

# Investor Presentation

## 2025 full-year results

June 2026

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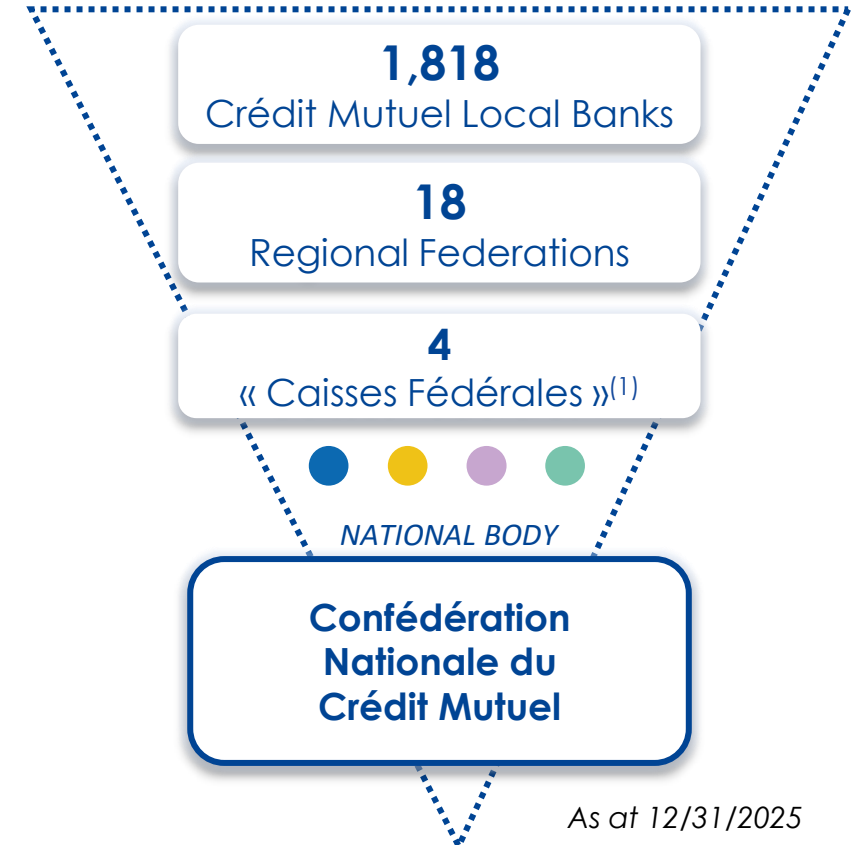
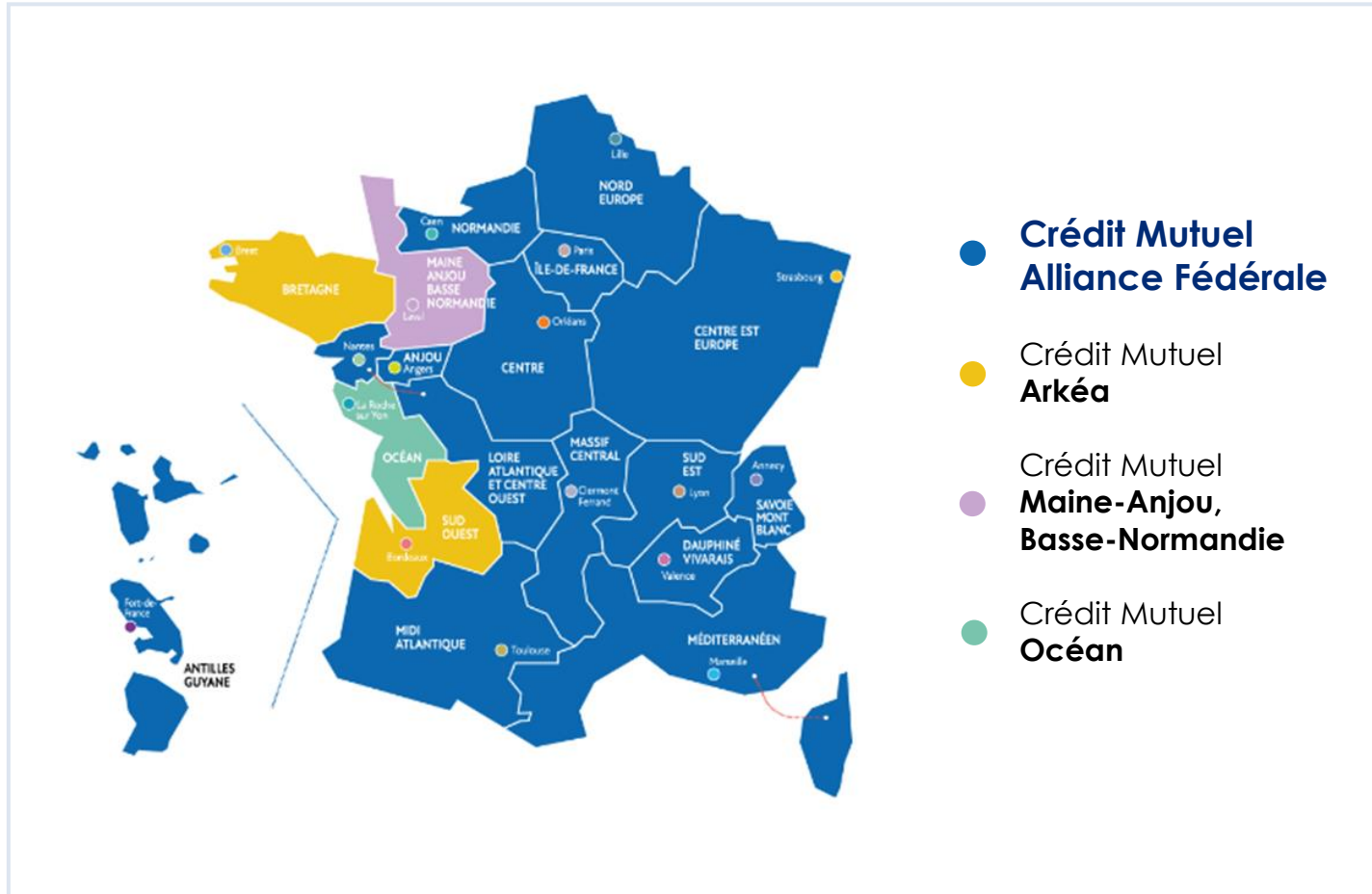
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# 01.

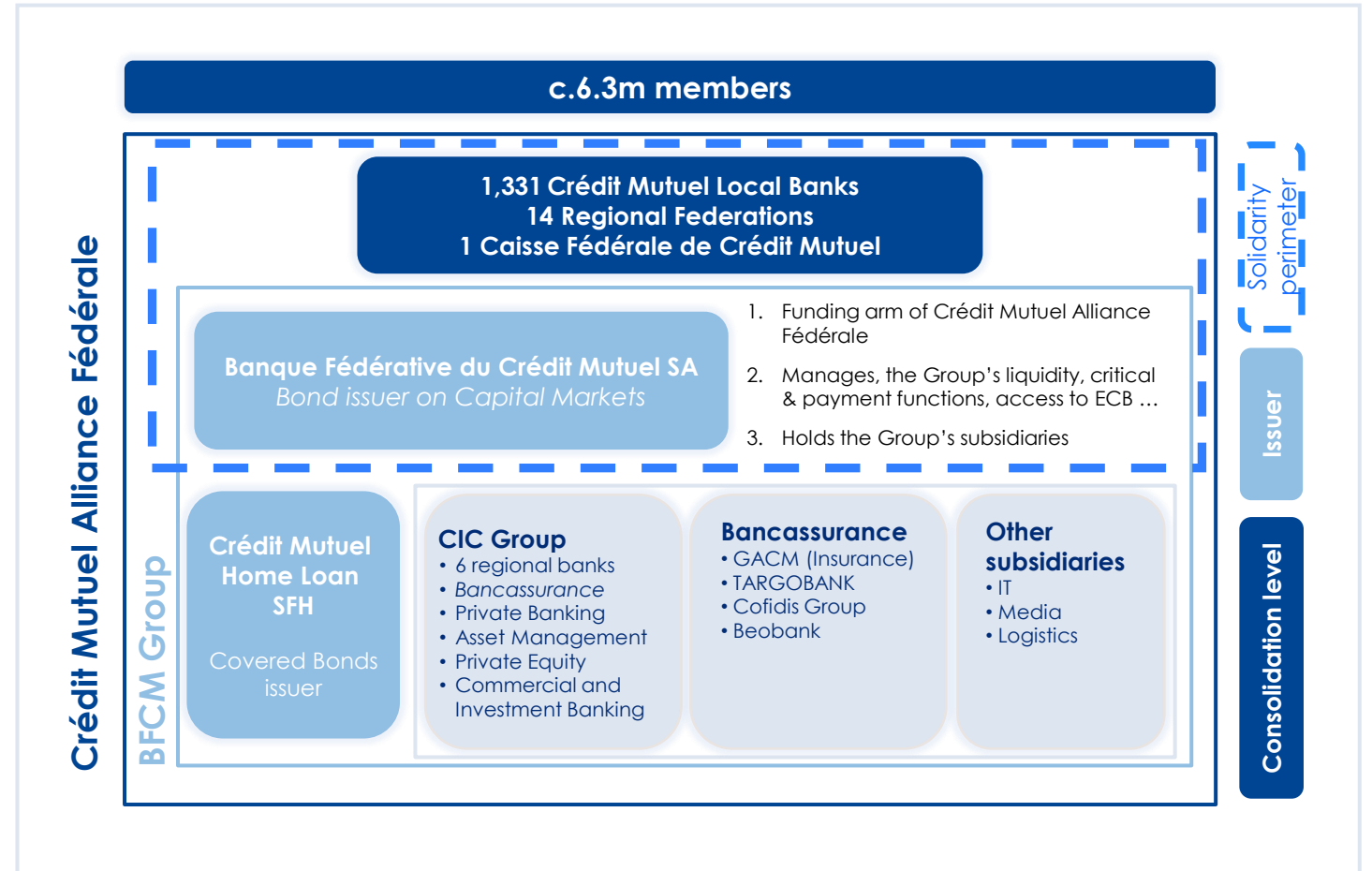
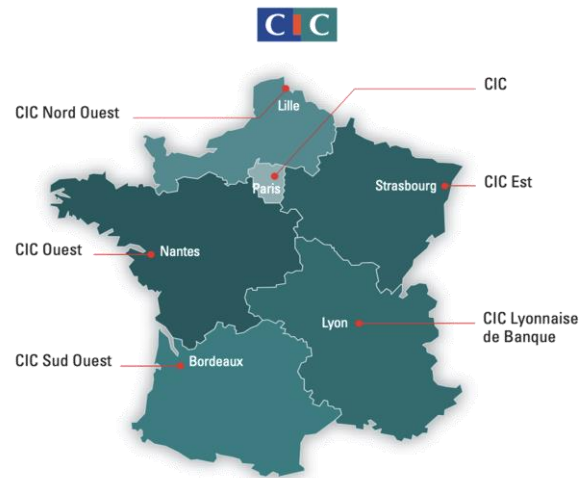
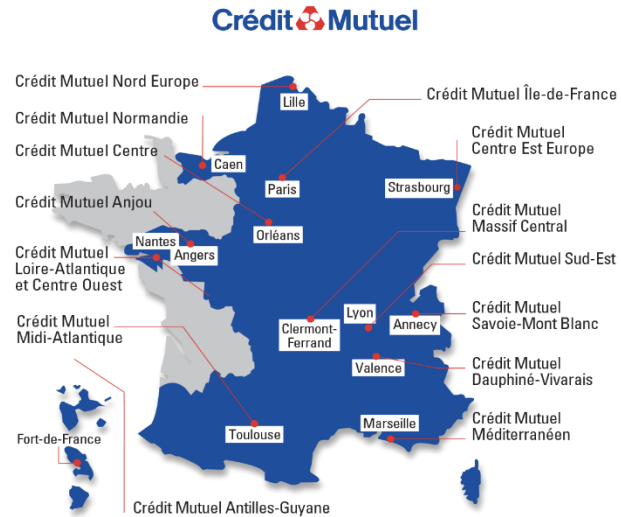
## Introduction

# — Organizational structure of Crédit Mutuel Group

## Structure & Governance



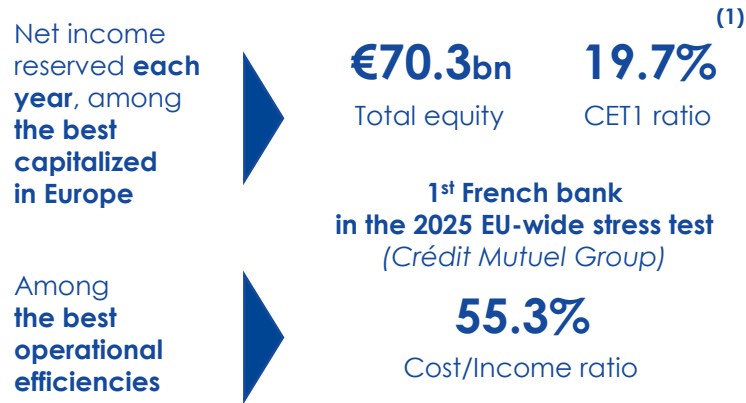
# — Organizational structure of Crédit Mutuel Alliance Fédérale



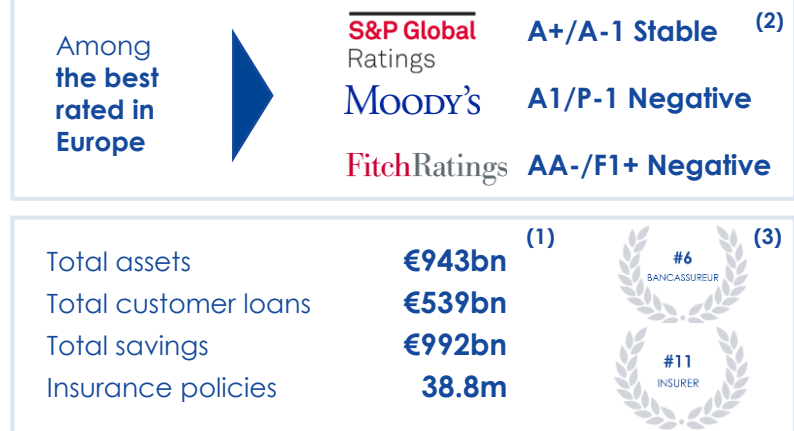
# – Crédit Mutuel Alliance Fédérale in a nutshell *(as at December 31, 2025)*

*A cooperative banking group with solid fundamentals*

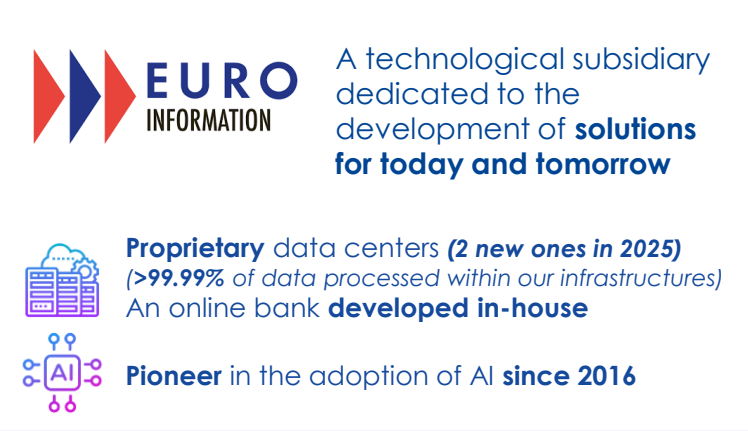
## A bank with a solid financial structure



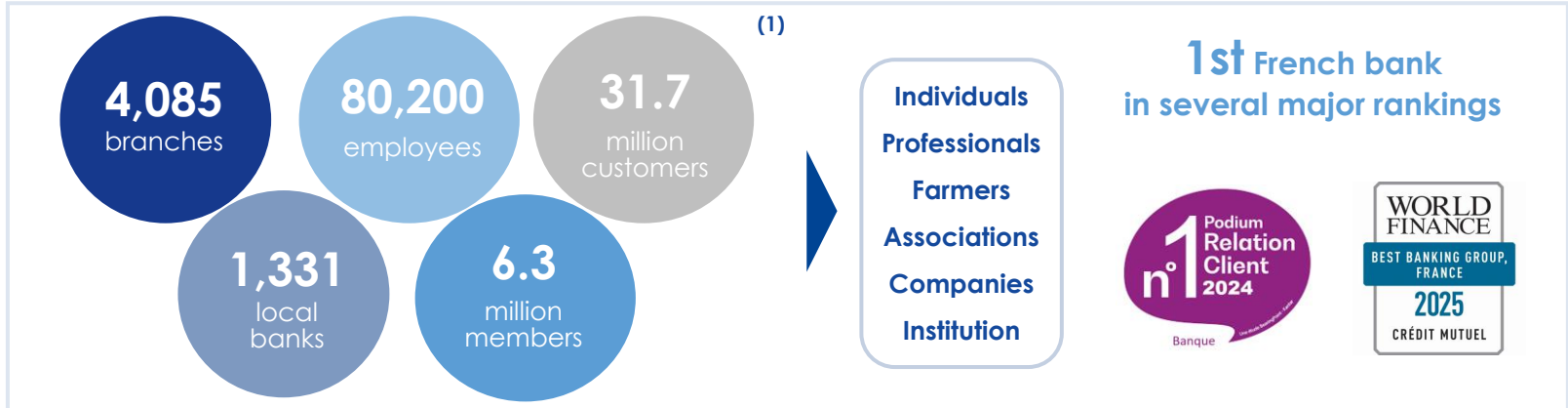
## A bank with solid fundamentals



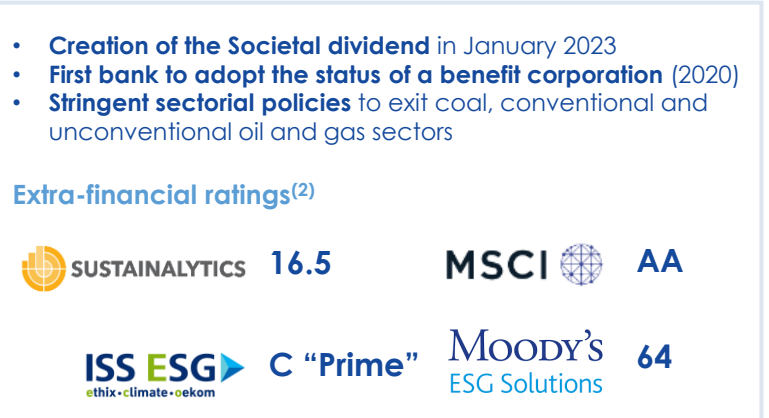
## A technological and innovative bank



## A regional and multichannel bank, committed & belonging to its customers



## Leading player in the environmental and social transition



# – Crédit Mutuel Alliance Fédérale's business lines

An universal banking and insurance business model through diversified business lines and powerful brands

