inspiration, progress only makes sense if it's useful in the real world and benefits us all.

As an independent mutual bank, Crédit Mutuel is right in the midst of these changes, evolving with one key aim in mind: to keep acting, as we have always done, in the collective interest and to offer solutions tailored to the needs of every individual.

At Crédit Mutuel we do the most and we do it best



More protective

Safeguarding people and property has always been central to our business. So it wasn't by chance that back in 1970 it was Crédit Mutuel who invented the concept of bankinsurance, to keep improving the support we provide to our different customer groups and cover the risks to which they are exposed.



More committed

Proving that our commitments are real is part of the bond of trust we have with all our customers. To measure environmental and social impacts as part of its overall performance, Crédit Mutuel Arkéa quantifies its non-financial impacts in euros.



More supportive

Health should not be a barrier to home ownership. That's why Crédit Mutuel didn't have to think twice about abolishing medical formalities for loyal customers when they borrow to buy their primary residence.



More responsible

Since 2023, Crédit Mutuel Alliance Fédérale has set aside 15% of its net income each year to fund social and environmental transformation projects. This social dividend proves once again that our growth and our ambitions are inseparable from our sense of responsibility. In 2024, €574 million was used to support business owners with a commitment to the climate, to promote inclusive banking & insurance products and to support both local non-profits and major NGOs.



More innovative

Crédit Mutuel constantly innovates to satisfy its customers and make a difference, especially in artificial intelligence, quantum computing, biometrics, etc. All these new technologies enable us to offer trusted, effective and ever more personalized solutions within a rigorous ethical framework.



A different kind of bank One with a universal and mutual identity

Wholly independent and unconstrained by shareholder pressure, Crédit Mutuel is free to set its own development strategies and carry them out as it chooses. Its mutualist principles, cooperative working and transparent, responsible management are the cornerstones of its strength. Those same factors allow Crédit Mutuel to be a bank that is not only effective, but also accessible to all.



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 do you do that?

Through a dense network of branches and management autonomy at the level closest to the customer-member.

Résultat :

Continuity of relationships and short channels, reaching customers fast and fairly.

> Democratic management

How do you do that?

Every customer-member has one vote in local decisions.

Résultat :

Decentralized power, enabling autonomy and greater initiative.

> Collective benefits

How do you do that?

Solutions for everyone, with respect for the common good.

Résultat :

A positive impact on local projects.



**STRONG
PERFORMANCE**

Our bank likes
growth
...
Especially growth
with meaning

Strong performance

15

KEY POINTS / Edition 2025

A strong and well-structured group that makes a difference

- ★ **37.8** million customers
- ★ **9.2** million members
- ★ **20,000** elected directors
- ★ **87,105** employees
- ★ **1,911** local banks
- ★ **4,952** branches
- ★ **18** regional federations
+ **1** national agricultural federation
- ★ **1** National Confederation



RETAIL BANKING: THE BEDROCK OF PERFORMANCE

- ⊕ **34.7 million** retail customers*
- ⊕ **#1 bank for non-profit organizations****
- ⊕ **2.3 million** business and professional customers*
- ⊕ **#2 bank for the farming sector**

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

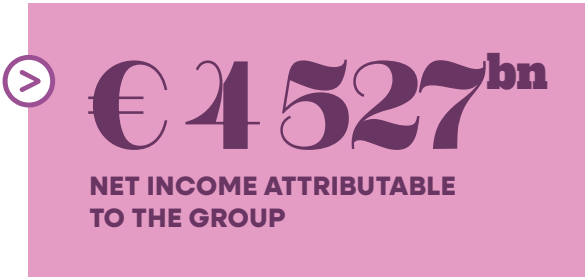
** Survey by CES - CNRS Paris 1 Panthéon-Sorbonne University and Centre de Recherche sur les Associations, Viviane Tchernonog, 2021-2022, measured by budgets held with main bank. Measurement conducted every five years. Data from most recent measurement.

Results close to the all-time high

In a sluggish French economy, the Group again showed the worth of its diversified business model with net income of €4.53 billion, equaling the record set in 2023.

Financial solidity among the best in Europe

- ★ **19.4% CET 1** highest ratio of any French bank
- ★ **€79.394bn** of net funds (+5.3%)



A+ with stable outlook from Standard & Poor's

A Group that invests in people and innovation

- ★ General operating expenses: **€11.116bn.** Strategic investments in human resources and technology that support the Group's development and transformation.
- ★ Employee benefit expenses **(3.2%)** that reflect a proactive policy of employee support.



Taking action

- ★ **€1.4bn** of zero-interest eco-loans (Éco-PTZ)
- ★ **€251m** dedicated to energy-efficient renovation of older buildings
- ★ **€27.7bn** of deposits in LDDS (sustainable development and solidarity passbook accounts)
- ★ **5.7%** of assets aligned with the European green taxonomy

Firm roots in the local real economy

- ★ Outstanding loans: **€647.6bn**
- ★ Savings: **€1,176.7bn**
- ★ Balance sheet deposits: **€600.9bn**

High-performing, innovative insurance

- ★ Insurance revenue: **€21.4bn**
- ★ **47.4m** policies
- ★ **17.7m** policyholders

A multi-award winning group



#1 for customer relations in the banking category¹



#1 in the banking sector in the Posternak-IFOP survey³



²



Best Employer 2024 at the Capital awards, in the banking and financial services category⁴



1. Survey conducted by BearingPoint and Kantar in December 2023 among a sample of 4,000 customers/users of companies/administrations.
2. Online survey conducted on August 16-21, 2024 among 1,020 people representative of the French population using the quota method. The survey covered 33 environmental and social indicators.
3. In three successive quarterly surveys out of four carried out between March 3 and November 8, 2024 on a representative sample of 1,001 French adults aged 18 and over.
4. Survey conducted online, independently and anonymously, by the Statista institute among 20,000 employees of 2,100 employers with more than 500 employees, between 09/20/2023 and 10/17/2023.

A diversity of expertise to meet every need

The Crédit Mutuel group's business lines and product offerings are diverse and complementary – key words that enable the Group to evolve while staying as close as possible to its customers' needs. These assets are all the more valuable in supporting new modes of consumption and constantly changing habits. Retail and business customers, non-profits and farmers can all find clear, relevant responses to their needs within the Group and in their local area, combined with a high level of service quality.

