

Listening and acting together

A cooperative mutual bank, Crédit Mutuel Alliance Fédérale is formed from an **alliance of 14 Crédit Mutuel federations** which take pride in responsibility, local presence and solidarity and show their ability to collectively build the common good.

Drawing on its recognized technological capabilities, the Crédit Mutuel Alliance Fédérale business model is decentralized, customer-focused and anchored in the territories.

Because mutuality provides a relevant response to long-term objectives, we decided at the end of 2020 to strengthen our **ensemble#nouveaumonde Plus vite, plus loin !** (together# today's world, faster, further!) strategic plan.

This strategic plan focuses on four priorities:

- **To be a benchmark customer-focused bank in an omnichannel world:** because remote use is a growing phenomenon alongside the need for closer customer relationships, we are reasserting our model by making an advisor available for everyone who is attentive and on hand, even remotely, and by offering a customer-experience that is founded on trust and local presence. With 4,500 branches in the Crédit Mutuel and CIC networks and the expertise of its numerous specialist subsidiaries, Crédit Mutuel Alliance Fédérale engages with customers directly in each local community.
- **To be an engaged bank that is relevant to today's world:** we want to contribute more to the common good by drawing on our mutualist values of solidarity and responsibility. We want to strengthen our commitments to all our members and customers and make Crédit Mutuel a benchmark player in promoting environmental and societal responsibility.

KEY FIGURES (at December 31, 2021)

+72,000 employees **27.9** million customers

15,000 mutualist elected directors **5** million members

€15.9 billion in net banking income **€3.5** billion in net profit

18.8% CET1 ratio **€53.2** billion in shareholders' equity

- **To be an innovative multiservice bank:** because today's world demands greater agility and responsiveness, and given the need to protect the data and digital privacy of our members and customers, we are speeding up Crédit Mutuel Alliance Fédérale's innovation strategy by drawing more than ever on technology at the service of the community. We have made a choice to use technology to roll out Crédit Mutuel Alliance Fédérale's multiservice strategy and respond to all needs of our customers.

- **Draw on our solid position to develop our mutualist model:** in an uncertain economic environment combined with ever increasing regulatory and competitive pressure, Crédit Mutuel Alliance Fédérale's solidity and profitability are two major attributes on which its long-term investment and development depend. As a bank that belongs to its members and which counts on the trust shown by them, Crédit Mutuel Alliance Fédérale reinvests its profits in its equity to better build the future.

Crédit Mutuel Alliance Fédérale aims to surmount the crisis by bringing its main financial indicators back to their record 2019 levels by no later than 2023.

As the only unlisted banking group and a major player in the social and solidarity economy, Crédit Mutuel Alliance Fédérale became the first bank to be granted status as a company with a mission, a powerful and dynamic corporate purpose: "**Listening and acting together**".

Our **ensemble#nouveaumonde Plus vite, plus loin !** (together# today's world, faster, further) strategic plan is a major strand of this corporate purpose.

Our engagement, our solid foundations – based on firm customer relationships, sound profitability and the Crédit Mutuel group – and the choices we have made are all assets that empower Crédit Mutuel Alliance Fédérale to face the challenges of transformation in today's world.