## Retail banking


<p><b>Local banking networks</b></p> 	<p><b>Consumer credit</b></p> <p><b>Cofidis Group</b></p> <p><b>TARGO BANK</b></p>	<p><b>Business line subsidiaries</b></p> <p><i>Equipment and real estate leasing</i></p> <p><i>Factoring and receivable management</i></p> <p><i>Real estate management</i></p>
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## Insurance

**Assurances Crédit Mutuel**

<p><b>Life insurance</b></p> <p>Individual, wealth management and retirement savings contracts</p>	<p><b>P&amp;C and protection insurance</b></p> <table border="1"> <tr> <td data-bbox="1811 551 1982 701"> <p><b>P&amp;C insurance</b></p> <p>Automotive, home..</p> </td> <td data-bbox="2117 551 2372 701"> <p><b>Protection insurance</b></p> <p>Health, protection &amp; creditor insurance..</p> </td> </tr> </table>	<p><b>P&amp;C insurance</b></p> <p>Automotive, home..</p>	<p><b>Protection insurance</b></p> <p>Health, protection &amp; creditor insurance..</p>
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## Specialized business lines

<p><b>Asset management &amp; private banking</b></p> 	<p><b>Corporate banking</b> <i>(Structured financing, Large corporates, International business department)</i></p> <p><b>CIC Corporate &amp; Institutional Banking</b> <sup>(1)</sup> <b>CIC Aidexport</b></p>
<p><b>Private equity</b></p> <p><b>Crédit Mutuel Equity</b></p>	<p><b>Capital markets</b></p> <p><b>CIC Corporate &amp; Institutional Banking</b> <sup>(1)</sup></p>

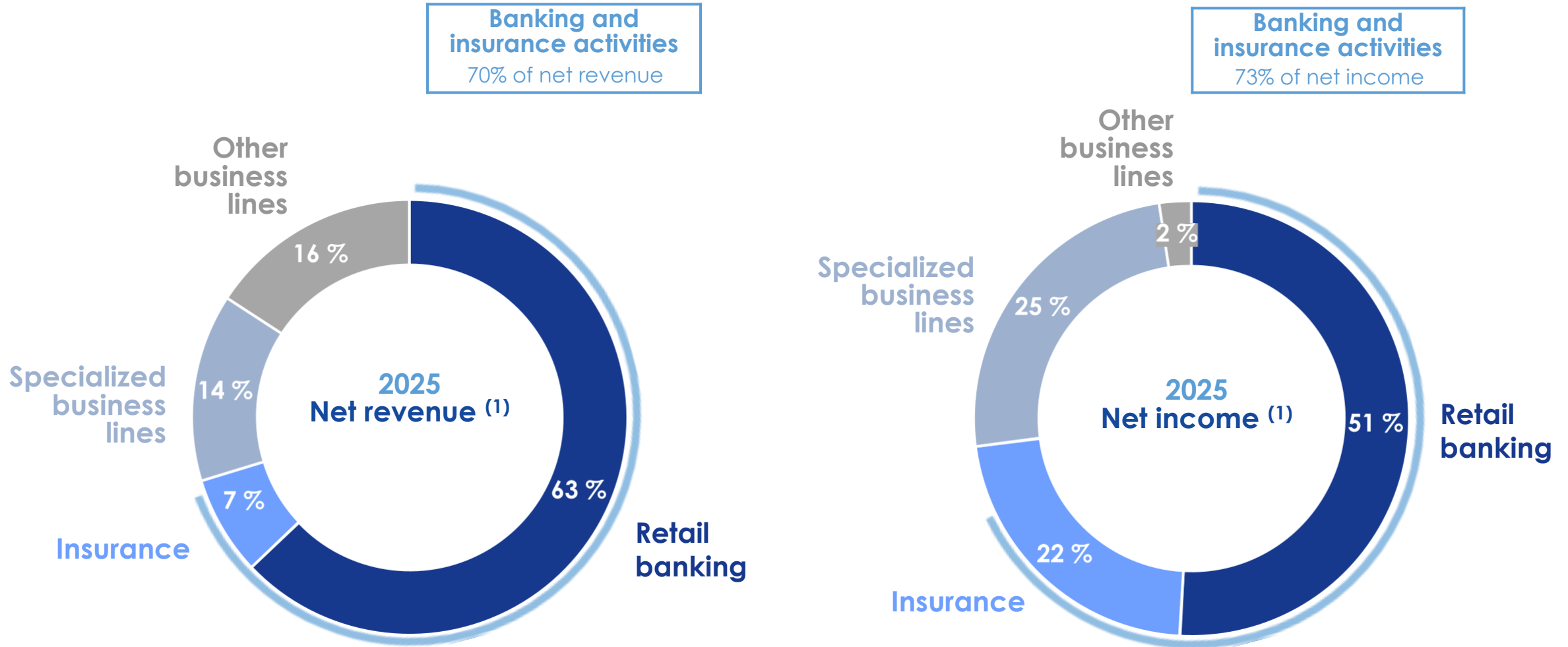
## Other business lines

<p><b>Technology</b></p> 	<p><b>Logistics</b></p> <p><b>Logistics structures</b></p>	<p><b>Media</b></p> 	<p><b>Holding activities</b></p>
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1. On January 1, 2026, the corporate banking and capital markets business lines will be grouped together under the single name CIC Corporate & Institutional Banking.

# - A diversified banking and insurance model (1/2)

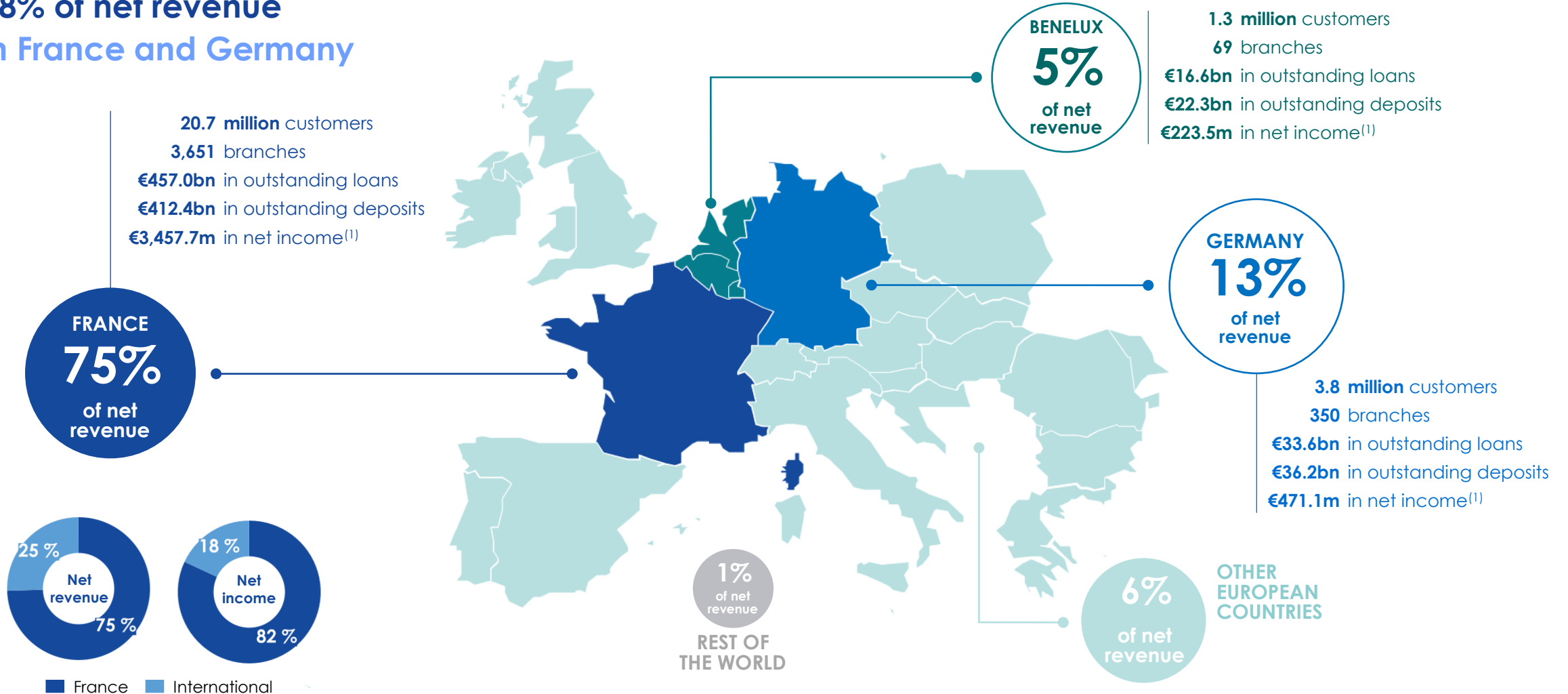
Banking and insurance activities representing 70% of the net revenue and 73% of the net income



# - A diversified banking and insurance model (2/2)

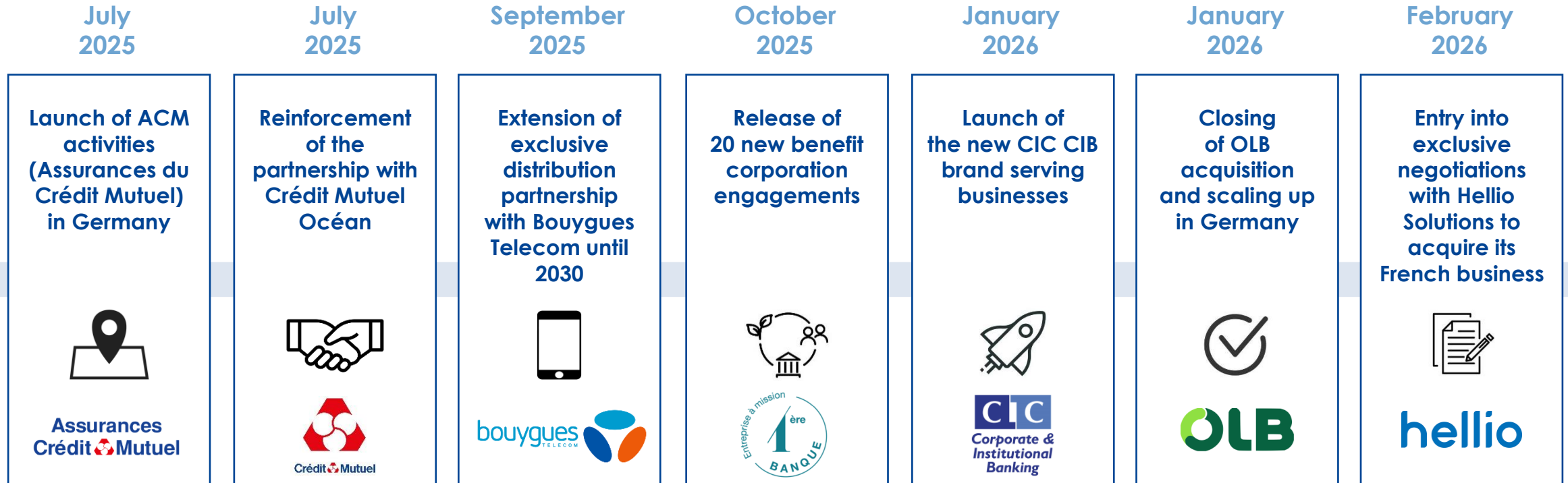
A strong presence in France and abroad (particularly in Germany)

## 88% of net revenue in France and Germany



# – 2025 marked by the completion of several strategic projects...

*Carried out in France and in Europe*



## — ... and technological advances

*Crédit Mutuel Alliance Fédérale: A sovereign and innovative technological bank*

### Investments to develop in-house technology expertise

#### Security & confidentiality of customers' data



#### Inauguration of two new data centers in June 2025

*(Saint-Apollinaire and Fauverney sites in Burgundy)*

**€230m investment**

**Installations among the seven French infrastructures certified Tier IV by the Uptime Institute** *(highest security level)*

**infrastructures operated in-house ensuring a very high level of performance**  
*(guaranteeing the 24/7 availability of digital service)*

**>99.99% of data processed within the group's infrastructures**

#### Generative artificial intelligence



#### 35,000 employees using daily generative AI

**First tools already operational in the networks**  
*(meeting reports, document summaries and syntheses, mail assistants, etc.)*

**First use case developed soon in home insurance**

**Significant training efforts, particularly for the use of generative AI** *(training representing 6.3% of group payroll expense, in total)*

**Pioneer in the adoption of AI since 2016**

### Projects carried out with other major banks in France and Europe

#### Cash Services



#### Industrial rollout of Cash Services (2SF)

**Four-brand shared complete bank service local offer, including Crédit Mutuel and CIC, to ensure their access including in rural areas**

#### Nearly 2,500 ATMs pooled at the end of 2025

*(3,500 scheduled for 2026, for a total target of approximately 6,000 Cash Services points, fully accessible to the group's members and customers)*

#### Wero



#### Founding member of Wero (EPI)

**Instant transfer solution operating in France, Germany and Belgium**

**After one year, the successes keep coming. In 2025, Wero is:**

- 48 M registered customers ;
- 183 M transactions ;
- €11 bn transferred ;
- 1 close cooperation agreement with EuroPA.

# – Reinforcement of the banking and insurance model

As part of the 2024-2027 strategic plan

## Rollout of the banking and insurance model in Germany

### Closing of Oldenburgische Landesbank (OLB) acquisition



Transaction making TARGOBANK a universal banking and insurance group in Germany, based on the model of its parent company

- TARGOBANK becoming **10<sup>th</sup> largest privately owned bank in Germany** (serving 4.8 million customers through a network of more than 400 branches and representing €81bn in total assets <sup>(1)</sup>)
- **A committed governance for OLB's future:** Isabelle Chevelard (Chair of the Supervisory Board) and Christophe Jéhan (CEO)

### Launch of insurance activities (ACM Deutschland)



Launch of distribution of GACM insurance products in Germany, via the TARGOBANK banking network

- **Successful launch of ACM Deutschland's** life and health, protection & creditor insurance business in July 2025
- **TARGOBANK's exclusive insurer since January 1, 2026**, with the ambition to expand its range of products in the coming years
- **OLB's exclusive insurer from 2028**

Revenue diversification in Germany, the group's second-largest domestic market

## Change dimension in the corporate market

### Launch of the brand CIC Corporate & Institutional Banking



Combining all of the group's expertise in corporate and investment banking expertise under a single brand

- **Effective launch of the brand** since January 1, 2026
- **Brand supported by recognised skills** in the fields of corporate banking, capital markets and asset servicing, in France and in international branches
- Organisation structured around **global business lines**

A new approach combining agility and expertise, serving businesses

# – 2025 result: Historic net income of €4.2bn, driven by net revenue growth and despite the burden of the tax contribution

Performance in line with the 2024-2027 strategic plan targets

## Financial results

**€17.7bn**  
Net revenue  
+6.7% vs 2024

**55.3%**  
Cost-Income ratio  
-0.4 pts vs 2024

**33 bps**  
Cost of risk  
-5 bps vs 2024

**€4.2bn**  
Net income  
+2.3% vs 2024  
(+11.4% excluding  
income tax surcharge)

**0.45%**  
ROAA<sup>(1)</sup>  
stable vs 2024

## Financial structure

**€943bn**  
Total assets  
+1.1% vs 12/31/2024

**19.7%**  
CET1 ratio  
+0.9 pts vs 12/31/2024

**165.9%**  
LCR ratio  
(12-month average)  
-11.1 pts vs 12/31/2024

**115.6%**  
NSFR ratio  
-1.1 pts vs 12/31/2024

**110.8%**  
Loan/Deposit ratio  
+1.6 pts vs 12/31/2024

02.

Financial results

# – Historic results despite the burden of the income tax surcharge

## Record net revenue of €17.7bn (+6.7%), driven by strong momentum in the banking networks, consumer finance and insurance

- Rise in retail banking (+7.2%) with most business lines benefiting from improved net interest margin and strong momentum in the fourth quarter of 2025;
- Increase in insurance business (+7.6%), driven by all business lines;
- Slight increase in specialized business lines (+0.5%), driven in particular by the sharp increase in capital markets activities (+12.9%).

## Cost/income ratio of 55.3%, among the best ones in the market

- Positive scissor effect reinforcing the position of the group as the French bank with the highest operational efficiency;
- Rise in general operating expenses (+5.9%) reflecting the strategy of investing in people, technology and development in France and Europe

## Stabilized cost of risk at 33 bps (vs 38 bps at the end of 2024)

- Rise in cost of proven risk (+5.5%) driven by consumer finance, still accounting for a significant proportion of the cost of proven risk (58%);
- Net reversal of provisioning for future risks due to adjustments to parameters in the IFRS 9 provisioning model outside France.

## Sharp rise in income before tax (+13.6%), under the combined effect of buoyant revenues, operating efficiency and the stabilization of the cost of risk

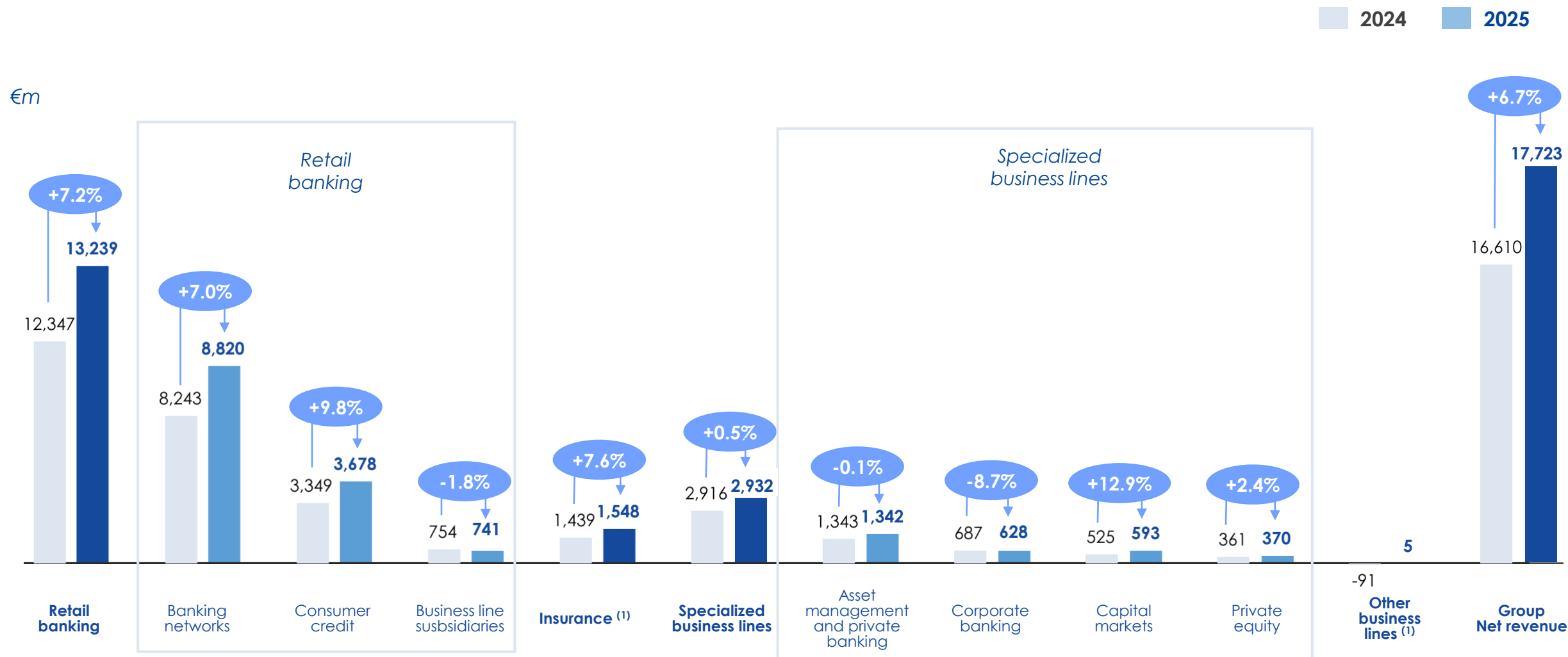
## Increase in the net income by +11.4% excluding income tax surcharge

- Income tax impacted by the exceptional contribution introduced by the French 2025 Finance Act (representing €377m in surcharge at December 31, 2025);
- Increase in net revenue by +2.3% despite the surcharge.