Complementary services with everything you need

- ★ Insurance: **the Group's 2nd largest business**
- ★ Remote surveillance: **#1 in France***
- ★ Real estate: **offers and services that make a difference**
- ★ Home loans: **2nd biggest lender**
- ★ Consumer loans: **a major player**
- ★ Eco-mobility and active mobility
- ★ Factoring: **24.3% of the French market****
- ★ Equipment and property leasing: **leading player in lease finance for businesses**

* Source: Atlas 2024 "En Toute Sécurité"

** Source for market size: ASF France



Plus:

**Asset management
& private banking**
**Corporate & investment
banking**
Technology services

Subsidiaries, brands and partnerships united to make a difference

**261 entities including
62 located abroad**



At Crédit Mutuel, the strength of “we” has always prevailed

On June 19, 2024, the United Nations General Assembly declared 2025 the International Year of Cooperatives, under the slogan “Cooperatives build a better world”. The goal of this international event is naturally to promote the contribution of cooperatives to social, economic and environmental development. Most of all, it aims to highlight their ability to unite, share and build together, which is what makes cooperatives a credible and sustainable response to the economic and social challenges of our time.

A MODEL OF RESILIENCE IN THE FACE OF THREATS

In the face of geopolitical, environmental and societal risks that threaten not only Europe’s economic stability but also the European social model, cooperatives have a decisive role to play in strengthening European unity and solidarity and meeting the expectations of people and businesses. Their virtuous economic model, based on mutual cooperation, is a bedrock of resilience and support for the economy and sustainable, solidarity-based practices.

BECAUSE COOPERATIVE IS ALSO COMPETITIVE!

Cooperative businesses are found in every sector of the French economy. For example, co-operatives account for 40% of agri-food organizations, 30% of retail and more than 60% of the banking sector. Their local roots, their mastery of local challenges, and their capacity for agility and innovation are all major assets and wellsprings of progress, producing a remarkable level of standards and performance.

COOPERATIVE... MUTUALIST... WHAT’S THE DIFFERENCE?

Cooperative businesses are based on organizational principles and a distinct operating model defined in the Law of September 10, 1947. A cooperative is a profit-making business that is owned by its members. A mutual business is based on a non-profit-making model of protection and solidarity among its members. In laying down its main founding principles, the Crédit Mutuel group adopted both these models and their shared values: democratic governance, solidarity and the primacy of members’ interests over the pursuit of profit.



A tribute to
the energy of
cooperatives

FACTS & FIGURES

- ③ Cooperative banks account for **around 20% of the European banking market**
- ③ **1 in 5 European citizens** is a member of a cooperative bank
- ③ In France, cooperatives (including their subsidiaries and affiliates) account for **5.1% of all salaried employment**, i.e. around **1.3 million employees**

Crédit Mutuel: a cooperative spirit right down the line

The French cooperative movement reaffirmed its cooperative identity in the Manifesto published in November 2024. The Manifesto is based on the seven cooperative principles: democratic control, sharing value, cooperation, mutual assistance, inclusiveness, and social and environmental responsibility. Principles that Crédit Mutuel has always respected and promoted and which it embodies on a daily basis.

Principle 1:

MEMBERSHIP IS VOLUNTARY AND OPEN TO ALL

All customer-members are free to join any of the 2,000 Crédit Mutuel local banks throughout France.

Principle 2:

POWER IS EXERCISED DEMOCRATICALLY BY THE MEMBERS

At Crédit Mutuel, decisions are made by our customer-members, who vote at general meetings on the basis of “**One person = One vote**”.

Principle 3:

ECONOMIC PARTICIPATION OF MEMBERS

Each customer-member holds one share, and the share capital of each local bank consists solely of the shares held by the customer-members.

Principle 4:

AUTONOMY AND INDEPENDENCE

Crédit Mutuel is not listed on the stock exchange. It belongs to its **9.2 million** cooperative members.

Principle 5:

EDUCATION, TRAINING AND INFORMATION

Nearly 12,500* directors of our local banks took at least one training course in 2024, bringing the training rate for directors to 77%. Meanwhile, the creation of a University Diploma in Mutual Banking Directorship at the University of Strasbourg, in partnership with Crédit Mutuel Alliance Fédérale, aims to enable elected directors to get the most from their commitment to the bank while obtaining a recognized qualification.

Principle 6:

COOPERATION AMONG COOPERATIVES

Crédit Mutuel actively participates in inter-industry initiatives that unite cooperatives across all sectors, through organizations such as CoopFR in France, CoopEurope and, more specifically for the banking sector, the EACB.

Principle 7:

CONCERN FOR COMMUNITY

Crédit Mutuel's commitment is not to the stock market (or shareholders) but to society. Pooling and sharing value to benefit the collective good forms part of its history.

* Crédit Mutuel Alliance Fédérale and Crédit Mutuel Océan only.



Founded in 1970, the European Association of Co-operative Banks (EACB) is one of Europe's leading banking associations. It represents the interests of 2,700 cooperative banks, which serve 90 million members and 227 million customers. EACB President Priscille Szeradzki, who is also the Deputy CEO of the Confédération Nationale du Crédit Mutuel, talks about the central role of cooperative banks in an uncertain geopolitical environment.



Priscille Szeradzki

Deputy CEO,
Confédération Nationale
du Crédit Mutuel,
and EACB President



What is the role of cooperative banks in Europe today?

Priscille Szeradzki:
Their role is crucial.

- The primary role of cooperative banks is to finance all kinds of people and businesses to enable them to achieve their goals. With 230 million customers across Europe, we can say that cooperative banks are right at the center of things! In some regions far from major cities, cooperative banks are often the only lenders in town.

- What's more, the way cooperative banks are run allows them to aim for constant improvements in service quality. They're intrinsically linked to the communities they're based in, providing a unique quality of service based

on customers' own needs and not on a product-by-product approach.

- And if we look at it more broadly, cooperative banks have the ability to provide an overall vision of Europe's society and economy that enables them to respond effectively to the challenges we face. The democratic dialog between cooperative banks and their members feeds into their strategies. That puts them in a unique position to foster inclusive growth in Europe. When a cooperative bank thrives, many parts of Europe's society and economy thrive with it.

What do you think are the strengths of the cooperative model?

P. S.: Cooperatives are not just a democratic business model, they are an essential vector of social justice and sustainable development. And they've been so for more than 150 years.

In a time of rapid and potentially worrying change in the economy, society and the environment, the cooperative model represents a force for stabilization and reassurance.