Nicolas THÉRY
Chairman

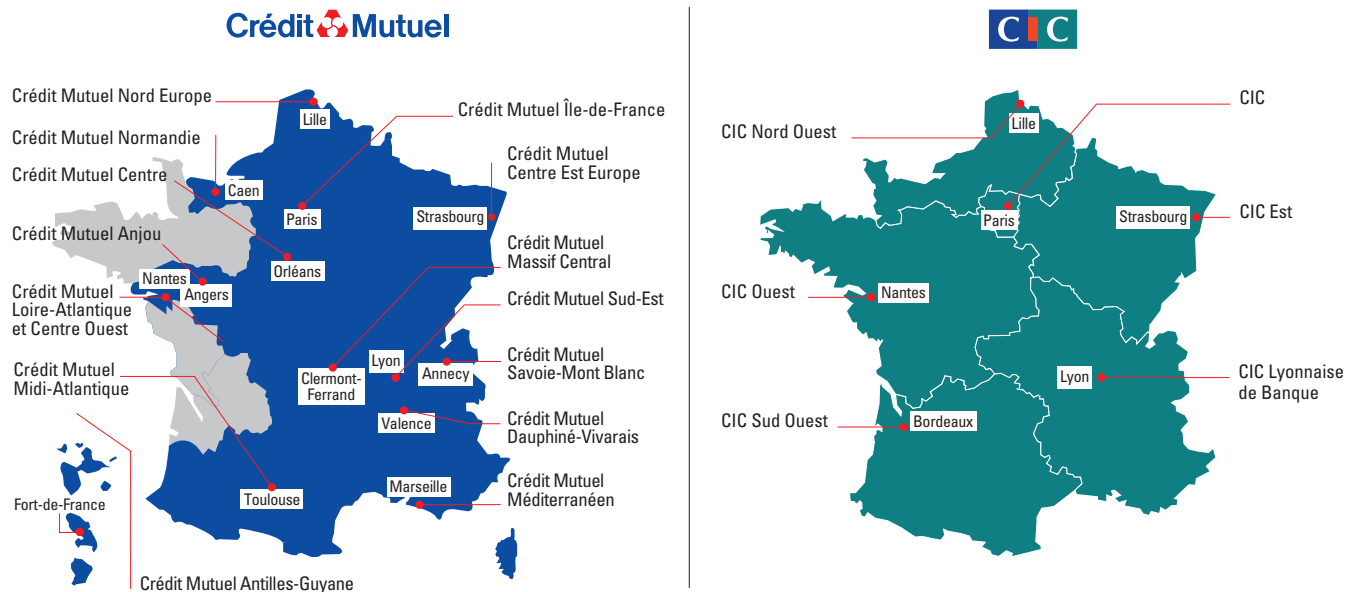


Daniel BAAL
CEO

Crédit Mutuel Alliance Fédérale comprises the Crédit Mutuel local banks from the following federations: Centre Est Europe (Strasbourg), Sud-Est (Lyon), Ile-de-France (Paris), Savoie-Mont Blanc (Annecy), Midi-Atlantique (Toulouse), Loire-Atlantique et Centre Ouest (Nantes), Centre (Orléans), Normandie (Caen), Dauphiné-Vivarais (Valence), Méditerranéen (Marseille), Anjou (Angers), Massif Central (Clermont-Ferrand) Antilles-Guyane (Fort-de-France) and Nord Europe (Lille), together with their umbrella organisations and subsidiaries.

Crédit Mutuel Alliance Fédérale engages with customers directly in local communities

Crédit Mutuel Alliance Fédérale serves its customers through 4,500 branches and 30,000 advisors.



A bank that is engaged and relevant to today's world

Crédit Mutuel Alliance Fédérale has adopted a purpose that reflects its values: **"Listening and acting together"**.

Crédit Mutuel Alliance Fédérale has also become **the first bank to obtain the status of a company with a mission**, having made five long-term commitments that assert its identity and values, and draw on its expertise and energy around a shared enterprise:

- A cooperative and mutualist organization, we support our customers and members to the best of their interests.
- A bank for everyone, members and customers, employees and elected directors, we act on behalf of each person and reject discrimination in any form.
- Respectful of each person's privacy, we make sure that technology and innovation benefit people.
- A community-oriented company, we contribute to regional development.
- A responsible company, we strive for a fairer, more sustainable society.

SOCIAL AND SOCIETAL COMMITMENTS

Gender equality in managerial positions and, over time, in directorships.

Formation: 4.5% of payroll (2020) spent on employee training; 100% of elected directors to receive training between now and 2023 to strengthen mutualist governance; 100% of employees trained in transformation.

Equal opportunity: we promote diversity and equal opportunities (particularly by giving opportunities to young people) while paying special attention to the recruitment of staff from deprived urban neighborhoods and rural areas.

Access to a bank account for all: we are enhancing support for our most vulnerable customers with dedicated advisors and a specific engagement policy.

Membership: we are targeting a membership rate of over 90% by 2023.