(in € millions)	12/31/2025	12/31/2024	Change
<b>Net revenue</b>	<b>17,723</b>	<b>16,610</b>	<b>+6.7%</b>
General operating expenses	-9,808	-9,259	+5.9%
<b>Gross operating income</b>	<b>7,914</b>	<b>7,351</b>	<b>+7.7%</b>
Cost of risk	-1,828	-2,071	-11.8%
<i>cost of proven risk</i>	-1,943	-1,842	+5.5%
<i>cost of non-proven risk</i>	116	-229	n.s
<b>Operating income</b>	<b>6,087</b>	<b>5,280</b>	<b>+15.3%</b>
Net gains and losses on other assets and ECC <sup>(1)</sup>	-35	45	n.s
<b>Income before tax</b>	<b>6,052</b>	<b>5,325</b>	<b>+13.6%</b>
Income tax	-1,834	-1,201	+52.7%
<b>Net income</b>	<b>4,218</b>	<b>4,124</b>	<b>+2.3%</b>
Non-controlling interests	175	181	-3.0%
<b>Group net income</b>	<b>4,042</b>	<b>3,943</b>	<b>+2.5%</b>

# — Net revenue at an all-time high

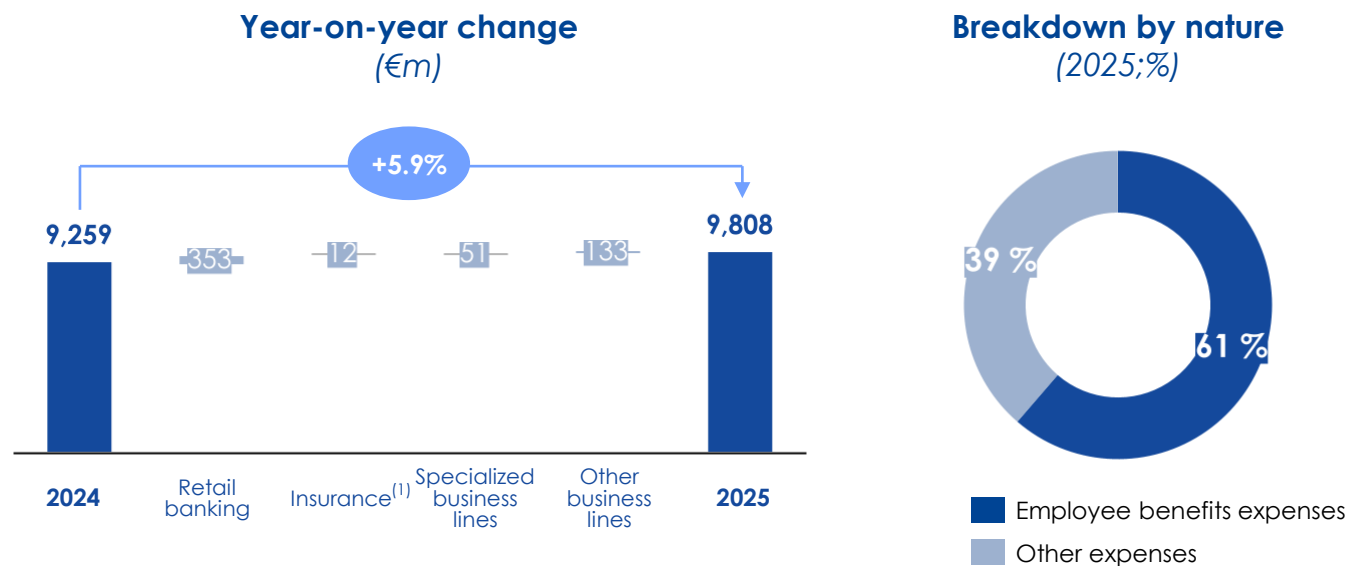
Strong growth in well diversified revenue



# — General operating expenses under control

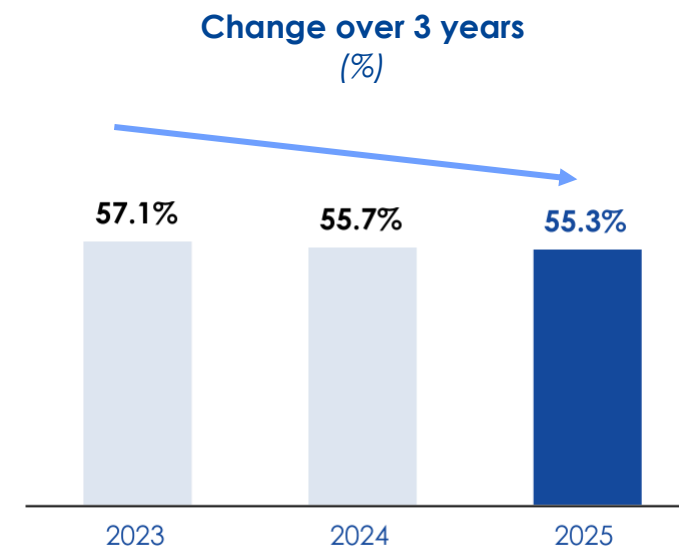
One of the best cost/income ratios in the market

## General operating expenses



- Rise in general operating expenses (+5.9%) reflecting **the strategy of investing in people, technology and development in France and Europe**;
- Increase in employee benefits expenses (61% of general operating expenses) by +6.4% in order **to keep pace with growth and to invest in the social base**;
- Increase in operating expenses (+5.2%), including **investment costs under the 2024-2027 strategic plan**.

## Cost/income ratio

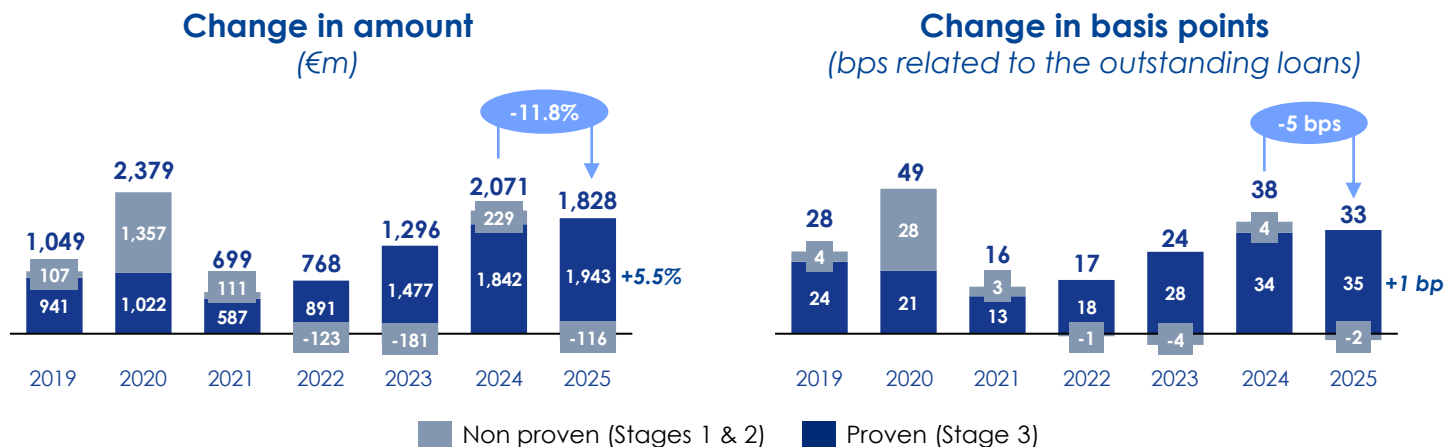


- **Positive scissors effect** reinforcing **the group's operational efficiency**;
- **Cost/income ratio improved** to 55.3% (-0.4 pts), **one of the best in the market**.

# – Stabilized cost of risk

Cost of risk at 33 bps (vs 38 bps at the end of 2024)

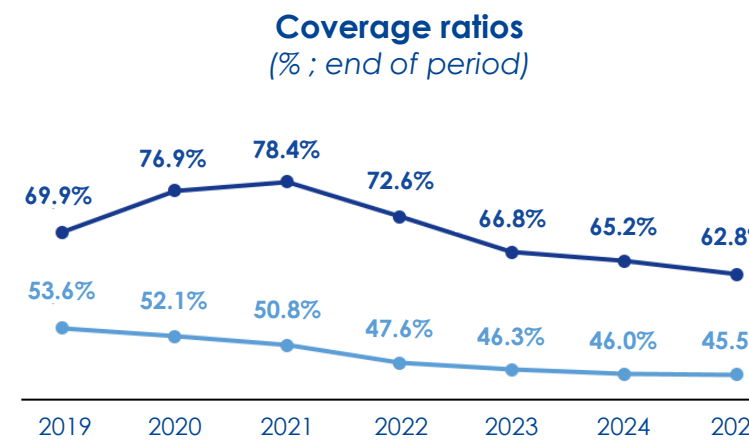
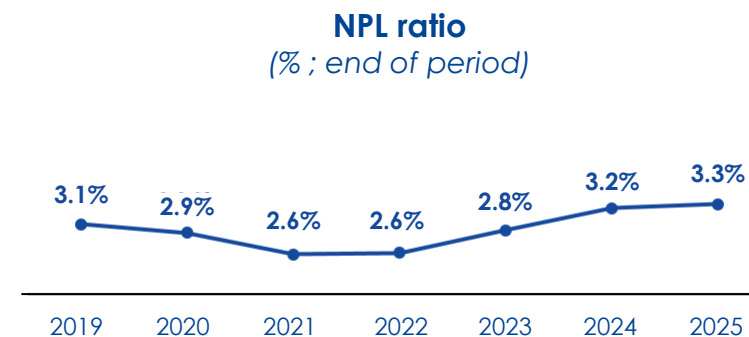
## Cost of risk



Cost of risk at -€1,828m (33 bps vs 38 bps at the end of 2024)

- **-€1,943m of cost of proven risk (+5.5% vs 2024) :**
  - o Increase driven by consumer finance, accounting 58% of the cost of proven risk;
  - o Sharp fall in the banking networks, representing 34% of the cost of proven risk (vs. 43% in 2024) although CIC network remained exposed to high levels of corporate defaults in an uncertain economic environment;
  - o Low level of cost of proven risk in specialized business lines, at -€111m (6% of total).
- **€116m of cost of non-proven risk (vs -€229m en 2024) :**
  - o Net reversal due to adjustments to parameters in the IFRS9 provisioning model outside France ;
  - o Stock of post-model provisions revised downward but still significant (€3,159m). Lastly, it nevertheless includes provisions related to :
    - statistical provisioning that accompanies the growth of the loan portfolio, and
    - prudent post-model adjustments taking into account, in particular, macroeconomic uncertainties and specific sector risks.

## Non-performing loans (NPL) ratio and coverage ratios<sup>(1)</sup>



# — Asset quality

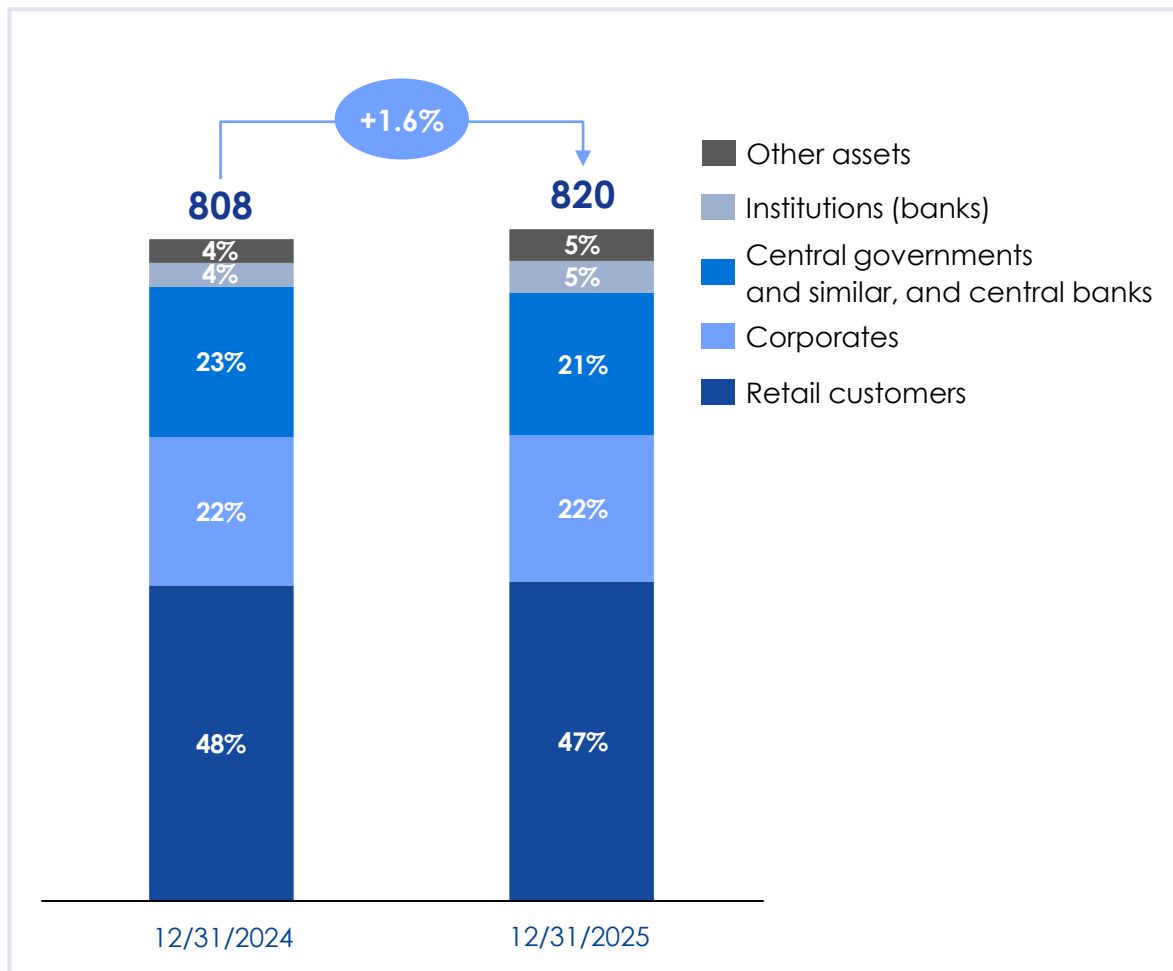
*Cautious provisioning policy*

In €m	12/31/2019	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2024	12/31/2025
<b>Gross loans</b>	<b>392,980</b>	<b>429,025</b>	<b>454,020</b>	<b>511,668</b>	<b>532,054</b>	<b>538,254</b>	<b>550,700</b>
<i>Gross non-performing loans (Stage 3)</i>	12,079	12,497	11,723	13,181	15,133	17,112	18,257
<i>Gross performing loans (Stages 1 &amp; 2)</i>	380,900	416,528	442,297	498,487	516,921	521,141	532,443
<i>Of which Stage 1</i>	358,983	375,884	402,908	464,393	483,823	475,967	484,808
<i>Of which Stage 2</i>	21,917	40,644	39,389	34,095	33,098	45,174	47,635
<b>Provisions for impairment of receivables</b>	<b>8,444</b>	<b>9,612</b>	<b>9,195</b>	<b>9,571</b>	<b>10,103</b>	<b>11,150</b>	<b>11,468</b>
<i>Provisions for impairments on non-performing loans (Stage 3)</i>	6,471	6,510	5,949	6,278	7,013	7,873	8,310
<i>Provisions for impairments on performing loans (Stages 1 &amp; 2)</i>	1,973	3,102	3,246	3,293	3,090	3,276	3,159
<i>Of which Stage 1</i>	917	1,174	1,231	1,543	1,493	1,434	1,267
<i>Of which Stage 2</i>	1,056	1,927	2,015	1,750	1,597	1,843	1,892
<b>Non-performing loan ratio</b>	<b>3.1%</b>	<b>2.9%</b>	<b>2.6%</b>	<b>2.6%</b>	<b>2.8%</b>	<b>3.2%</b>	<b>3.3%</b>
<b>Coverage ratio of non-performing loans</b>	<b>53.6%</b>	<b>52.1%</b>	<b>50.8%</b>	<b>47.6%</b>	<b>46.3%</b>	<b>46.0%</b>	<b>45.5%</b>
<b>Total coverage ratio</b>	<b>69.9%</b>	<b>76.9%</b>	<b>78.4%</b>	<b>72.6%</b>	<b>66.8%</b>	<b>65.2%</b>	<b>62.8%</b>