What are the EACB's main aims in terms of regulation in 2025?

P. S.: Regulation must not be a hindrance to the development of local (non-movable), sustainable and solid cooperative banks. This is what

the EACB is targeting when it engages, in a transparent and demanding way, in dialog with the European authorities. 2025 is a year of momentum for Europe and the EACB is working every day to ensure that this wake-up call leads to rapid concrete results. It's about having the courage to revisit planned regulations that hamper the sovereignty of European financial services, to recognize the diversity of business models, and to think about results rather than cumbersome procedures.

What are your strategic priorities?

P. S.: There are three of those, too: First of all comes **strengthening European competitiveness**. Cooperative banks need to be able to mobilize lending that stimulates innovation and sustainable growth. Then there's **ensuring a balanced regulatory framework** as I mentioned previously; and lastly, **keeping watch on major legislative developments**. The EACB will actively advocate in defense of a framework that fits the specific features of cooperative banks.

LIVING UP TO OUR COMMITMENTS

My bank says
what it does
...
and does what
it says

Our CSR governance

The Confédération Nationale du Crédit Mutuel (CNCM) is coordinating a number of projects to ensure consistency on environmental, social and governance (ESG) issues within the Crédit Mutuel group.

Three working groups that include experts in the field have been set up to roll out a national ESG roadmap, through which the Group will work with its four regional groups to coordinate and co-develop the implementation of regulations and standards, agree on adjustments to systems and put forward a shared set of actions by promoting and spreading best practices:

- The ESG Reporting working group covers all regulatory and prudential reporting;
- The ESG Risks working group coordinates the work carried out to identify, assess, manage, monitor and control ESG risks;
- The Regulatory and Supervisory Watch working group monitors regulatory publications and texts, explains their content and measures their impact.

> ESG Risk working group

- Reputational and liability risk
- Physical risk
- Non-climate environmental risk
- EBA guidelines ESG risk
- Risk management systems

> ESG Reporting working group

- Taxonomy
- Pillar 3 report and ECB reporting
- GT veille réglementaire ESG
- ESG regulatory and supervisory watch

PRINCIPLE OF SUBSIDIARITY - CONSISTENCY - COLLECTIVE MOBILIZATION

EACH REGIONAL GROUP DEVELOPS AND IMPLEMENTS ITS OWN CSR POLICY

CRÉDIT MUTUEL
ALLIANCE
FÉDÉRALE

CRÉDIT MUTUEL
MAINE-ANJOU
ET BASSE-
NORMANDIE

CRÉDIT MUTUEL
ARKÉA

CRÉDIT MUTUEL
OCÉAN

APPROVAL / DECISION-MAKING / MONITORING

PLAN ADOPTED BY
EACH REGIONAL GROUP
& CONTRIBUTION
TO NATIONAL
COMMITMENTS

CENTRAL BODY

- Monitors and oversees climate and CSR risks.
- Coordinates and jointly prepares the implementation of regulations and standards, and proposes adaptations to tools and governance.
- Serves as a monitoring, expertise and innovation hub for the business lines of CNCM and the regional groups.
- Puts forward a shared set of actions, and recognizes and helps to spread best practices.
- Represents the interests of its affiliates (professional associations, public authorities, stakeholders, etc.).

Board of Directors Risk Committee

**CNCM CEO
Basel III working group**
(Chief Executive Officers)

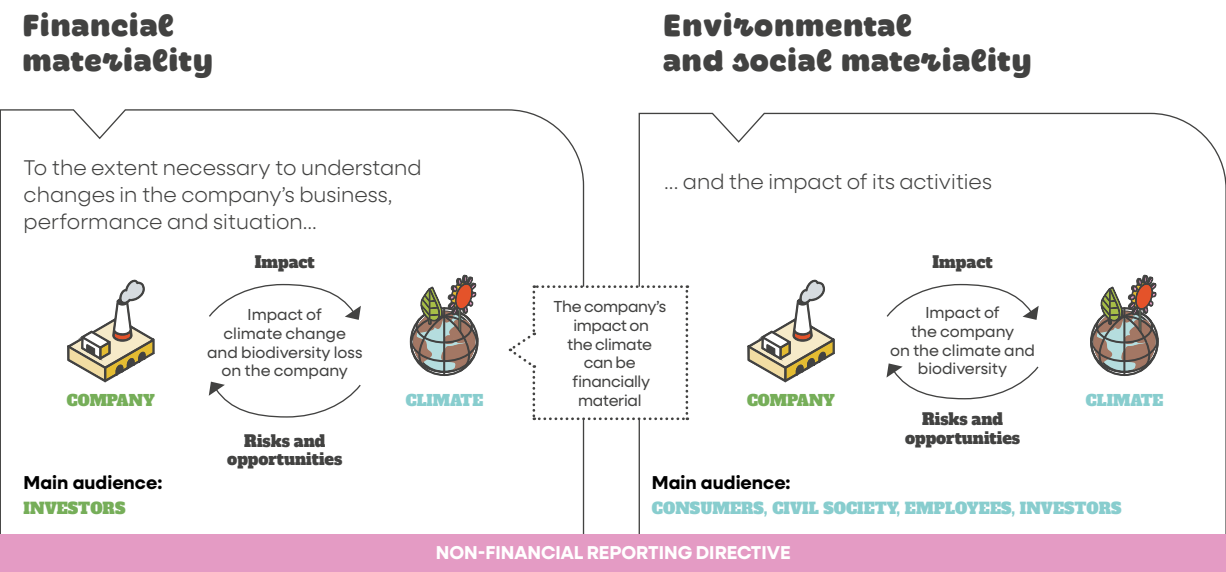
**Climate risk
& CSR steering committee**

Working groups

From CSR reporting to the Sustainability Report

In 2025, Crédit Mutuel is publishing its first Sustainability Report, covering 2024. The Sustainability Report replaces the previously published CSR reports (“Non-financial Performance Statements”).

Thanks to nearly a year of work involving many departments, employees and experts, the Group can now publish its most significant topics, based on the double materiality principle that assesses both financial and impact materiality.