ENVIRONMENTAL COMMITMENTS

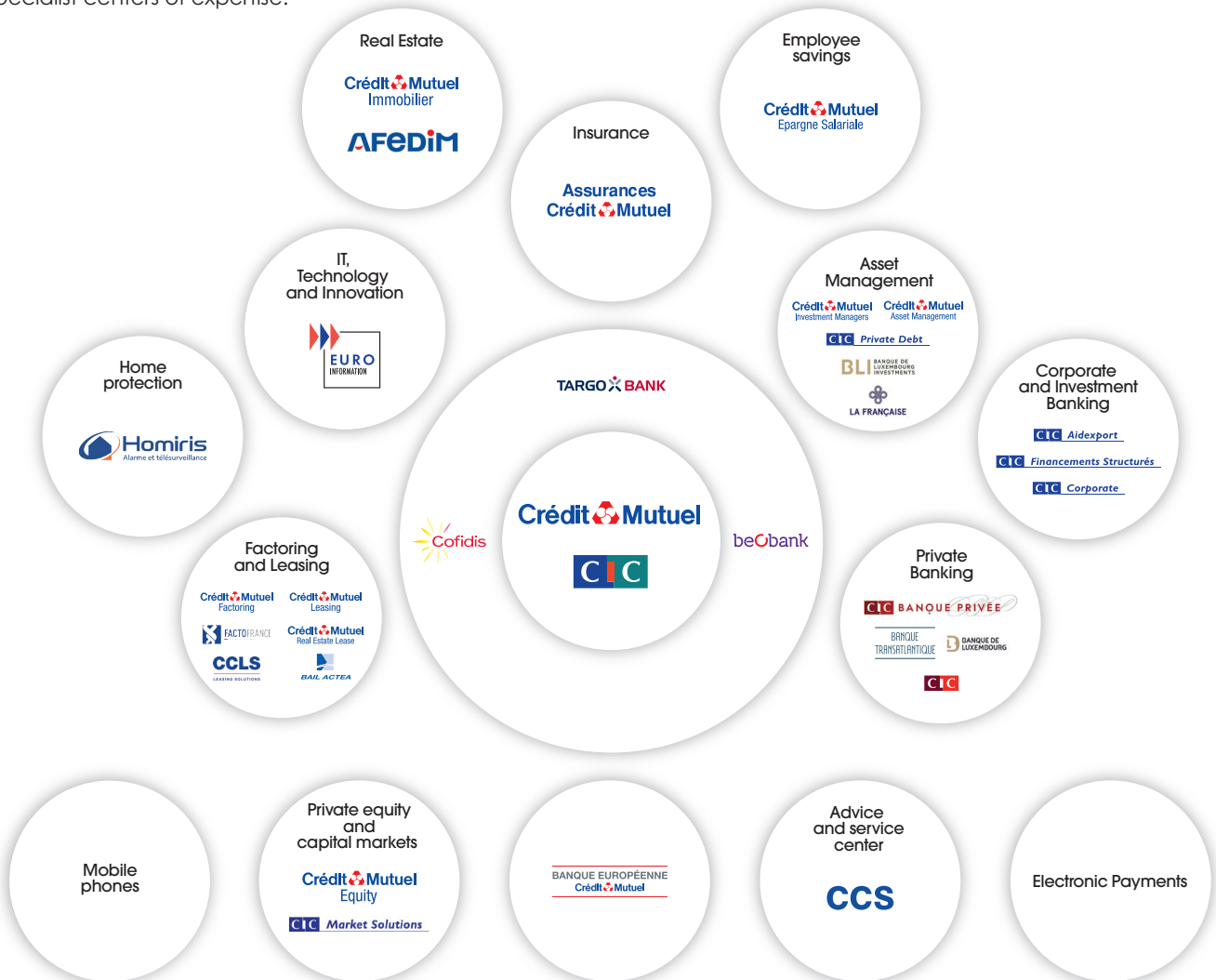
No more financing of coal: we are stopping all lending for coal-fired power plants and coal mining, freezing financial support for companies identified as developing new coal capacity, and exiting from investments in such companies; we aim to achieve a 15% reduction in the carbon footprint of our corporate credit and investment portfolio by 2023.

No more financing of unconventional oil and gas projects: we are stopping all project lending linked to the exploration, production, transport infrastructure or refining of shale oil or shale gas, oil from bituminous sands, heavy and extra-heavy oil, and oil and gas extracted in the Arctic.

30% cut in our carbon footprint by 2023.

An enhanced multiservice strategy

Faced with persistently low interest rates and major changes in needs, Crédit Mutuel Alliance Fédérale is speeding up its diversification and opting for a multiservice strategy deployed by its branch networks with the support of subsidiaries and specialist centers of expertise:



International reach

Crédit Mutuel Alliance Fédérale conducts 25% of its business internationally, through its subsidiaries (notably TARGOBANK, Banque de Luxembourg, Banque CIC (Suisse) and BECM) and CIC representative offices in over 50 countries and CIC branches in London, New York, Hong Kong, Singapore and Brussels.