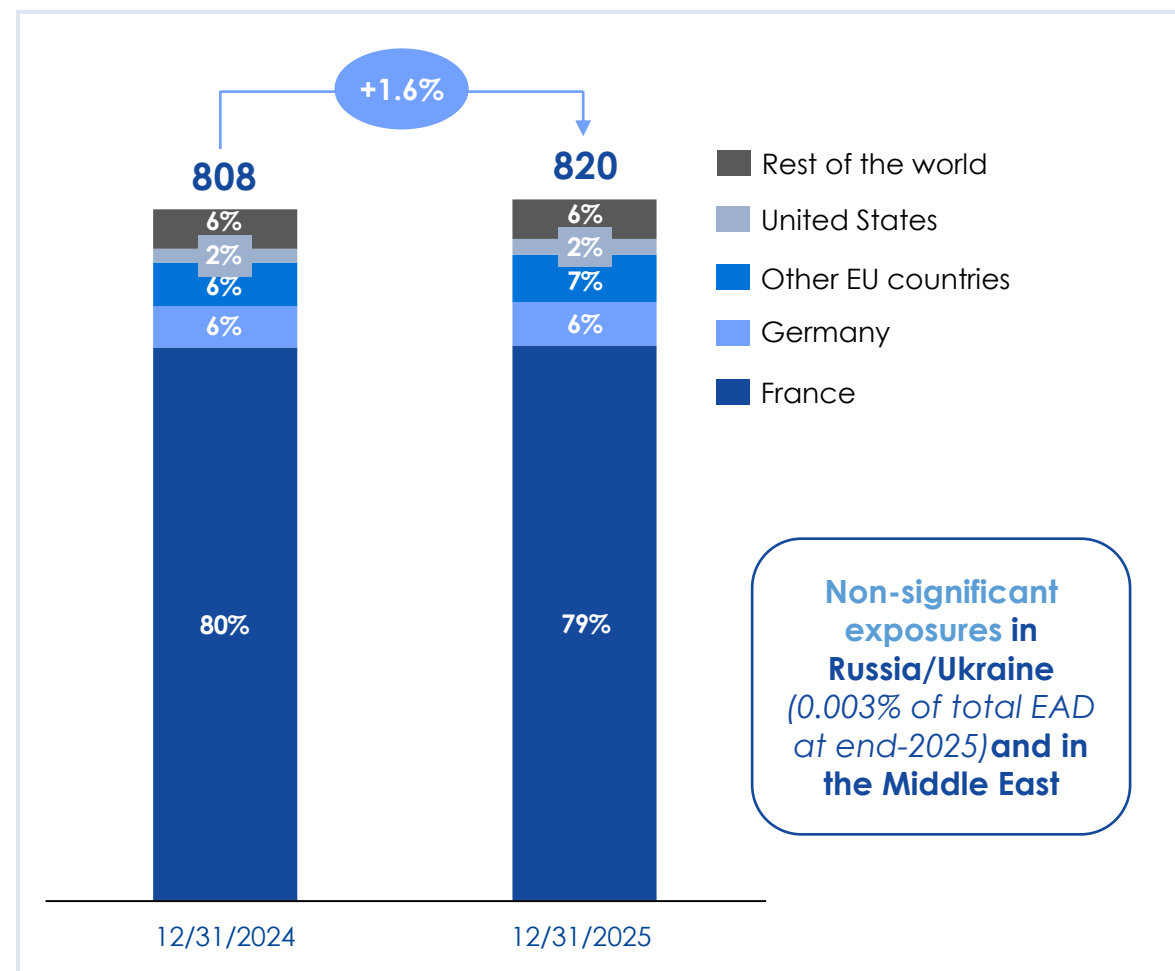
# Exposures at default (EAD)<sup>(1)</sup>

EAD mainly on retail customers and in France

### Split by category



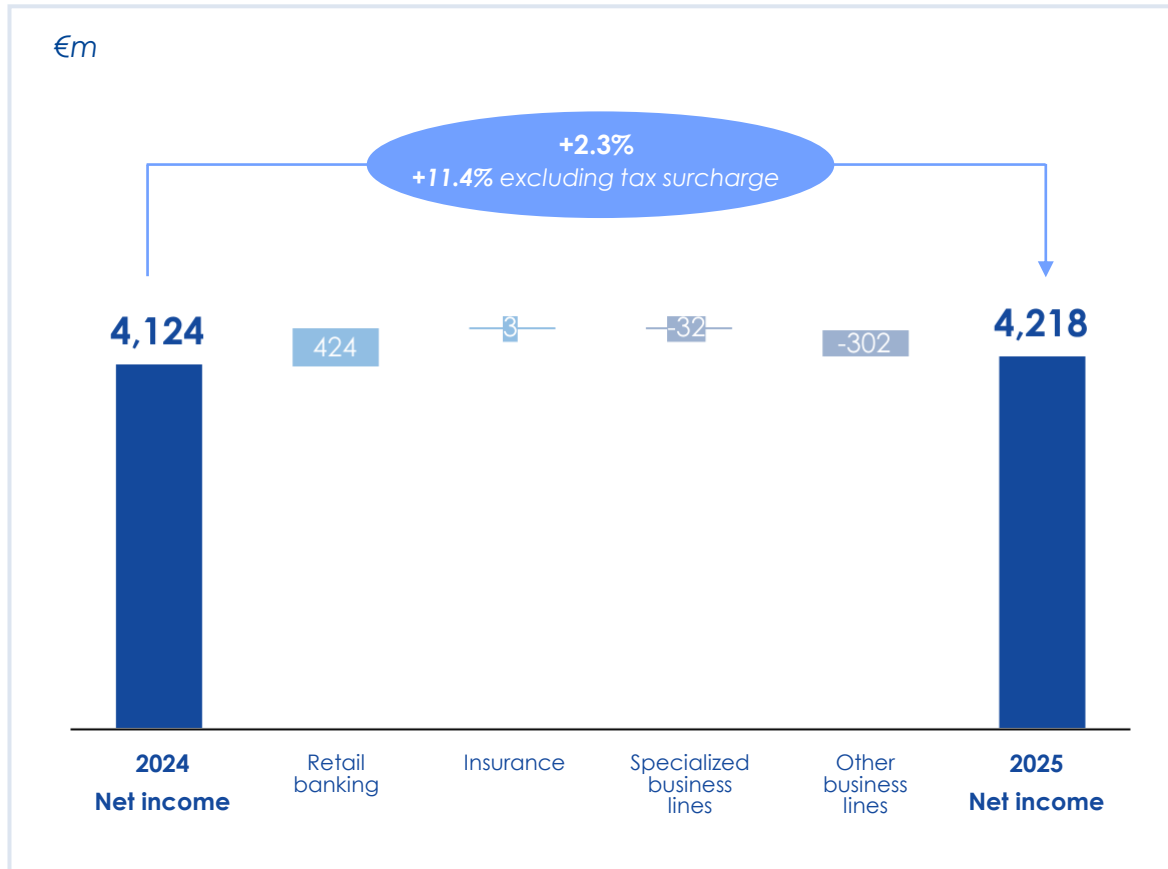
### Split by geographic area



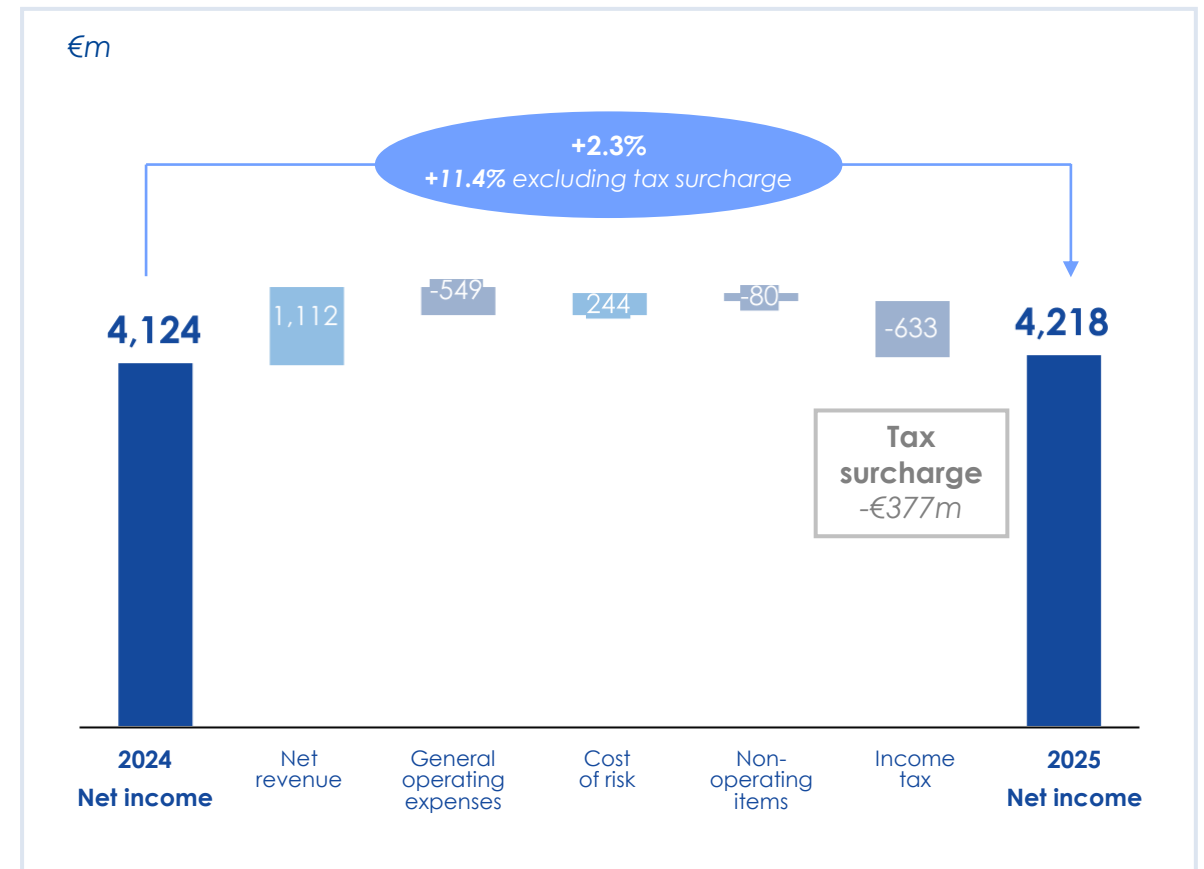
# — Historic net income

Net income of €4.2 billion in 2025

## Change by business line



## Change by nature



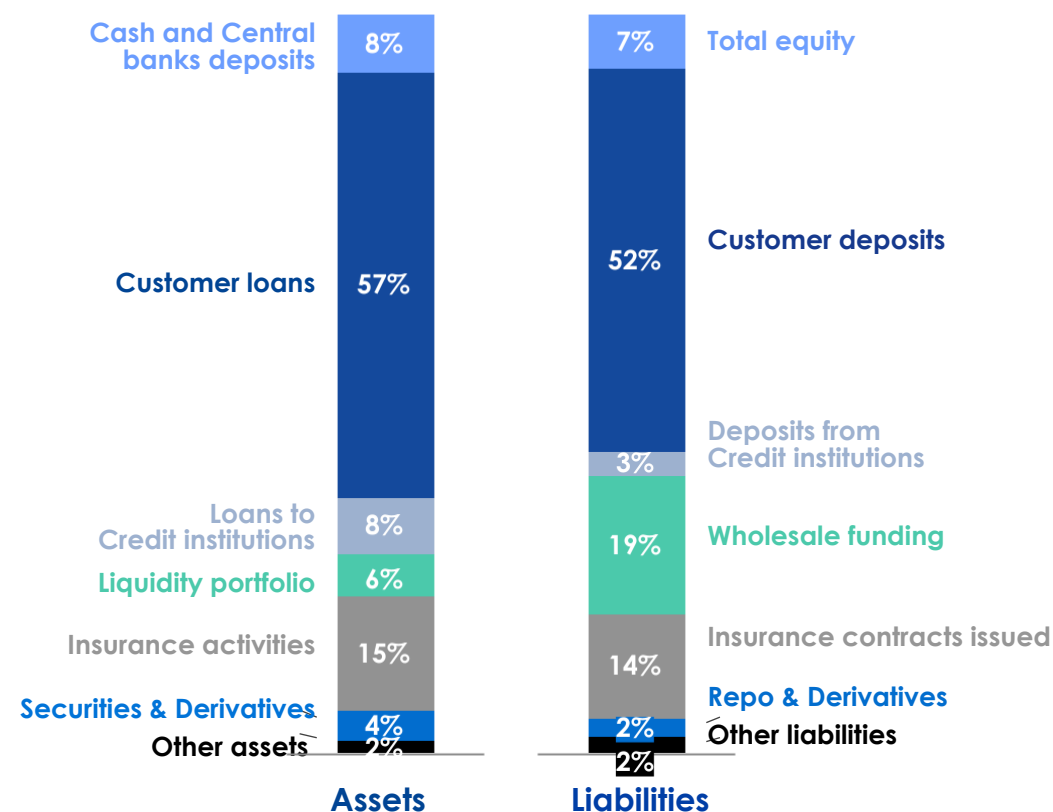
# – Simplified balance sheet (as at December 31, 2025)

Conservative balance sheet with customer deposits as main source of financing

## Key figures

- **Total assets: €942.9bn** (vs €932.2bn as at 12/31/2024)
  - Share of customer loans (in assets): **57%**
  - Share of customer deposits (in liabilities): **52%**
- **Wholesale funding: €175.6bn** (-€1.1bn, i.e -1%)
  - Share in total assets (in liabilities): **19%**
- **Total equity: €70.3bn** (+€4.3bn, i.e +6%)
  - Consolidated reserves: **€55.6bn (79% of total equity)**
  - Capital and related reserves: €8.0bn (11%)
  - Profit for the period: €4.0bn (6%)
  - Non-controlling interests: €2.2bn (3%)
- **Return on average assets (ROAA): 0.45%** (stable vs 2024)

## Total assets €942.9bn

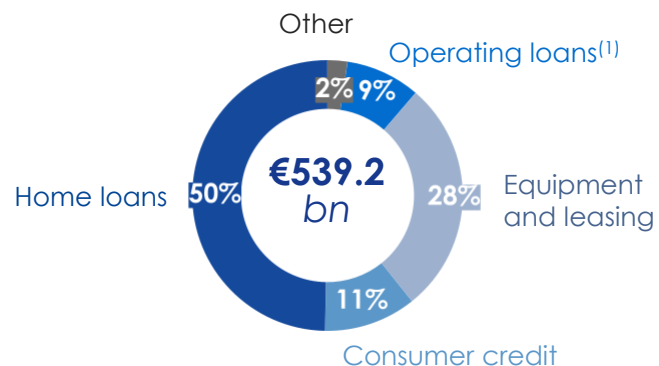


# Customer loan and deposit portfolios (as at December 31, 2025)

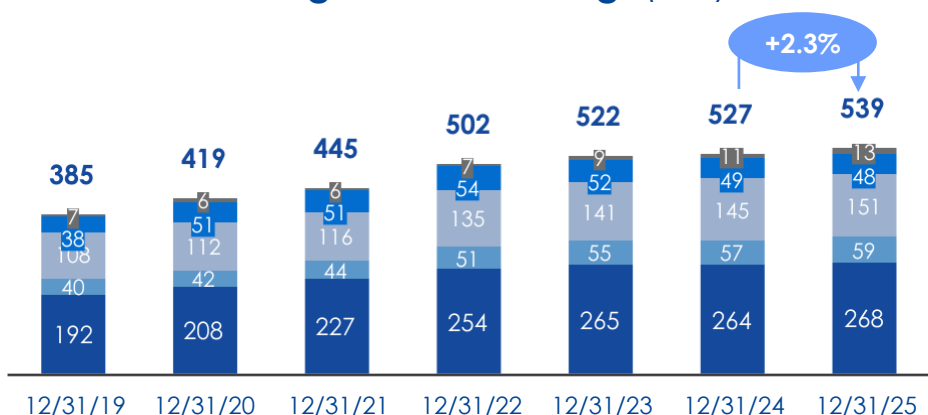
Growth in outstandings

## Customer loans

Split of outstandings by product as at 12/31/2025 (%)

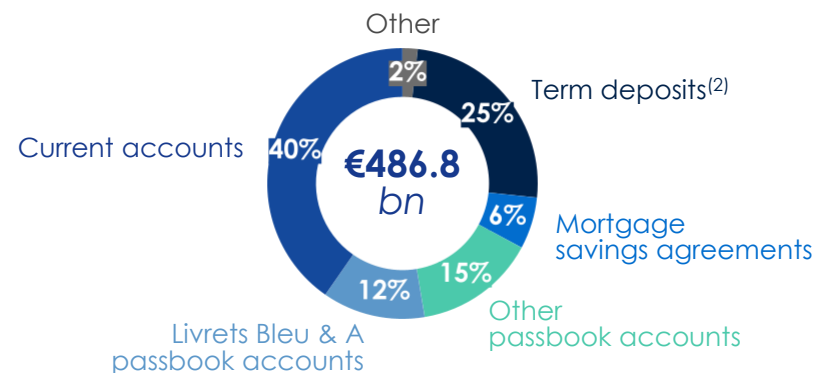


Change in outstandings (€bn)

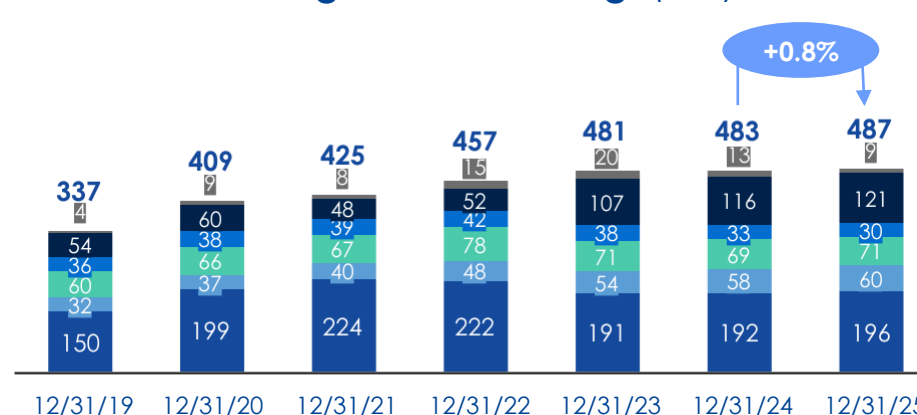


## Customer deposits

Split of outstandings by product as at 12/31/2025 (%)



Change in outstandings (€bn)