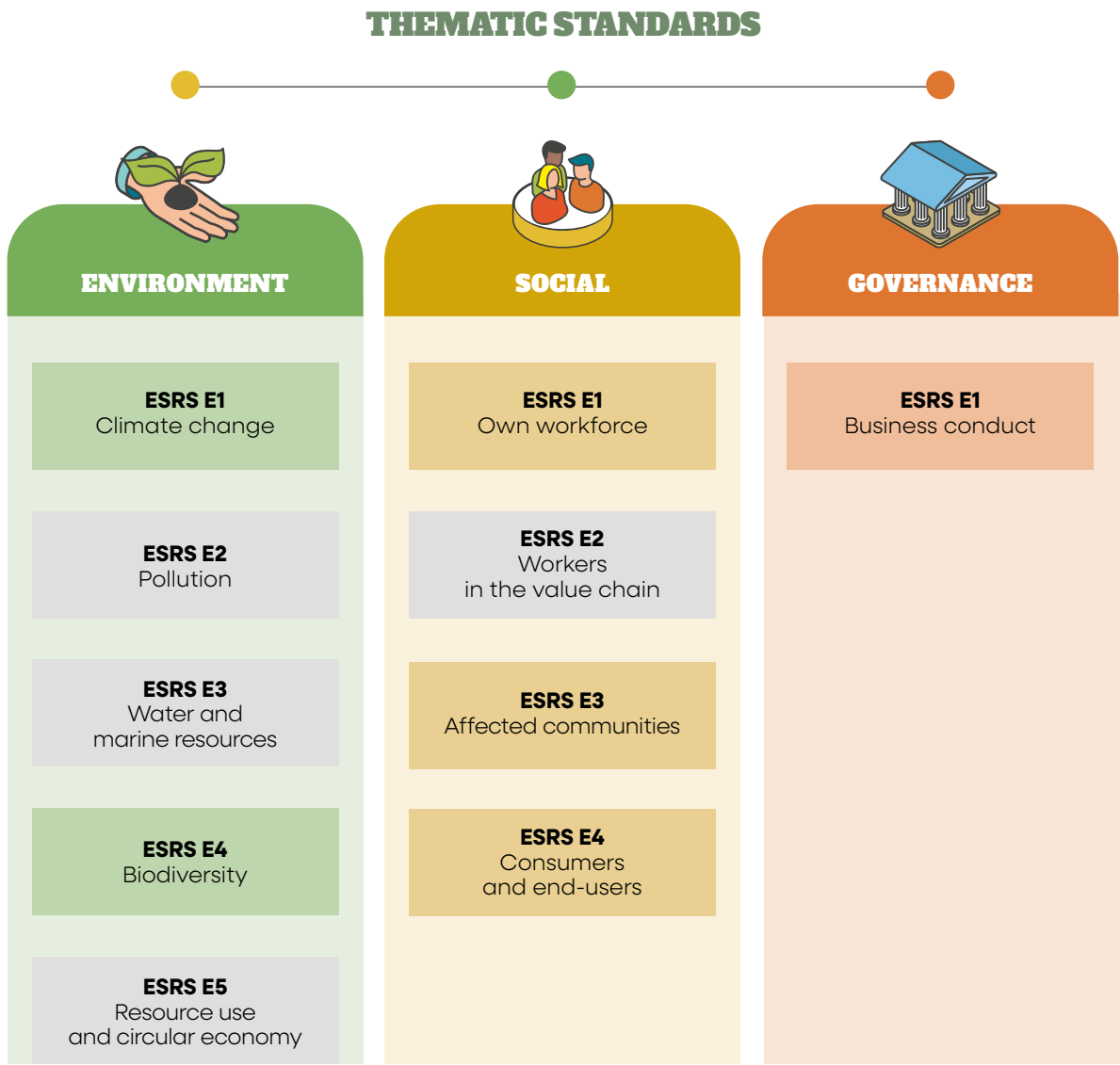
The impacts, risks and opportunities that provide the structure for the Crédit Mutuel Sustainability Report were formulated in light of its activity and the strategies of the regional groups.

Six topics have been published: climate change, biodiversity, own workforce, affected communities, consumers and end-users, and business conduct.

A detailed assessment of these impacts, risks and opportunities was performed to determine whether or not they are material, based on their probability of occurrence, severity and time horizon.

For more information, please refer to the Group's Sustainability Report at www.creditmutuel.com. Select “Press Area & Publications”, then “Annual Reports”.

➤ 10 standards subject to a financial and impact materiality assessment



In color: material standard for the Crédit Mutuel group. Published
In gray: non-material standard for the Crédit Mutuel group. Not published

> Thematic focus areas

Climate change

- Commitment to “**Net zero emissions**” by 2050, combined with sectoral decarbonization pathways for our own operations and for the financing and investment portfolios
- **Regional groups have climate strategies** and ambitious transition plans, covering their own environmental footprint and financed emissions (decarbonization targets and drivers)



Key figures:

- Total energy consumption (MWh): **453,814**
- Greenhouse gas emissions **77,596** kilotons of CO₂ eq.
 - Scope 1 (direct GHG emissions produced by the Group, e.g. vehicle fleet): **30** kilotons of CO₂ eq.
 - Scope 2 (indirect emissions from purchased electricity and heat consumed by the Group, e.g. office lighting): **13** kilotons of CO₂ eq.
 - Scope 3(1) (other indirect emissions beyond the Group’s control, e.g. via customers): **77,553** kilotons of CO₂ eq.

(1) Includes financed GHG emissions

Biodiversity

- **Regional groups have adopted nature strategies**
- Development of a **national industry standard for assessing nature-related risks**



Policies & actions

- Risk control policy
- Specific sector policies
- Commitments within the operational scope: develop investment products that incorporate biodiversity and ecosystem criteria
- Inclusion of this risk in cross-functional risk monitoring systems (national risk mapping)
- Inclusion on the credit risk dashboard
- Gradual adoption of sector policies (e.g. Crédit Mutuel Alliance Fédérale: deforestation policy)
- Investments in biodiversity

No quantitative indicators are published in the consolidated biodiversity report

Own workforce

- **Strategic plans of the regional groups include specific human resources objectives**
- Ambitious targets in the commitments made **as a benefit corporation**



Key figures

- Employee turnover rate: **9.60%**
- Annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees: 33⁽¹⁾
- Percentage of total workforce with disabilities: **3.9%**
- Gender pay gap: **17%**⁽²⁾
- Average number of training hours per employee: **36**
- Percentage of employees taking family leave: **6%**

(1) Average excluding the highest paid individual
(2) The gender pay gap figure covers all employees within the scope of the sustainability statement. This aggregate global calculation does not take account of the more granular systems put in place by the regional groups, each of which has its own specific policies

> Thematic focus areas

Affected communities

- Commitment to communities based on two dimensions:
 - **sponsorship**
 - **regional development**
- Tools for innovation and solidarity (**Social Dividend, Endowment Fund**)
- **Regional groups have strategies** to contribute to local development, notably through the **benefit corporation** commitments of the groups concerned



Key figures – voluntary publication by Crédit Mutuel group

- Overall sponsorship budget: **€86.8m**
- Number of customers that are non-profit organizations: **589,418**
- Amount from solidarity products paid out to non-profits: **€4.99m**
- Percentage of branches in rural areas: **38%**

Customers and end-users

- Framework for the protection of **data entrusted to us by customers** of the regional groups
- Anticipation and **support for vulnerable customers** to mitigate the consequences of their situations and prevent them falling into need; elimination of medical formalities for loyal customers
- Recognized commitments in terms of customer relations and service quality



Key figures – voluntary publication by Crédit Mutuel group

- Number of complaints recorded: **188,576** (*new*)
- Number of eligible claims submitted to the bank ombudsman⁽¹⁾: **1,648** (-1%)
- Number of decisions favorable to the customer⁽¹⁾: **513** (-13%)
- **86%** of employees trained in personal data protection (*new*)
- Personal microloans: 999 microloans granted (-9%), **€3.8m** (+6%)
- Business microloans: 12,202 microloans granted (+9%), **€502m** (+8%)
- Number of OCF (vulnerable customer) accounts: **117,933**

(1) Excluding Crédit Mutuel Arkéa

Business conduct

- Business conduct approach and practices based on Crédit Mutuel’s **cooperative and mutualist values**
- Plans and actions to manage risks related to fraud, corruption, compliance and relationships with suppliers



Key figures

- Number of FTEs in charge of anti-money laundering: **443** (+2%)
- Percentage of employees who have completed AML/CFT training: **88%** (calculated over two years; +1 pt)
- Number of employees who have completed anti-corruption and anti-bribery training: **71,166** (87%)
- Number and % of elected directors who took a training course during the year⁽¹⁾: **12,471** (77%)
- Attendance rate at general meetings: **13%** (+4 pts)

(1) Excluding Crédit Mutuel Arkéa

When solidarity and social inclusion reinvent the world

At Crédit Mutuel, our choices are guided by solidarity and sharing value. This strengthens our identity and our openness to the world. As a mutual banking group, our responsibility is to support everyone without distinction or discrimination, by promoting access to financial services and by supporting solidarity initiatives in all regions. Every day, we and all our employees are committed to acting for a fairer and more inclusive society, in which everyone has an equal opportunity to succeed and flourish. The proof is plain to see...

ALWAYS STRONGER TOGETHER

An active participant in the economy driven by strong mutualist values, the Crédit Mutuel group takes concrete action to support and strengthen solidarity. We make this commitment a reality not least through the corporate foundations and charitable associations of our regional federations. Rooted in local realities, they work every day to promote and social inclusion and integration in the workplace.



COMBATING DIGITAL ILLITERACY AND DIGITAL POVERTY

Digital technology features in every aspect of our daily lives. It is also a marker of inequality. According to INSEE (the French national statistical body), 8 million people lack basic computer skills or never use the Internet. This digital divide is also a social divide; it most often affects people in poverty, the elderly and people who lack personal autonomy.

To tackle this inequality, Crédit Mutuel Alliance Fédérale and its tech subsidiary Euro-Information donated 1,750 computers to Emmaüs Connect, an organization in the Emmaüs movement which works to promote digital inclusion.

CRÉDIT MUTUEL ARKÉA LAUNCHES ITS SOLIDARITY ENDOWMENT FUND

The launch of its endowment fund signals Crédit Mutuel Arkéa's desire to strengthen its sponsorship and solidarity initiatives. The fund will support the solidarity measures run by the federations and local banks of Crédit Mutuel de Bretagne and Crédit Mutuel du Sud-Ouest, notably in support of region-wide initiatives. Through this innovation, the Group aims to support and draw attention to local actions that promote employment, health, inclusion, living together and the social and environmental transitions.

READING INNOVATION PRIZE: THE CRÉDIT MUTUEL FOUNDATION FOR READING REWARDS ITS FIRST WINNERS

Reading is a passport to freedom and autonomy, imagination and rigor, language and emancipation—an open window onto the world and progress. That's why the Crédit Mutuel Foundation for Reading works every day to promote reading in all its forms. The Foundation supports projects that remove obstacles to access to reading, including the scourge of illiteracy. The Reading Innovation Prize is an integral part of the commitments in the Foundation's Reading Plan. It rewards and shines a spotlight on organizations that carry out innovative projects to promote literacy. Following the 2023 call for projects, the first grants were awarded in early 2024 to the Lecture Jeunesse and Nantes Livres Jeunes associations, in recognition of the relevance of their initiatives.



+ solidarity, in short

- To reduce the inequalities of fate, Crédit Mutuel Alliance Fédérale unveiled the Student Solidarity Loan—an interest-free loan with no upfront fees.
- Crédit Mutuel Alliance Fédérale is expanding its banking range to help female victims of domestic violence regain their financial independence. The new secure "Solidarité Urgence" account includes a card and remote banking. It also includes a six-month remote surveillance subscription and two free alert buttons. A partnership has also been signed with the Fédération Nationale Solidarité Femmes. This involves financial support and will also make it easier to open a bank account and pay for housing.
- Crédit Mutuel Arkéa is proud to have signed its new agreement on workplace gender equality for the Arkade UES group.
- A diversity strategy has been rolled out at all Crédit Mutuel Arkéa group entities since the start of 2024. It covers several aspects, such as health, age, origin and other aspects, family status, sexual orientation and gender.





NEVER SHORT
OF IDEAS

my bank never does
what the others do



and that makes all
the difference!

Doing what no one has done before, for the better!

Crédit Mutuel is a bold and pioneering group, and innovating to shape the banking and non-banking solutions of tomorrow has always been central to its goals. To meet the challenges of its time and anticipate the future expectations of its customers, the Group never wavers from its principles and values: ethics, accessibility, performance and foresight. Through its social, technological and service innovations, Crédit Mutuel strives not only to stand out from the crowd, but also to serve the collective interest, uphold the common good and widen the field of what's possible.