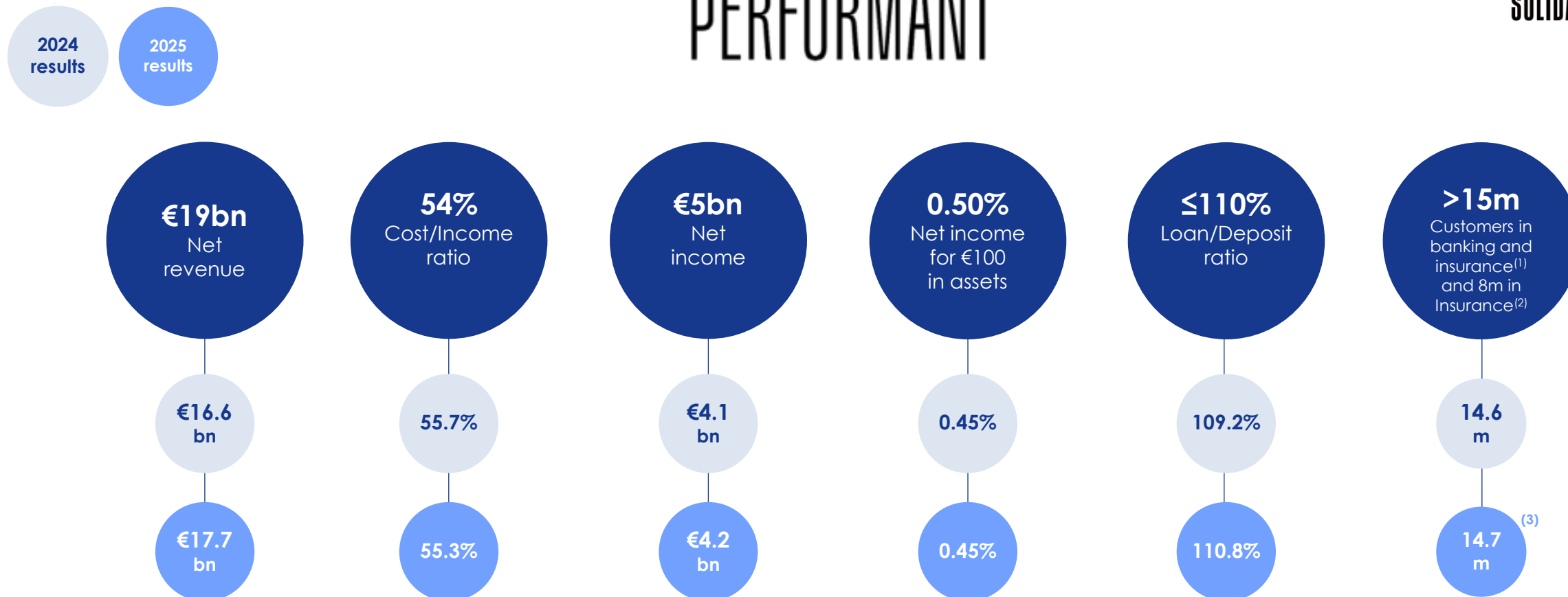


# — Performance in line with the 2024-2027 strategic plan targets

Crédit Mutuel Alliance Fédérale well on track to achieve its objectives

TOGETHERNESS  
— PERFORMANCE  
— SOLIDARITY —

## PERFORMANT



1. Scope: Banking network in France  
 2. Customers with a major product  
 3. 7.6 million insured customers in France (+3.4%)

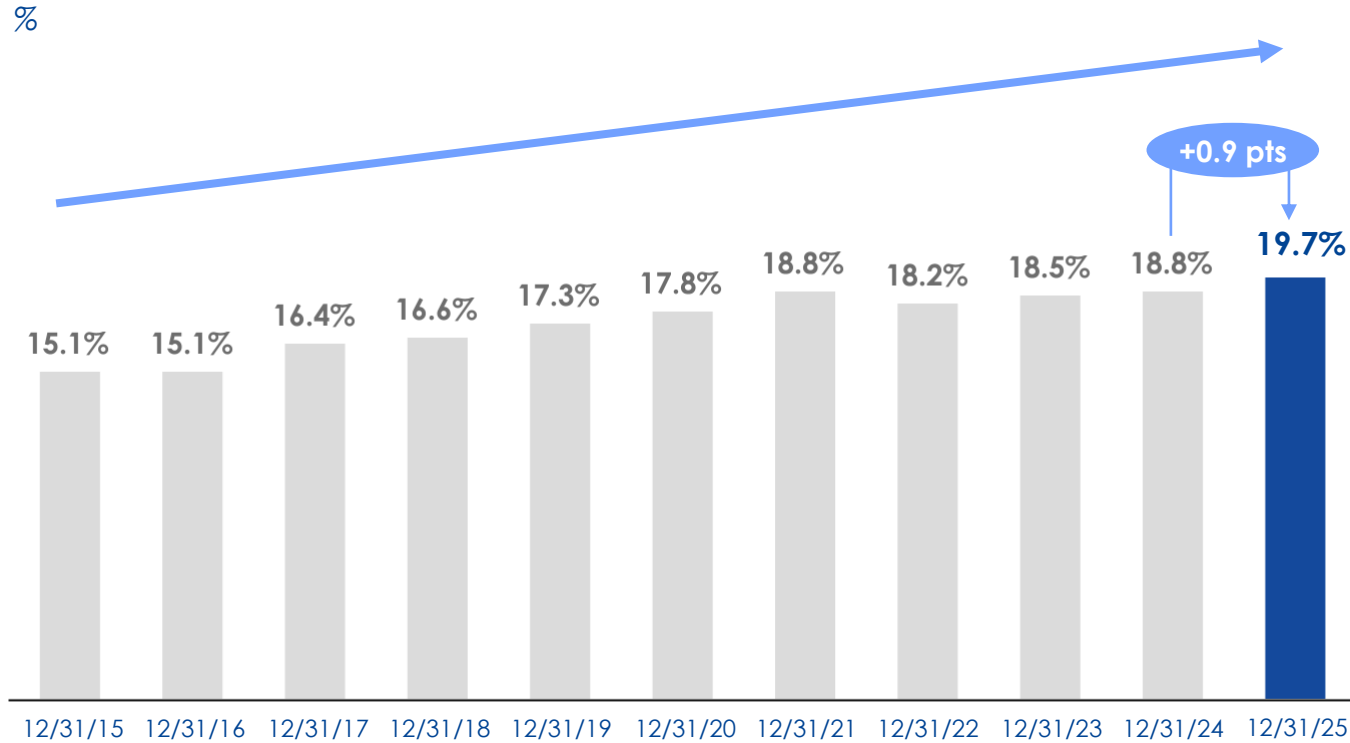
03.

Solvency & Liquidity

# A very solid financial structure

CET1 ratio among the highest ones in Europe, driven by recurring results

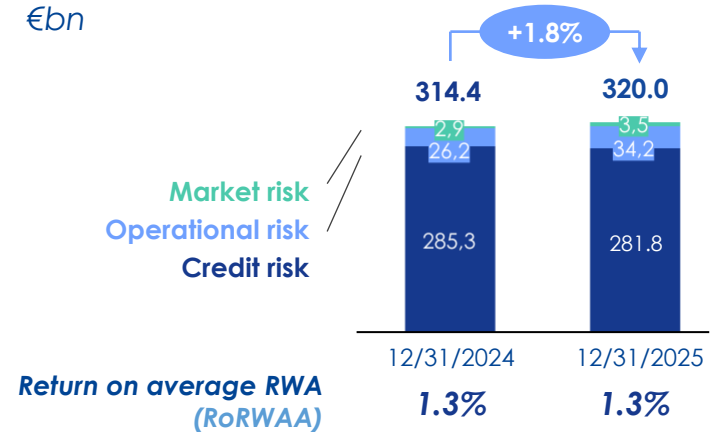
## Change in CET1 ratio



### Acquisition of OLB in Germany (transaction closed on January 2, 2026)

- Transaction not integrated in the CET1 ratio as at 12/31/2025
- Estimated impact **less than -100 bps on the CET1 ratio**

## Risk-Weighted Assets (RWA)



## 2025 EU-wide stress test results<sup>(1)</sup>

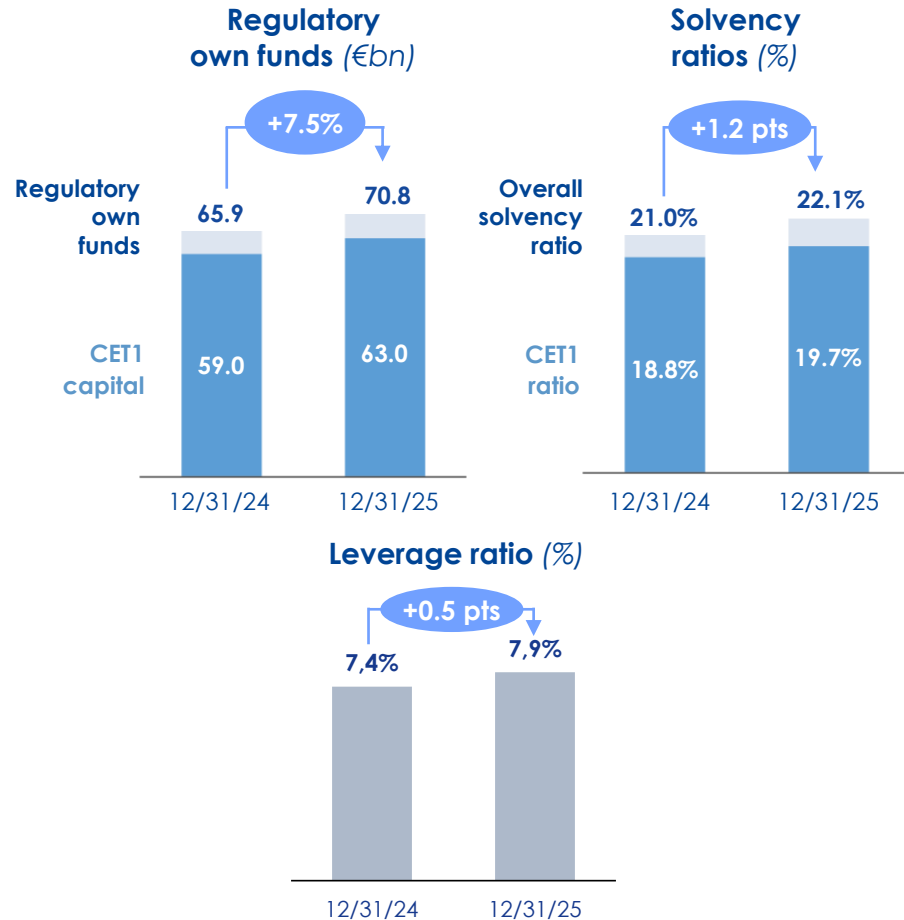
Crédit Mutuel ranks **best among the French banks**

Actual (12/31/2024)	Baseline scenario (12/31/2027)	Adverse scenario (12/31/2027)
19.36%	19.54%	12.52% (-6.84 pts)

# – Solvency ratios and regulatory requirements

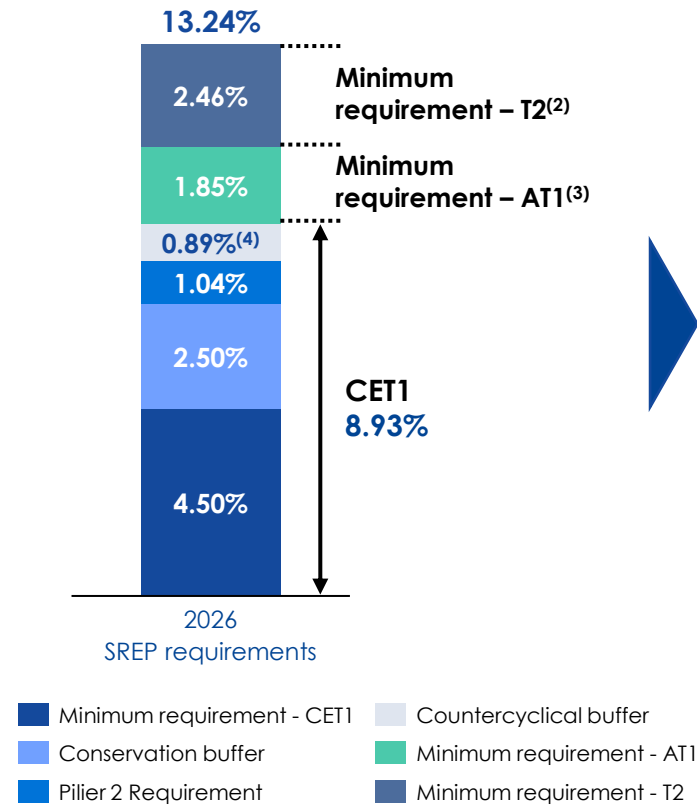
Crédit Mutuel Alliance Fédérale well above regulatory capital requirements

## Regulatory own funds and solvency ratios



## Regulatory requirements and distances

### SREP requirements<sup>(1)</sup> (%)



### Distances to 2026 SREP requirements as at 12/31/2025

CET1 ratio  
+10.8 pts

Overall solvency ratio  
+8.9 pts

1. Excluding P2G requirement (Pillar 2 Guidance)
2. Of which 0.46% for Pillar 2 Requirement
3. Of which 0.35% for Pillar 2 Requirement
4. Regulatory capital requirement under the countercyclical buffer as at 12/31/2025

# Minimum Requirement Eligible Liabilities – MREL<sup>(1)</sup>

MREL requirement set for Crédit Mutuel Group, on a consolidated basis<sup>(2)</sup>

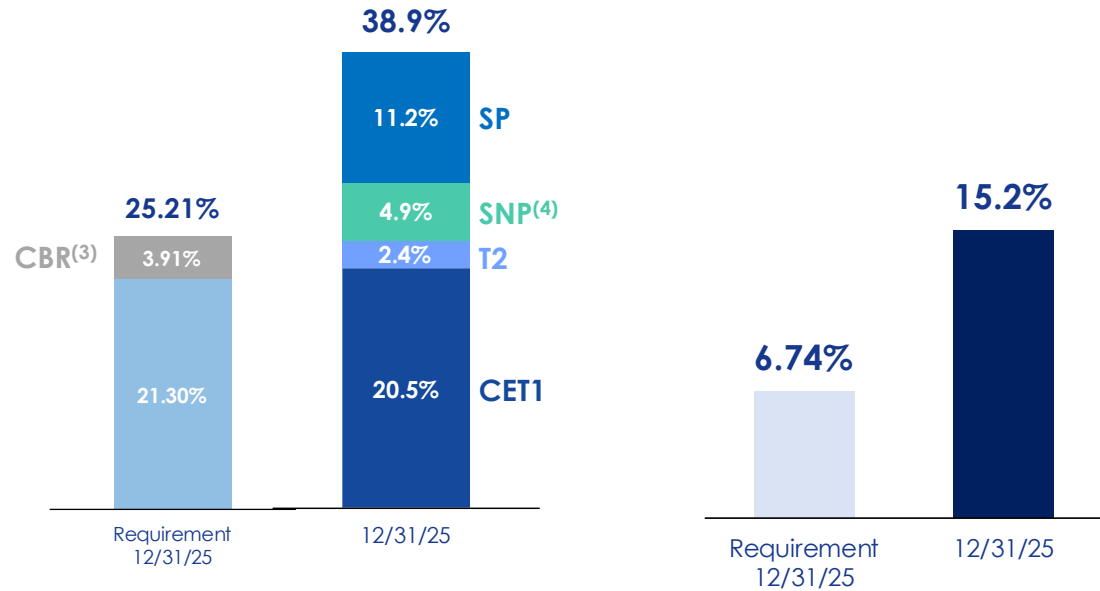
## Total MREL

% RWA

Distance: +13.7 pts

% LRE

Distance: +8.5 pts



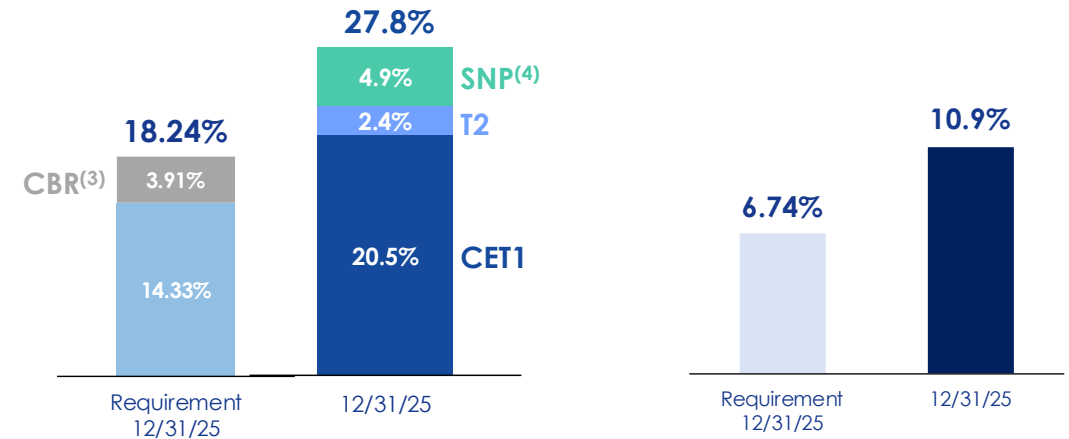
## Subordinated MREL

% RWA

Distance: +9.5 pts

% LRE

Distance: +4.1 pts

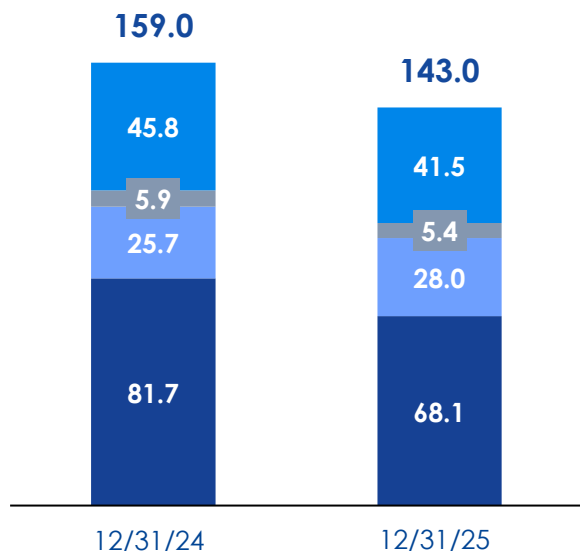


1. As an D-SIB, Crédit Mutuel is not subject to the TLAC requirements defined by the Financial Stability Board.
2. Applicable on a consolidated basis at the level of the resolution group, which is composed of the central body (Confédération Nationale du Crédit Mutuel), its affiliated entities including Banque Fédérative du Crédit Mutuel, and all their subsidiaries.
3. CBR : Combined Buffer Requirement
4. Including derecognized Tier 2 (T2) debt outstanding.

# Strong liquidity position

Comfortable level of liquidity reserves and liquidity ratios well above regulatory requirements

## Liquidity reserves (€bn)



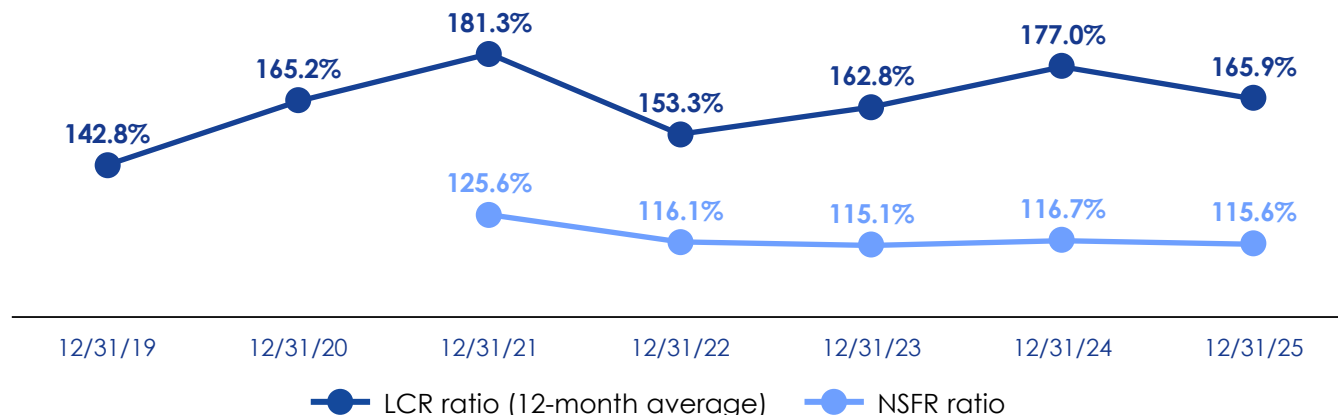
- Other eligible assets, central banks (after ECB haircut)
- Other LCR securities
- HQLA Level 1 securities
- Cash deposited in central banks

The liquidity reserve more than covers market funding redemptions over the next 12 months.

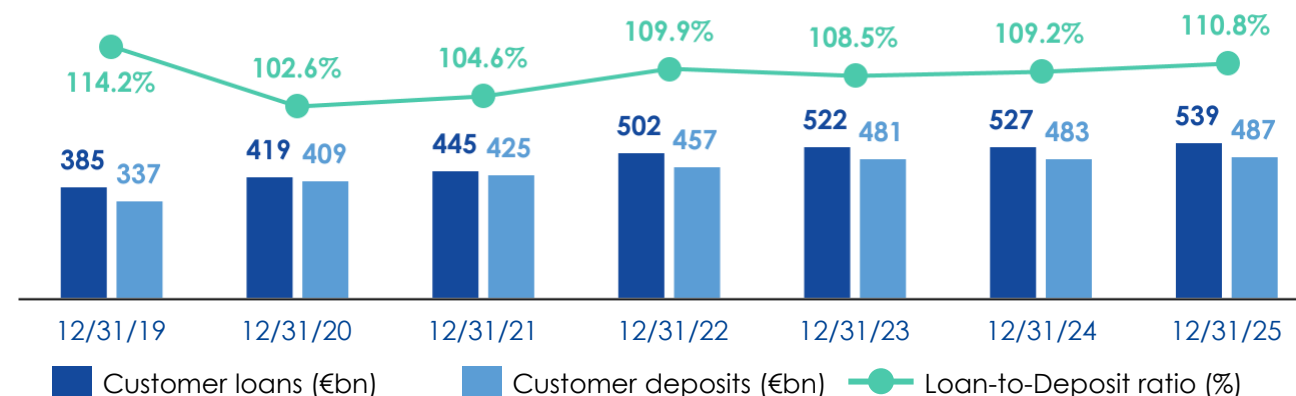
Average HQLA<sup>(1)</sup> of €104.0bn, of which 68% deposited at central banks (mainly the ECB)

## Liquidity ratios (%)

### LCR and NSFR ratios



### Loan-to-Deposit ratio



# 04.

## Funding

# 2026 funding plan

Plan ~76% completed

## 2026 funding plan

2026 target: €16-18bn<sup>(1)</sup>

### Capital / MREL eligible issues

- AT1: not relevant
- T2/SNP: €2-4bn

### Type of issuances

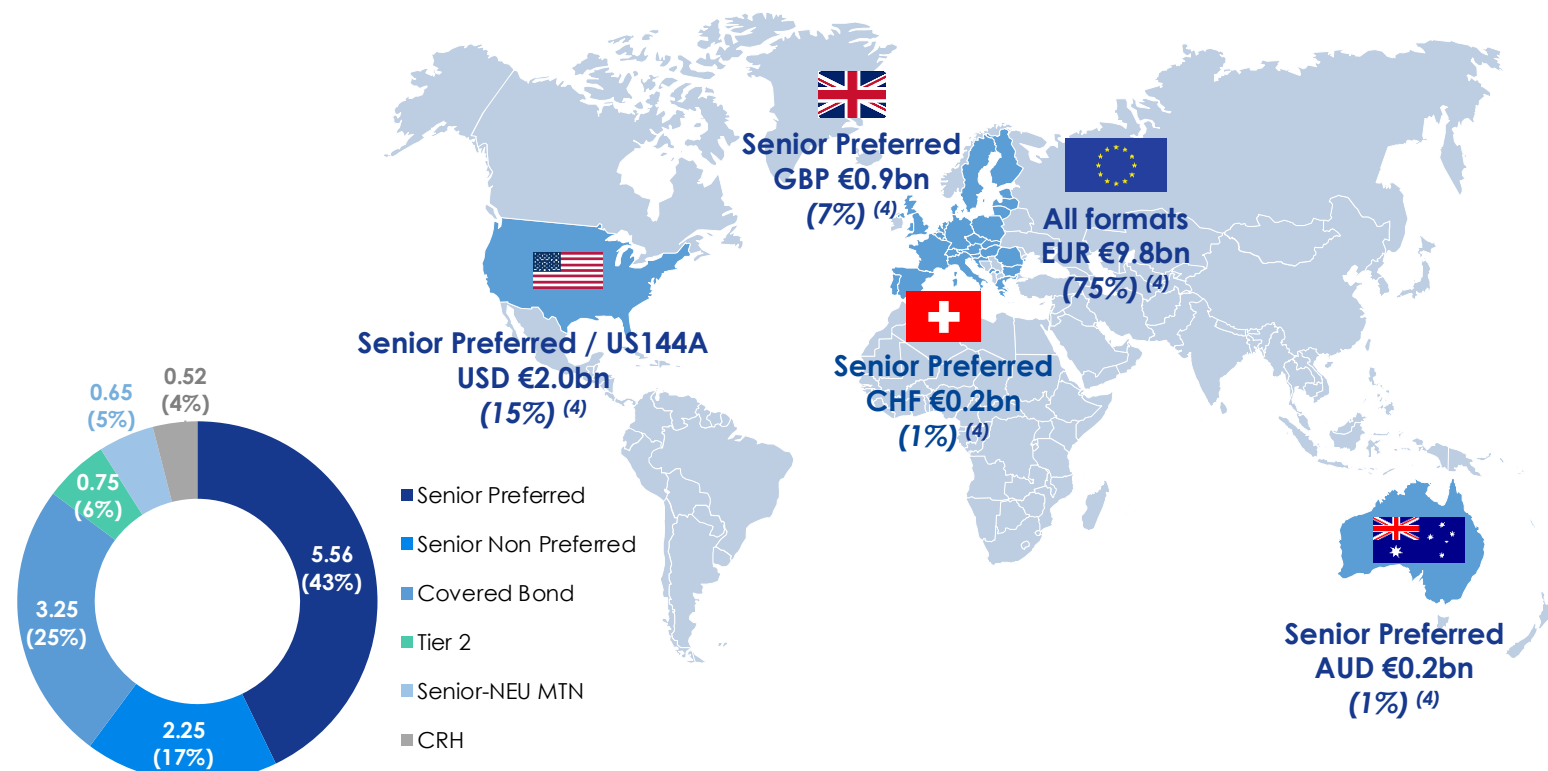
- A **GSS bond** per year<sup>(2)</sup>
- Benchmark issues and private placements **under several supports** (EMTN, US144A, Samurai, Covered bonds)
- **Diversification of the investor base with issues in different currencies** (USD, JPY, GBP, CHF, AUD...)

## €13.0bn raised under 2026 MLT program<sup>(3)</sup>

**Benchmark issues:** 13 transactions for €10.6bn (82% of total issues)

**Private placements:** €2.3bn (18% of total issues)

**Average maturity:** 5.8 years



1. Target subject to regulatory changes and the group's funding needs
2. GSS: Green Social Sustainable
3. Bond issues raised as at May 19, 2026 and including €2.0bn raised in 2025 under 2026 MLT program
4. The figures presented as percentages are rounded to the nearest whole number, which explains why the total is less than 100%

## — MLT funding : 2026 benchmark issues

ISIN	Serie	Currency	Amount (currency, in millions)	Amount (eq. €)	Issue Date	Maturity Date	Support	Coupon	Reoffer
FR00140142K0	595	EUR	750	750	11/14/2025	05/14/2031 <sup>(1)</sup>	T2	3.750%	MS+140
FR0014014TL2	596	EUR	1,250	1,250	12/11/2025	03/11/2031	SP	3.125%	MS+78
US06675DCU46	37	USD	1,500	1,285	01/15/2026	01/15/2031	SP	4.541%	T+85
US06675DCS99	38	USD	750	643	01/15/2026	01/15/2036	SP	5.106%	T+97
FR0014015J95	599	EUR	1,000	1,000	01/21/2026	07/21/2032 <sup>(1)</sup>	SNP	3.500%	MS+100
AU3CB0323053	588	AUD	200	115	01/23/2026	01/06/2031	SP	4.9912%	BBSW3M+114
AU3FN0099701	589	AUD	100	58	01/23/2026	01/06/2031	SP	BBSW3M+114	BBSW3M+114
FR0014015NK4	600	GBP	750	862	01/23/2026	10/22/2030	SP	4.500%	UKT+83
FR0014016QT6	71	EUR	1,250	1,250	03/10/2026	09/10/2031	CB	2.625%	MS+25
FR0014016QS8	72	EUR	750	750	03/10/2026	03/10/2036	CB	3.125%	MS+49
FR0014017W96	73	EUR	1,250	1,250	04/17/2026	11/17/2032	CB	3.125%	MS+37
CH1560736162	601	CHF	190	175	05/26/2026	05/26/2031	SP	1.160%	SARON MS+87
FR0014018HI4	603	EUR	1,250	1,250	05/28/2026	05/26/2034 <sup>(1)</sup>	SNP	4.125%	MS+108

**PRE-FUNDING**

(1) Optional redemption date

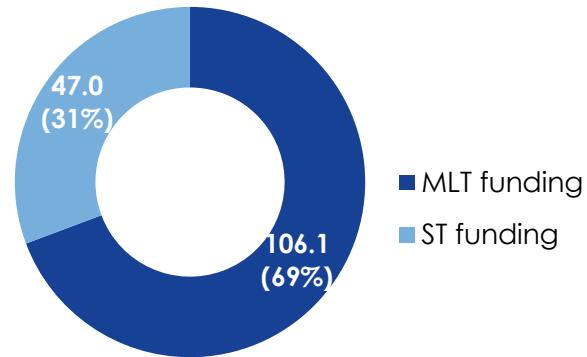
# External funding raised in the markets and MLT debt maturities

(as at December 31, 2025)

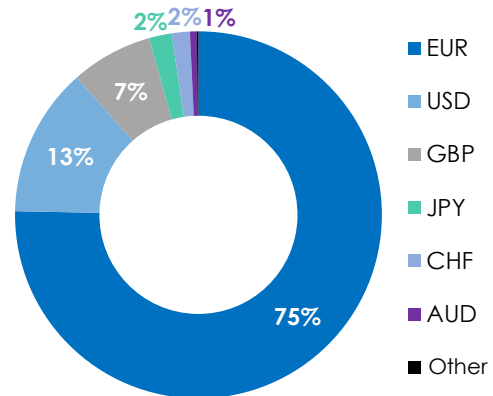
## External funding

€153.1bn

Breakdown by maturity

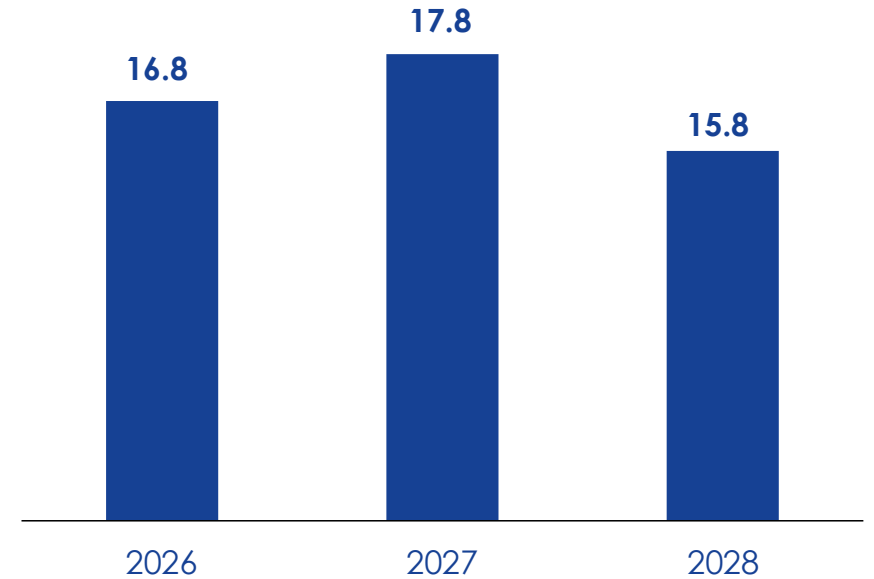


Breakdown by currency



## MLT debt maturities

€bn



# 05. Strategy

# — 2024-2027 strategic plan: 3 strategic areas

*Stepping up its development ambitions to harness its financial performance for the benefit of society*

1

## Our priority

A SPIRIT OF CONQUEST & INITIATIVE

To be the all-risk banker and insurer for all customers and prospects, by developing and strengthening our multi-service strategy

### Offer all our services to all our existing and prospective customers

- Prioritize insurance for all markets: individuals, professionals, associations, farmers and businesses.
- Accelerate the payment strategy and extend it beyond the French networks.

### Achieve 100% autonomy for our existing and prospective customers

- Increase digital sales by 20% to complement physical networks

### Change dimension in the corporate market

- Establish a global relationship with companies, supporting them in their projects in France and abroad by reinforcing their expertise and technological investments, and increasing the risk profile of their commitments.
- Reorganize asset management around a dedicated center of expertise.

### Roll out our « bancassurance » model in Europe

- In Germany (TARGOBANK), in Belgium (Beobank), in Europe (Cofidis Group).

2

## Our commitment

BE AT THE FOREFRONT OF ECOLOGICAL & SOCIETAL TRANSFORMATION

Drive the ecological and societal revolution by supporting customers' ecological transformation and contributing to the decarbonization of the economy

### Reduce the carbon footprint of our balance sheet and our activities, in compliance with the Paris Agreement

- 20% reduction in the carbon footprint of our balance sheet by deepening our sectoral and investment policies.
- A Mutualist Institute for the Environment and Solidarity, the group's center of expertise in ESG areas.

### Support the ecological transformation of all our customers and businesses

- Prioritize in particular eco-renovation: 100,000 customers supported by 2027.
- Support farmers and winegrowers.

### Create and share value through the Societal dividend

- 15% of net income mobilized for ecological transformation and social and regional solidarity through impact investments, banking and insurance solidarity services and donations.

3

## The winning trio

EMPLOYEES, ELECTED MEMBERS & TECHNOLOGY

With the support of this trio: the men and women who make up the wealth of our group and technology, we will TOGETHER build a stronger, more efficient and more united group.

### Attract, support and retain our employees and elected members throughout their lives

- 100% of employees and elected members committed to the ecological transformation.
- Enhance the skills of employees through professional training and the knowledge of elected members through the Mutualist University.

### Resolutely adopt technological innovation to enhance our performance

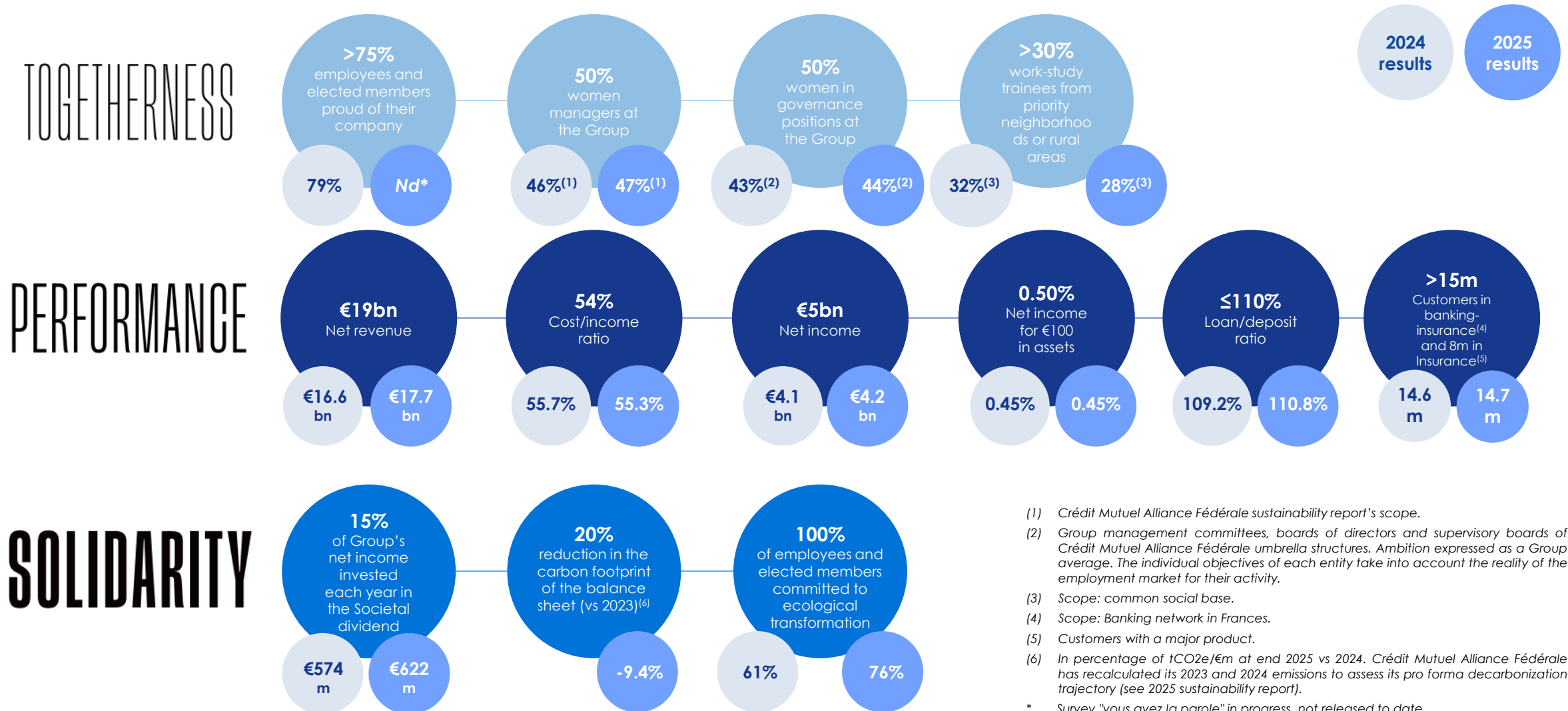
- Offer all customers, prospects and employees relevant advice, data security and ease of use: Euro-Information's mission.
- Accelerate the technologies of the future: artificial and quantum intelligence. Constantly innovate to master the technologies of the future and ensure that they guarantee the group's sovereignty.

### Continuously improve our organization and processes to increase efficiency

- Strengthen network expertise, with a target of 80% of Crédit Mutuel local banks and CIC branches having at least seven employees.
- Significantly reduce time-to-market for new solutions in all the group's business lines and for all customer segments.