EVOLVING IN STEP WITH NEW TECHNOLOGIES

AI: INNOVATING FOR A RESPONSIBLE FUTURE

In 2024, Crédit Mutuel Arkéa achieved several key milestones in artificial intelligence, illustrating its commitment to responsible, well-controlled and independent AI that works in service of people. In particular, the Group obtained "Trusted AI" certification from the French National Laboratory of Metrology and Testing (LNE). It also published an open source generative AI model, launched an AI-boosted chatbot to optimize the service quality provided to customers, and set up an internal AI portal for its employees. Finally, a CIFRE (Industrial Agreement for Training through Research) thesis was completed on the explainability of AI models, a major challenge for the effective adoption and informed and objective use of artificial intelligence.

BIOMETRICS: ENHANCING THE SECURITY OF PROPERTY AND PEOPLE

In France, according to the Atlas 2023 "En toute sécurité" survey, a burglary takes place every two minutes, and this figure is increasing year by year. Even more worrying is the rise of homejacking, a phenomenon that has seen an increasing number of violent assaults on victims in their own homes. Against this backdrop, Homiris, a brand operated by EPS, the French market leader in remote surveillance, launched its biometric remote control in early 2024. With this innovation, an alarm system can only be shut down by authorized persons using an encrypted fingerprint. In the event of a homejacking or a medical emergency, it also triggers an immediate alert to the emergency services.



EASIER AND MORE EFFICIENT EVERY DAY

P2P: FOR INSTANT TRANSFERS FROM ACCOUNT TO ACCOUNT

As part of its commitment to offer an independent payment alternative to all European consumers, the European Payments Initiative (EPI) announced the launch of Wero. This instant account-to-account payment solution is available to all French customers of the Crédit Mutuel group. As a reminder, Wero replaces Paylib, whose 35 million users were able to switch to the new service before Paylib was shut down in early 2025.



E-INVOICING: GENERATING PRODUCTIVITY GAINS FOR ALL BUSINESSES

With all businesses required to switch to electronic invoicing by September 1, 2027, Crédit Mutuel Alliance Fédérale has announced that its technology subsidiary, Euro-Information, has been officially selected as a Partner Dematerialization Platform (PDP). This approval recognizes the utility of the electronic invoice solution offered by the Crédit Mutuel and CIC networks. In addition to becoming much more competitive, our business customers can also rest assured that their data will be stored by one of Europe's strongest and most secure banking groups.



SUPPORTING SOCIAL AND ENVIRONMENTAL TRANSITIONS

BUILDING A JUST AND SUSTAINABLE FUTURE TOGETHER

For many years, Crédit Mutuel Arkéa has supported the digital ecosystem through socially responsible collaborations, partnerships, investments and financing. At the sixth annual Tech For Good Awards, of which it is a long-standing partner, the Group awarded the Education & Training prize to My Job Glasses. It also took part in Impact Day 2024, an event organized by France Digitale. This was an opportunity for Anne Champenois, the Secretary and Head of Mission at Arkéa Financements & Services, a subsidiary specializing in financing the environmental and social transitions, to share the Group's vision as a benefit corporation. Also in 2024, Crédit Mutuel Arkéa contributed, as a partner and a member of the expert committee, to the development of the Sustainable Fintech Panorama published by France FinTech and the Institute of Sustainable Finance. This mapping exercise highlights start-ups that put sustainability at the heart of their business.

SUPPORTING INNOVATION IN SOCIAL HOUSING

Crédit Mutuel, a partner of social housing, naturally attended the 84th Social Housing Congress of the Union Sociale pour l'Habitat, held in Montpellier on the theme "Social housing: innovation in motion". Bringing together landlords, decision-makers, project owners and managers in the social housing sector, this major annual conference was an opportunity for constructive discussions and debates on the development of social housing. This year, Crédit Mutuel was broadly represented by its National Confederation, most of its regional federations and several of their subsidiaries. This presence perfectly illustrates the Group's involvement in environmental initiatives related to the world of housing, and especially social housing.



PREVENTING EXCESSIVE DEBT

With more than 4.1 million people in France in a financially vulnerable position, Crédit Mutuel Alliance Fédérale chose to donate €137,500 to Crésus through its social dividend. Crésus' banking, insurance and legal experts provide support to more than 32,000 households every year, offering invaluable help to people in financial difficulty. Partnering with Crésus is intended to sustain the organization's telephone-based platform, which helps and supports households facing excessive debt. By using the social dividend this way, Crédit Mutuel Alliance Fédérale is expanding the actions it has already taken as a benefit corporation in favor of vulnerable groups.



SHEDDING LIGHT ON ENERGY RENOVATION ISSUES

Using anonymous banking data on the home energy consumption of nearly 180,000 households, Crédit Mutuel Alliance Fédérale and the French Economic Analysis Council published an unprecedented and highly useful study in early 2024. The study takes a close look at the link between Energy Performance Certificates (EPCs) and actual energy consumption. The study points to the need to make EPCs more reliable, but also shows that households need better support to play an active role in improving their energy efficiency, even in homes that are already highly energy efficient.





IN EVERY
REGION

my bank is
ultra-connected
...
especially to local
realities!

A group that's plugged in to local issues

At Crédit Mutuel, the regional federations are central to our organization and to what we do, promoting our dynamism and values throughout France. Each federation is actively involved in the life of its region, representing our mutualist strength with enthusiasm and professionalism every day and supporting the projects and initiatives of its choice, in line with the way we do business. As these examples make clear, evolving while staying close to its customers is the shortest route to meeting their expectations and desires for the future.

Crédit Mutuel Anjou

SIMPLY BEING TOGETHER

The federation organized an evening out for children in partnership with the Le Chabada theater in Angers. Eighty children of customers and prospective customers were invited, including 20 children who were pediatric oncology inpatients at the Angers University Hospital. After attending a show on the theme Twenty Thousand Leagues Under The Sea, the children and their families enjoyed a tasty snack in Le Chabada's prestigious recording studio.



Crédit Mutuel Arkéa

SPORT JOINS HANDS WITH SCIENCE

In the early hours of November 26, Yoann Richomme, skipper of the Paprec Arkéa in the latest Vendée Globe round-the-world yacht race, dropped one of eight Argo floats into the South Atlantic Ocean. The floats are intended to strengthen the network of 4,000 units already submerged worldwide. This 1.70 m high and nearly 20 kg device has sensors that will be able to measure the temperature and salinity of the water down to a depth of 2,000 m. This is further step towards understanding the oceans and protecting the environment and biodiversity.