# 2024-2027 strategic plan: 2027 targets

Targets and last results



(1) Crédit Mutuel Alliance Fédérale sustainability report's scope.  
 (2) Group management committees, boards of directors and supervisory boards of Crédit Mutuel Alliance Fédérale umbrella structures. Ambition expressed as a Group average. The individual objectives of each entity take into account the reality of the employment market for their activity.  
 (3) Scope: common social base.  
 (4) Scope: Banking network in France.  
 (5) Customers with a major product.  
 (6) In percentage of tCO2e/€m at end 2025 vs 2024. Crédit Mutuel Alliance Fédérale has recalculated its 2023 and 2024 emissions to assess its pro forma decarbonization trajectory (see 2025 sustainability report).  
 \* Survey "vous avez la parole" in progress, not released to date.

## – Development in Germany : Focus on OLB acquisition (1/3)

### *Strategic rationale*

- **Germany** is the **second-largest domestic market** of Crédit Mutuel Alliance Fédérale;
- TARGOBANK's acquisition of OLB enables it to significantly amplify its transformation as **a universal bancassurer in Germany**, in addition to **the launch of ACM Deutschland's commercial activities in July 2025**;
- This transaction is fully aligned with the **2024-2027 strategic plan**.

## Strategic goals

1

Significantly amplify TARGOBANK's strategic transformation plan towards a universal banking model with the development of the mortgage lending business

2

Strengthen current coverage of the SME and mid-cap markets and expand TARGOBANK's corporate banking activities

3

Reinforce TARGOBANK's wealth management business

4

Acquire a solid financing franchise with a leading historical presence in the medium-sized LBO market

5

Benefit from the potential for synergies in revenue and cost efficiency for the medium term

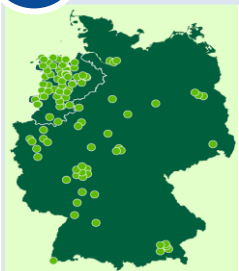
# Development in Germany : Focus on OLB acquisition (2/3)

Additional information about OLB (as at 12/31/2025)



1

## Nationwide presence in Germany

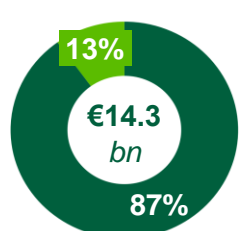


Nationwide reach through ~80 domestic branches with strong market position in Northwestern Germany and digital online proposition for private customers and corporate clients

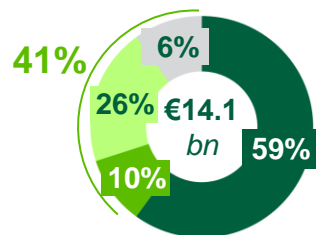
2

## Growing European footprint

**Private & Business Customers (PBC)** (EAD portfolio – end of period) **Corporate & Diversified Lending (CDL)** (EAD portfolio – end of period)



Germany  
NL and others



Germany  
Rest of Europe  
NL  
Rest of World



Focus mainly on highly attractive specialised financing businesses, aiming to secure a position among the top 3 lenders within the key markets

~80 branches

~1M customers

~1,742 employees

## FY 2025 financial results

P&L (€m)	FY 2025	FY 2024	Change (%)
Operating income	758.0	741.8	+2.2%
Operating expenses	(329.4)	(342.6)	-3.8%
Operating result	428.6	399.3	+7.3%
Result before taxes	347.3	365.0	-4.8%
Result after taxes	251.1	270.4	-7.1%

Balance sheet and RWA (€bn)	12/31/2025	12/31/2024	Change (%)
Total assets	33.9	34.3	-1.0%
Loan volume	25.8	25.4	+1.2%
Deposit volume	22.2	22.3	-0.3%
Risk-weighted assets (RWA)	12.9	12.7	+0.9%

**+2.2%**  
Operating Income y-o-y<sup>(1)</sup>

**2.51%**  
Net Interest Margin<sup>(1)</sup>

**43.5%**  
C/I ratio<sup>(2)</sup>

**15.3%**  
Adjusted RoE<sup>(3)</sup>

**14.2%**  
RoE<sup>(4)</sup>

**13.9%**  
CET1 ratio<sup>(5)</sup>

1. Degussa customer business contributed eight months (May to December 2024) to FY 2024 IFRS result; all customers from Degussa customer business have been transferred to core segments PBC and CDL in January 2025  
 2. Cost/Income ratio excluding regulatory charges of €3.9m  
 3. RoE adjusted for ~€130m planned but not distributed dividend for FY 2024  
 4. Reported RoE (post tax and AT1 interest) based on average IFRS shareholders' equity deducted by accrued dividends based on ~50% targeted payout ratio  
 5. Based on regulatory capital adjusted by accrued retention

## – Development in Germany : Focus on OLB acquisition (3/3)

Combined key figures for TARGOBANK and OLB

12/31/2025	TARGOBANK <sup>(1)</sup>	OLB <sup>(2)</sup>
Number of customers <i>(in millions)</i>	3.8	1.0
Workforce <sup>(3)</sup>	7,700	1,700
Number of branches	350	80
Net revenue <i>(in €bn)</i>	2.3	0.8
Income before tax <i>(in €bn)</i>	0.7	0.3
Total assets <i>(in €bn)</i>	47.5	33.9
Deposits <i>(in €bn)</i>	36.2	22.2
Loans <i>(in €bn)</i>	32.8	25.8

# 06.

## Sustainability

## — 1<sup>st</sup> bank with the status of benefit corporation

*Crédit Mutuel Alliance Fédérale stands out as a benefit corporation*

### Adoption of the status of benefit corporation in 2020

*1<sup>st</sup> bank to adopt it*

**A « raison d'être » in line with its values and included in the articles of association**

*Ensemble, écouter et agir  
« Listening and acting together »*

Adoption of **social and environmental goals**

Monitoring of the commitments by a **Mission committee** and **Mission committee reports** published annually

## Our 5 missions

**1**

SUPPORTING OUR CUSTOMERS AND MEMBERS TO THE BEST OF THEIR INTERESTS

**2**

ACTING FOR EVERYONE AND REFUSING ALL DISCRIMINATION

**3**

PUTTING TECHNOLOGY TO WORK FOR PEOPLE

**4**

CONTRIBUTING TO THE DEVELOPMENT OF THE REGIONS

**5**

WORKING TOWARDS A FAIRER AND MORE SUSTAINABLE SOCIETY



**Until 2024: 15 commitments, all achieved<sup>(1)</sup>**



**2025: 20 new commitments<sup>(1)</sup>**

# – Societal dividend (1/2)

Concrete actions for the society put in place thanks to the Societal dividend



Commitment to **allocate 15% of net income each year** (target 2027: €2.5bn)  
**€622m allocated in 2025, i.e more than €1.6bn since 2023**

## Environmental and Solidarity Revolution Fund

**Article 9 Fund (SFDR)**, whose management is delegated to **Crédit Mutuel Impact**

**23 vehicles** focusing on the following themes:

- **Better preservation:** Acquisition of **3 forests** and **1 investment** for the manufacture of rock by electrolysis against coastal erosion;
- **Better production:** **13 investments** notably in new, highly innovative low-carbon energy sources, and velopropeled freight transport;
- **Better eating:** **4 investments** to promote healthy and organic food;
- **Better housing:** **1 investment** in co-living;
- **Better moving:** **1 investment** in a new generation of maritime transport.

## Inclusive and solidarity pricing offerings<sup>(1)</sup>

**19 offers at 2025-end** (of which 9 launched in 2025)

### Solidarity & inclusion

- Abolition of the borrower insurance health questionnaire for individuals and professionals;
- Help for the elderly and disabled: with the "Adaptation Home Loan" and the "Adapted Vehicle Loan"
- *Passbook savings accounts for others* (LEA);
- Free association banking package offering.

### Environment and biodiversity

- Zero-interest rate bike offering;
- Pre-financing of aid for energy renovation;
- Zero-interest soft mobility offering;
- *Social Leasing for Pros.*

### Agriculture & food

- Agri installation loan.

### Youth and integration

- Zero-interest solidarity student loan;
- EBRA youth press offering.

## Sponsorship and support for non-profit organizations

**Leading sponsoring company in France<sup>(2)</sup>**

**One of the greatest supporters of the non-profit sector**

**Direct and skills-based sponsorship** (local banks and Crédit Mutuel federations, Caisse Fédérale, CIC network, subsidiaries, specialized businesses)

- Subsidies granted to internal foundations and to the Crédit Mutuel Foundation for Reading.

### Sponsorship via the Crédit Mutuel Alliance

**Fédérale Foundation<sup>(3)</sup>** in support of the non-profit sector focused on solidarity in the regions and environmental preservation:

- Support in 2025:
  - **138 non-profit organizations,**
  - **€56m** granted;
- Support since its creation:
  - **More than 300 non-profit organizations,**
  - **€140m** granted.



**Strong and committed partnerships** with local non-profit organizations and national structures in the fields of music, sports, and culture.

1. Non-exhaustive list. These offers are subject to conditions.  
 2. Carenews/Equanity 2025 surveys, based on data available in 2023.  
 3. The foundation's governance relies on the employees and elected members of Crédit Mutuel Alliance Fédérale. It has an executive committee and two commissions, one for each area of focus: Environment and Solidarity in the regions.

## – Societal dividend (2/2)

Record level at €622m in 2025 (15.2% of 2024 net income) and over €1.6bn allocated since 2023



**Commitment to allocate 15% of net income each year from 2023 to 2027**

*Ambition as part of the 2024-2027 strategic plan "Togetherness, Performance, Solidarity"*



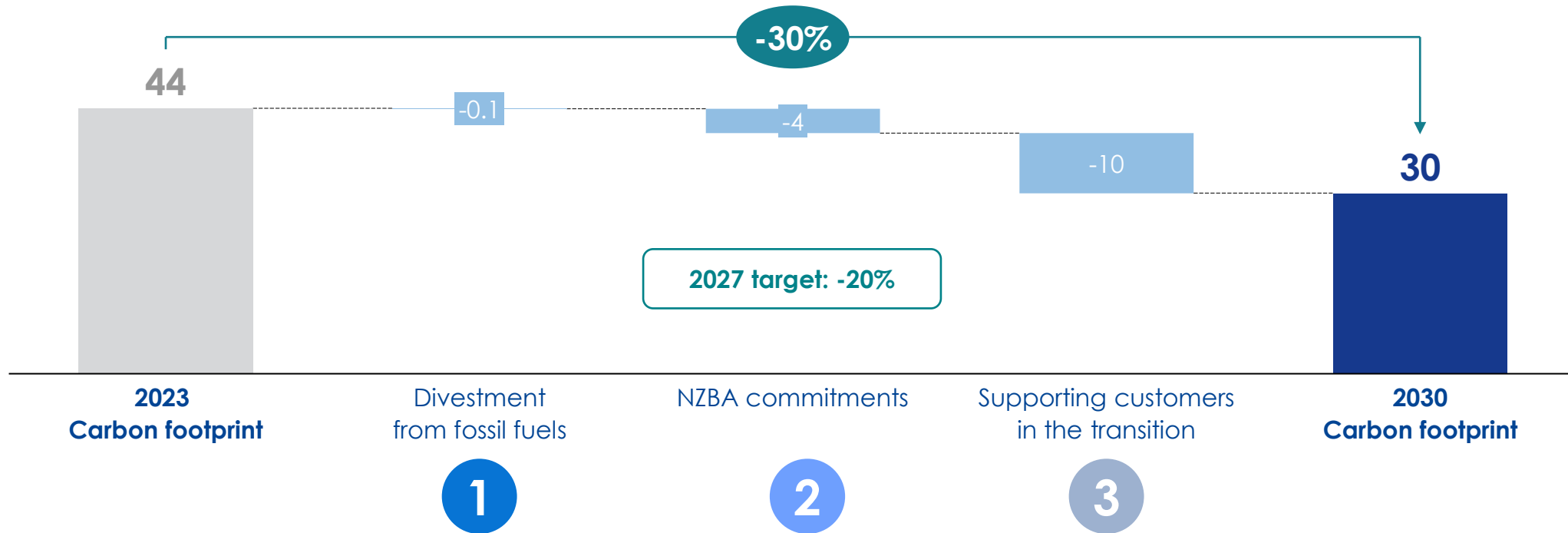
**2027 target**  
€2.5bn

Action levers	Measures	Mobilized amounts (in €m)			
		2023	2024	2025	2023 → 2025
<b>Environmental and Solidarity Revolution Fund</b>	<b>Investment in entrepreneurial projects</b> with high environmental and/or social added value, with no short-term financial return objective.	363	396	359	1,118
Inclusive and solidarity pricing offerings	<b>Deployment of solidarity-based banking and insurance products and services</b> , to promote the inclusion of all, by supporting the ecological transition and providing special support to the most fragile customers	8	96	157	261
Sponsorship and support for non-profit organizations	<b>Partner of associations and general interest structures</b> , through sponsorship at both national and local levels, and support for non-profit organizations through partnerships	68	82	106	256
	<b>Total</b>	439	574	622 <sup>(1)</sup>	1,635

**Societal dividend for 2026 set at €633m**

— **Strong ambition to reduce carbon footprint (1/3)** *(banking scope)*  
*Concrete targets, based on a transition plan*

**TARGET OF CARBON FOOTPRINT REDUCTION BETWEEN 2023 AND 2030** *(in ktCO<sub>2</sub>e/€m)*



**Additional decarbonization lever « Support for innovation and the scaling up of solutions »**

Financing or investment in innovative companies, through the « Environmental and Solidarity Revolution fund » impact fund within the Societal dividend, with expected longer-term effects and an indirect impact on the group's emissions trends.

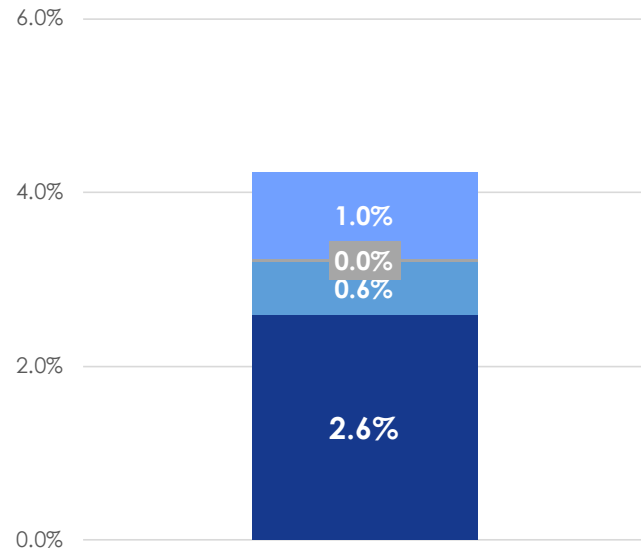
# — Strong ambition to reduce carbon footprint (2/3) *(banking scope)*

*Sectorial contributions in the transition plan (by 2027)*

## Sectorial contributions to NZBA commitments and the divestment from fossil fuels

*(in % of reduction target in 2027)*

**~20% of the target of carbon footprint reduction**

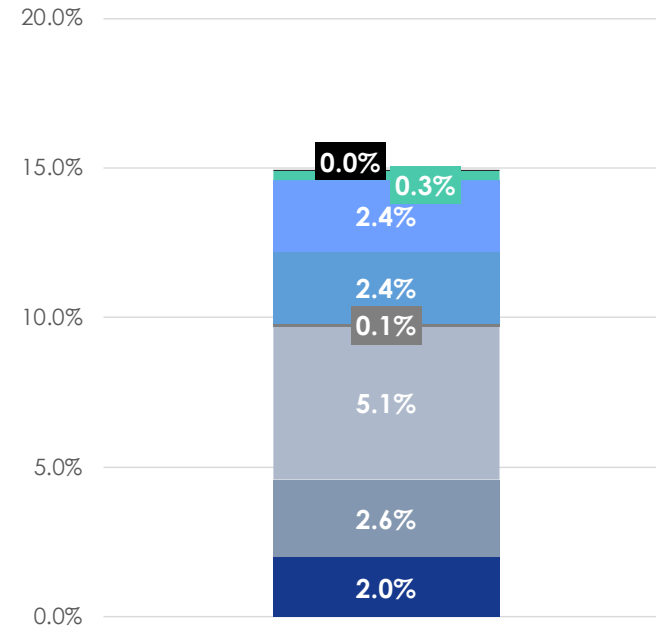


- Real estate (residential)
- Manufacturing industry and construction
- Energy
- Transport

## Sectorial contributions to supporting customers through their transition

*(in % of reduction target in 2027)*

**~80% of the target of carbon footprint reduction**

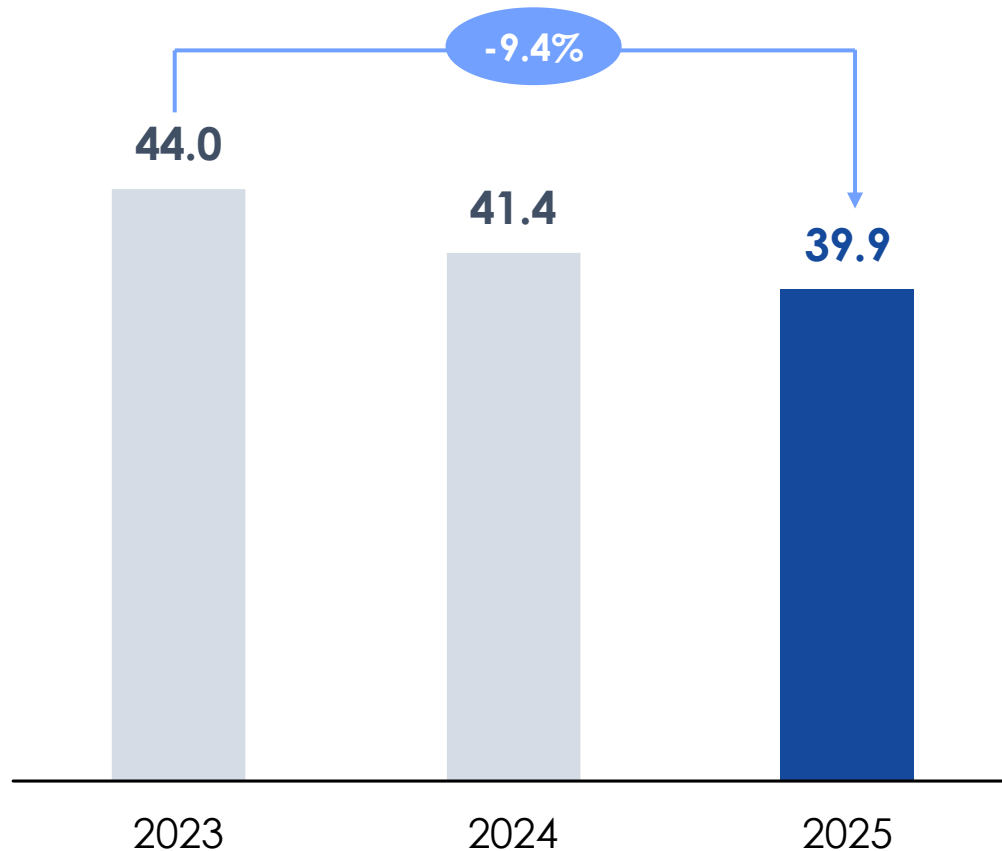


- Agriculture
- Real estate (commercial)
- Retail, service, and other
- Manufacturing industry and construction
- Transport
- Utilities
- Others