Crédit Mutuel Nord Europe

THE GREEN TRANSITION HITS THE CITY

In 2024, the Crédit Mutuel Nord Europe Foundation supported 14 project leaders in the Hauts-de-France, Marne and Ardennes regions involved in supporting the green transition in cities. The Foundation has been supporting the region and promoting its development in various areas (environment, solidarity, culture, training) for 13 years now. Its latest call for projects, “Green—The Future!” paid tribute to those who actively contribute to fighting climate change and improving quality of life for city dwellers.

Congratulations to the 14 winners who were awarded the “Impact Environnement” prize for their actions in support of fauna and flora, zero waste and soft mobility in urban areas.



Crédit Mutuel Centre Est Europe

TRUTH OR TOXICITY? DISCOVERING THE NEWS

As a loyal partner, the federation supported the 30th annual “Journalist for a Day” event alongside the EBRA group. Each year, the event lets hundreds of high school students from the Grand Est region discover the world of the press, the media and online communications in the hands of a professional team. In 2024, more than 600 students took part in this original, immersive experience, which also helps teach them to stay alert and think critically when it comes to news and how it is disseminated.



Crédit Mutuel de Loire-Atlantique et du Centre-Ouest

GET ACTIVE!

As physical exercise was France’s “Great National Cause” in 2024, half a day of the seminar attended by the chairs and directors of the local banks was devoted to fitness and health. The program for this lively morning included round tables, conferences and practical exercises based on brisk walking, not to mention a session of stretching and movement.



Crédit Mutuel de Normandie

EVERYONE ON STAGE FOR HOSPITALIZED CHILDREN!

The federation was the main partner of Normandy’s first 100% solidarity-based “May Be” festival in May-sur-Orne. Shining a spotlight on emerging stars in the “Made in Normandy” music scene (Malo, Daysy, Joseph Kamel, Lewis Evans, etc.), this festive event raised funds to improve the care of hospitalized children and their families, together with the Caen Normandie University Hospital Foundation. Activities, food trucks, local producers and partners were also on hand to make this event a moment of shared emotion and solidarity. See you for the second edition in 2025!



Crédit Mutuel Océan

MEETING CUSTOMERS AND THEIR NEEDS

Ever closer to its customers, Crédit Mutuel Océan wanted to meet with them by holding real estate events in its region. This was a proactive way to gain a better understanding of their expectations and answer the questions our customers are asking about the energy renovation of their homes. It was also a chance to present the solutions available to them to make their plans a reality.

Crédit Mutuel Midi-Atlantique

INNOVATION IN “LOCAL” MODE

Each year, the “T’Doc” awards celebrate innovative and successful initiatives in the Tarn and Lauragais, with awards for events, heritage, local production, employment, inclusion and green transition. As a partner of the event, Crédit Mutuel Midi-Atlantique reaffirms its local roots and its day-to-day involvement in regional development by supporting meaningful projects, both large and small.



Crédit Mutuel de Bretagne

BUILDING TOMORROW’S FARMING SECTOR

“Take a symbolic step with an environmental impact in line with our cooperative model” – that was the idea put forward by the Responsible Development officers among the directors of Crédit Mutuel de Bretagne. This idea translated into the federation’s commitment to help fund the implementation of an eco-methane plan in Finistère. The target is to cut the methane emissions from a herd of 110 dairy cows by 15%. This low-carbon initiative addresses the transition issues facing the farming sector.



Crédit Mutuel du Sud-Ouest

SHINING THROUGH EXPERTISE AND PROXIMITY

Crédit Mutuel du Sud-Ouest is launching its ambitious “Orion” transformation plan, confirming its commitment to excellence in customer relations, staying close to and serving its customer-members in Charente, Dordogne and Gironde. The federation is upgrading its organization and branch network to keep up with changes in the region, strengthen its long-term position in regional development and become the leading impact bank. In addition, as part of an overall approach focused on its customer-members, it offers expert support for high-net-worth and business customers, while for its retail customers it combines proximity with an excellent customer experience.



Crédit Mutuel du Sud-Est

GET UP AND GET MOVING WITH LIFE AT WORK

A meeting of local bank managers was held in the first quarter of 2024 on the theme of “Get Moving: Fight Sedentary Lifestyles”. It took place under the banner of the “2024 Great National Cause”, which was to promote sports and physical activity. The meeting was a chance to review all the measures available to Group employees to protect their health, such as the Oxyzen workshops, the Cap Form’Senior program and the Form’City app (developed and made available by the AURA Athletics League), as well as the sustainable mobility pass and the €60 CSE (Works council) sports pass. The launch of a survey on expectations about sport and fitness at work was also announced.



Crédit Mutuel Massif-Central
INSPIRED TO INNOVATE BETTER

Some 60 local bank chairs and directors took part in the annual seminar to discuss local issues and prepare for the future. In 2024, the choice was made to make the seminar both useful and fun, offering workshops and short interactive training sessions on the theme of “Communicating with impact”. From public speaking to event organization, not to mention designing the federation’s coat of arms for 2027, this event was an opportunity to share lots of ideas and suggestions, all in a spirit of solidarity and innovation.



Crédit Mutuel Dauphiné-Vivarois

OR HOW TO BECOME A CATALYST FOR SOLIDARITY

In 2024, the federation and the Créaavenir Crédit Mutuel Foundation, together with other local stakeholders, co-founded a group called “Les entreprises du cœur”, as part of their desire to make an even greater commitment to community-based organizations that help people in vulnerable situations. The group’s targets are ambitious: to act as a catalyst for regional solidarity, engage businesses and employees in projects that positively impact their ecosystem, and form an alliance between the business, non-profit and institutional worlds.



Crédit Mutuel du Centre

GOOD POINTERS FOR BUILDING YOUR FUTURE

A founding member of the Orléans Foundation, Crédit Mutuel du Centre is a participant in the ÉMOJI project, an ambitious poverty prevention program run in partnership with the Break Poverty Institute. Combining performance and social commitment, the program aims to improve education, promote social mobility and combat financial insecurity. Over three years, it will help 3,300 young people achieve success at key moments during different phases of their lives: early childhood and parenthood, leaving school and choosing a career, getting a first job.



Crédit Mutuel Savoie-Mont Blanc

SOLIDARITY TAKES WING

“Annecy Handi’Bi” is an organization that offers wheelchair and tandem paragliding for people with disabilities. Flights take off from Col de la Forclaz and pass over Lake Annecy – an unforgettable experience of friendship, sharing and thrills. Crédit Mutuel Savoie-Mont Blanc is very proud to support this great initiative, in particular through a specially designed wheelchair and a wing in the Crédit Mutuel colors. Solidarity makes the impossible a reality!



Crédit Mutuel Méditerranéen

SOLIDARITY WHEN IT’S NEEDED THE MOST

When six trucks from the Gard Food Bank were set on fire and destroyed in Nîmes in November 2024, Crédit Mutuel Méditerranéen triggered its emergency aid. At a time of year when families’ need for food aid is at its peak, the federation made an immediate one-off donation of €25,000, which Crédit Mutuel Alliance Fédérale then doubled to make €50,000 in total. Another sign of the indispensable role of mutualism.

Crédit Mutuel Antilles-Guyane

INNOVATION SOWS THE SEEDS

The final of the Crédit Mutuel Antilles-Guyane 4S “Semeur d’Innovation” [Sower of Innovation] contest took place on June 13. With no fewer than 24 applications, eight selected finalists and four outstanding winners in the Environment, Solidarity, Region and Culture categories, this event was a real showcase for regional innovation. Each winner received a €4,000 prize, as well as support from experts to advance their project.

Crédit Mutuel Maine-Anjou, Basse-Normandie

STILL ON YOUR DOORSTEP

While many bank branches are closing their doors, increasing the loss of local amenities in many areas, Crédit Mutuel Maine-Anjou Basse-Normandie is moving in the opposite direction and investing in a vast renovation plan for its local banks. This reflects the federation’s desire to stay as close as it can to its customer-members, just as it has done for more than 120 years. The aim is to keep raising the quality of the customer experience and service. In 2024, the first seven branches were renovated – with the help of local businesses, of course!

Crédit Mutuel Île-de-France

EVEN IN THE HOSPITAL, CHRISTMAS IS STILL CHRISTMAS

Crédit Mutuel Île-de-France has been supporting “Tout le Monde contre le cancer” (Everyone Against Cancer) since 2015, so this year it again took part in the “100 Christmases in 100 Hospitals” campaign. At the “Everyone Sings Against Cancer” charity gala, at which more than 30 exceptional artists took the stage, each local bank in the federation was able to express its full solidarity. The €140,000 raised was used to buy thousands of gifts, which were given to sick children at 100 hospitals and family accommodation facilities. Another sign of the strength of the collective.

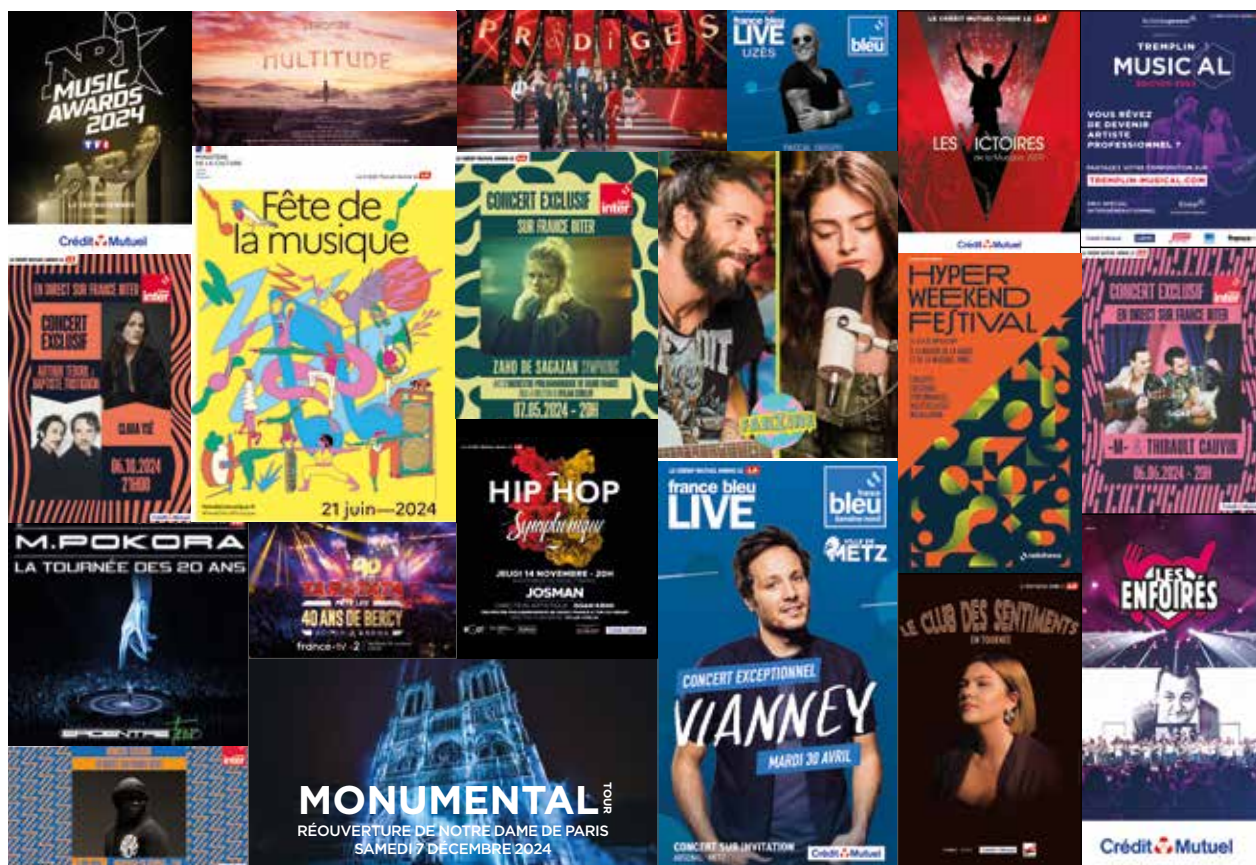
“Wherever the future is being built, Crédit Mutuel is there!”

● **SUD-OUEST**
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33 **Gironde**
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Crédit Mutuel sets the tone for music of all kinds

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

Pop or Hip Hop... Jazz or Classical... Rock or Electro... 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.



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



Follow Crédit Mutuel on social media: [in](#) [yt](#) [f](#) [x](#) [ig](#)



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