— **Strong ambition to reduce carbon footprint (3/3)** (banking scope)  
Performance at the end of 2025 in line with strategic objectives

**CARBON FOOTPRINT CHANGE BETWEEN 2023 AND 2025**

(in ktCO<sub>2</sub>e/€m)



**2027**  
Target of carbon footprint reduction: -20%

**2030**  
Target of carbon footprint reduction: -30%

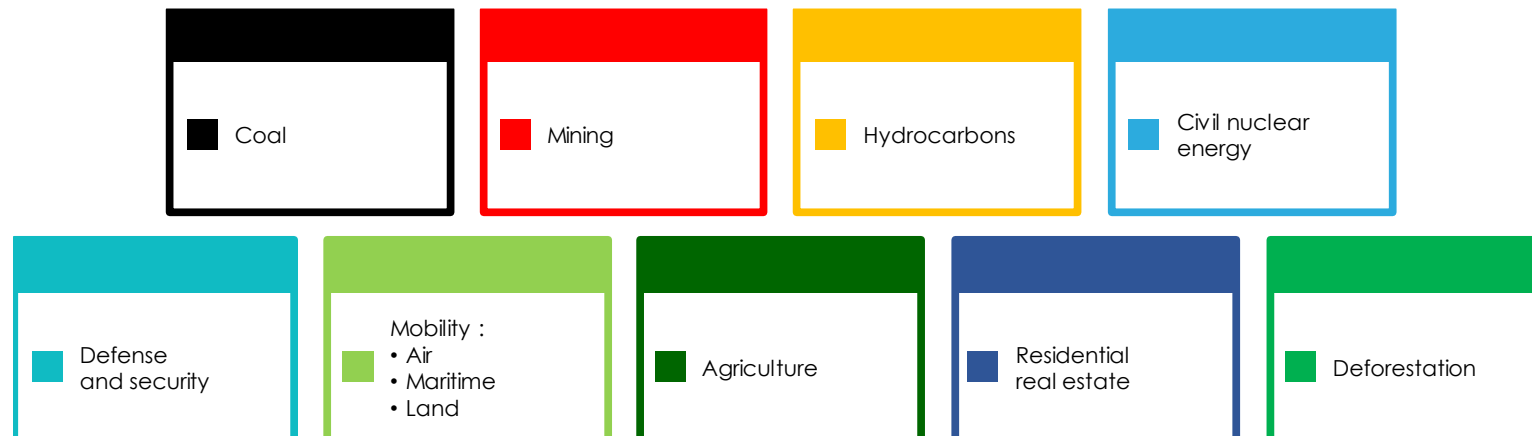
# – Ambition to be a major player in the ecological transition

*Focus on our sector policies*

**Strict sectoral policies that are regularly reviewed to be increasingly restrictive with a view to:**

- To support customers in the transformation of their business model and thus contribute to the **fight against global warming, the reduction of biodiversity and the deterioration of the environment**
- Contribute to commitments made at the global level: **Paris Agreement** and **Net-Zero Banking Alliance** (of which Crédit Mutuel is the 1<sup>st</sup> French mutual bank to have been a signatory)
- Achieve **ambitious internal portfolio decarbonization targets**:
  - 20% reduction in the carbon footprint of the balance sheet targeted by the 2024-2027 strategic plan
  - Coal exit by 2030 from financing and investment portfolios regardless of the country

Sectoral policies and their developments are systematically submitted for **approval to the Boards of Directors** of Caisse Fédérale de Crédit Mutuel, BFCM and CIC.



# 07.

## Appendices

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# — Ratings

Among the best ratings compared with French and European peers

Financial ratings			
	Moody's <sup>(1)</sup>	S&P <sup>(2)</sup>	Fitch Ratings <sup>(3)</sup>
Senior Preferred	A1	A+	AA-
Senior Non Preferred	A3	A-	A+
Tier 2	Baa1	BBB+	A-
Senior Preferred Short-Term Debt	P-1	A-1	F1+
Outlook	Negative	Stable	Negative
Intrinsic Rating	Adjusted Baseline Credit Assessment (Adjusted BCA) a3	Stand Alone Credit Profile (SACP) a	Viability Rating (VR) a+
Last update	05/26/2026	12/08/2025	05/12/2026

1. Moody's: rating for Crédit Mutuel Alliance Fédérale/BFCM and CIC
2. Standard & Poor's: rating for Group Crédit Mutuel
3. Fitch Ratings: rating for Crédit Mutuel Alliance Fédérale (as a core part of the wider Crédit Mutuel Group)

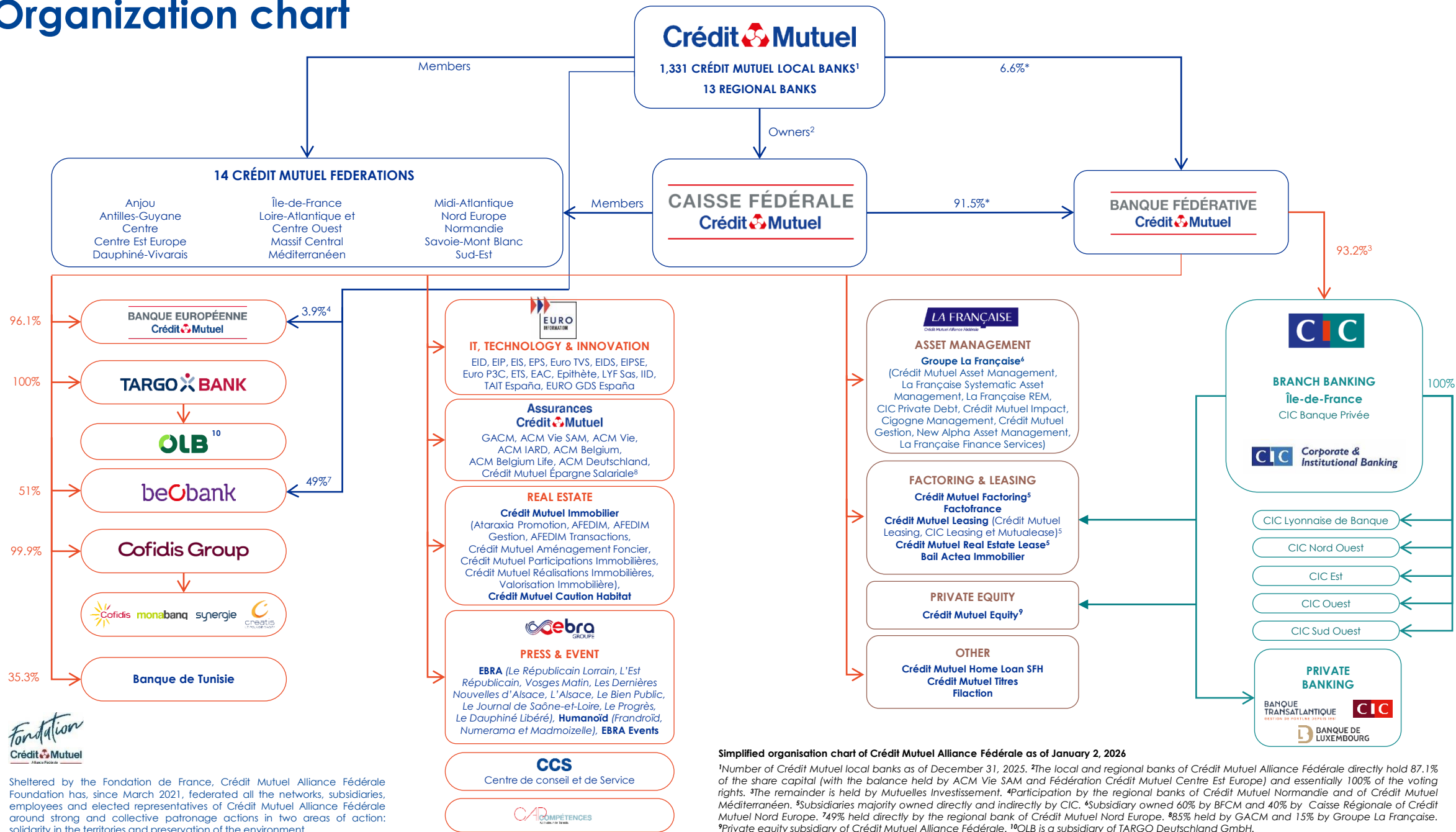
Extra-financial ratings				
	Moody's ESG	Sustainalytics <sup>(*)</sup>	MSCI	ISS ESG
2026	-		AA	
2025	-	16.5	AA	-
2024	-	21.5	AA	C
2023	64	19.7	AA	C
2022	65	21.2	AA	C
2021	65	21.8	AA	C
2020	63	28.2	AA	C-
Comments		Medium ESG risk		Prime <sup>(**)</sup>

**Non-financial rating agencies rate the BFCM and CIC entities taking into account the full scope of Crédit Mutuel Alliance Fédérale.**

\* The rating scale of Sustainalytics has been modified so as to favor a risk analysis methodology (0 to 10: negligible ESG risk; 10 to 20: low; 20 to 30: medium; 30 to 40: high; >40: severe ESG risk).

\*\*Companies are categorized as Prime if they achieve/exceed the sustainability performance requirements (Prime threshold) defined by ISS ESG for a specific industry (absolute best-in-class approach) in the ESG Corporate Rating. Prime companies are sustainability leaders in their industry and are better positioned to cope with material ESG challenges and risks, as well as to seize opportunities, than their Not Prime peers.

# Organization chart



Simplified organisation chart of Crédit Mutuel Alliance Fédérale as of January 2, 2026

<sup>1</sup>Number of Crédit Mutuel local banks as of December 31, 2025. <sup>2</sup>The local and regional banks of Crédit Mutuel Alliance Fédérale directly hold 87.1% of the share capital (with the balance held by ACM Vie SAM and Fédération Crédit Mutuel Centre Est Europe) and essentially 100% of the voting rights. <sup>3</sup>The remainder is held by Mutuelles Investissement. <sup>4</sup>Participation by the regional banks of Crédit Mutuel Normandie and of Crédit Mutuel Méditerranéen. <sup>5</sup>Subsidiaries majority owned directly and indirectly by CIC. <sup>6</sup>Subsidiary owned 60% by BFCM and 40% by Caisse Régionale de Crédit Mutuel Nord Europe. <sup>7</sup>49% held directly by the regional bank of Crédit Mutuel Nord Europe. <sup>8</sup>85% held by GACM and 15% by Groupe La Française. <sup>9</sup>Private equity subsidiary of Crédit Mutuel Alliance Fédérale. <sup>10</sup>OLB is a subsidiary of TARGO Deutschland GmbH.   
\*The remainder (1.9%) is held by Crédit Mutuel Maine-Anjou, Basse-Normandie (1.4%) and Crédit Mutuel Océan (0.5%).

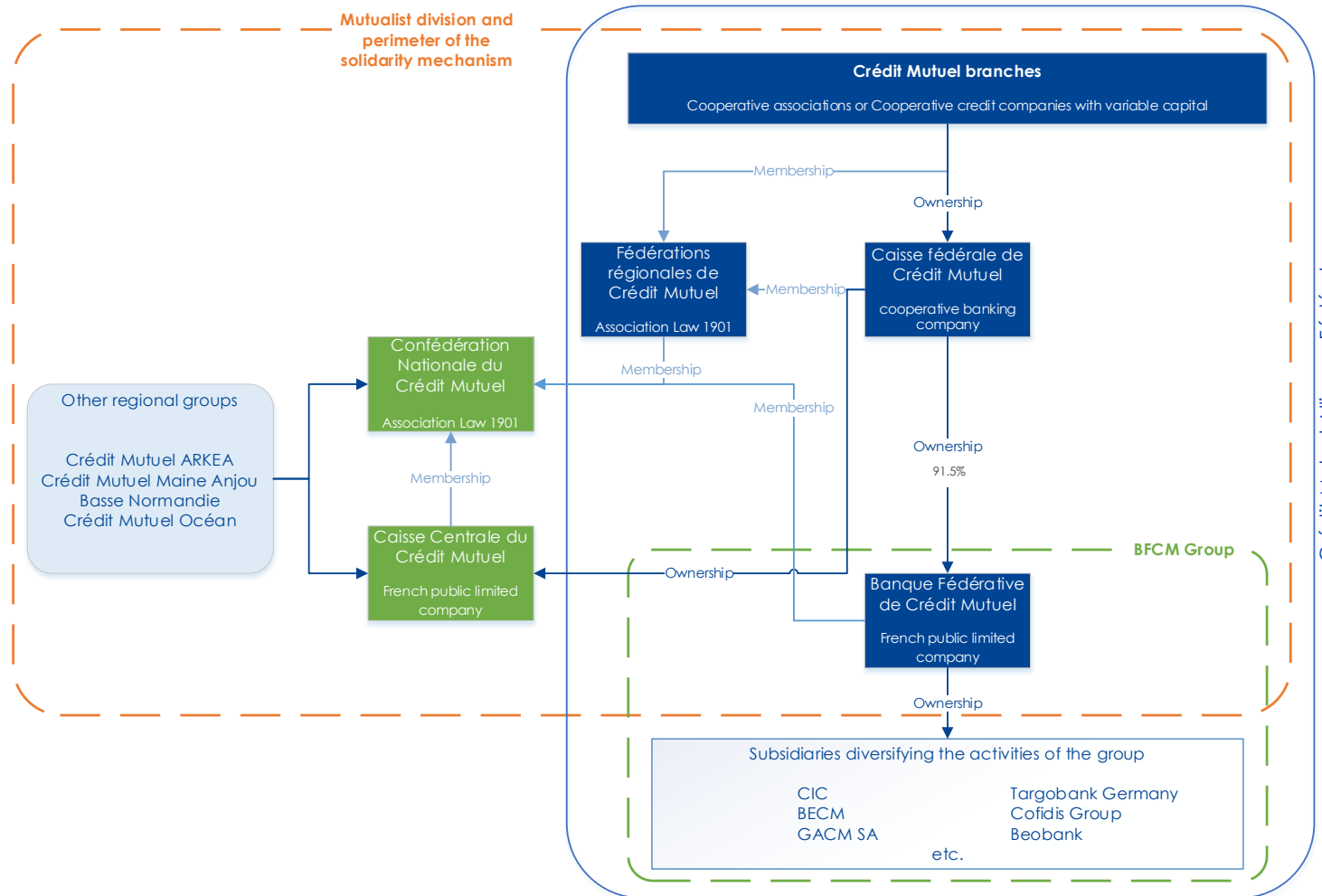


Sheltered by the Fondation de France, Crédit Mutuel Alliance Fédérale Foundation has, since March 2021, federated all the networks, subsidiaries, employees and elected representatives of Crédit Mutuel Alliance Fédérale around strong and collective patronage actions in two areas of action: solidarity in the territories and preservation of the environment.

# — Organizational structure of Crédit Mutuel Alliance Fédérale

*Details on the mutualist organization*

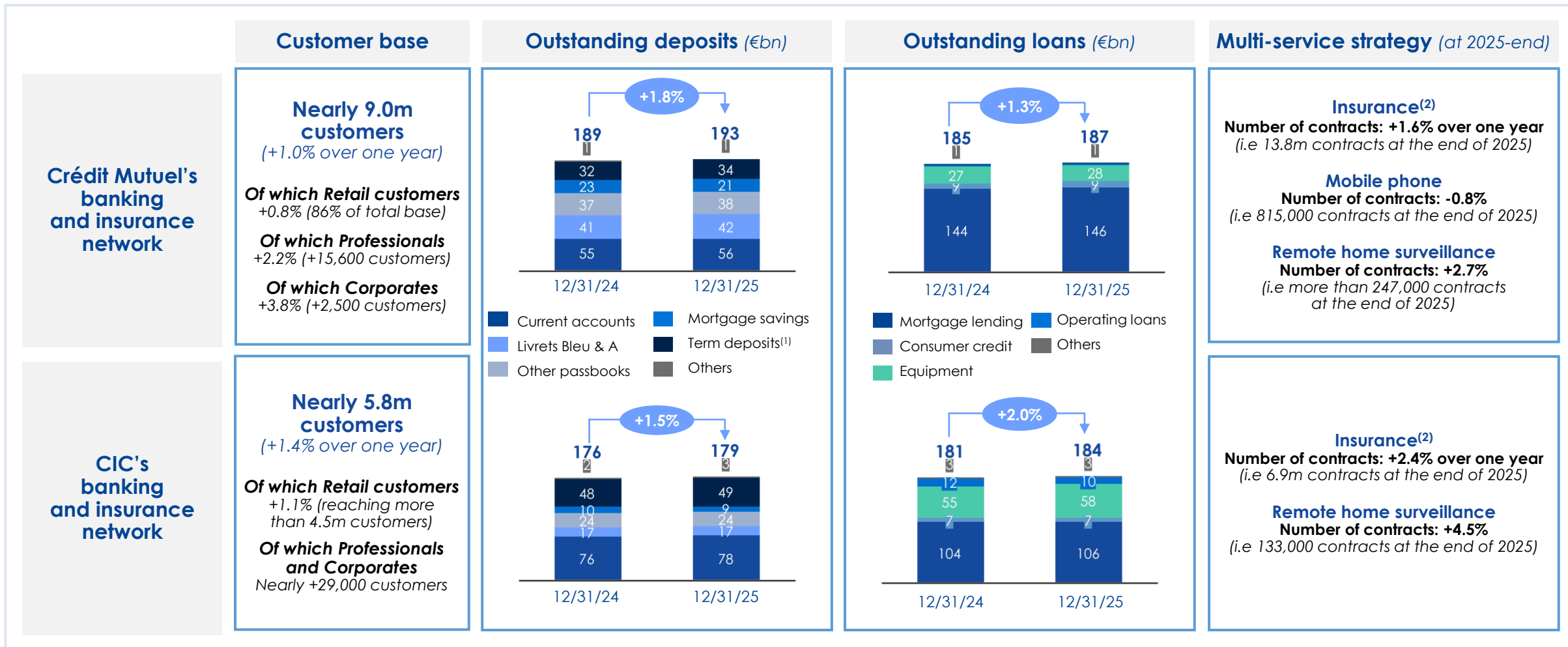
- **Local banks**, perform the functions of a retail bank
  - Status: credit institutions
  - Capital held by the members
- **The federations**, the “Political bodies”
  - Status: associations
  - Determine the strategic and commercial orientations and organize the solidarity between the local banks
- **Caisse Fédérale de Crédit Mutuel (CFCM)**
  - Status: cooperative banking company
  - Centralizes all services common to the network and ensures its coordination
  - Holds the collective banking license that benefits all local banks
- **Banque Fédérative du Crédit Mutuel (BFCM)**
  - Carries the group's subsidiaries and coordinates their activities
  - Refinancing facility and issuer
  - Since 2020, affiliated to the Confederation Nationale du Crédit Mutuel



# Results by business line – Retail banking (1/3)

Business performance – Crédit Mutuel and CIC's banking and insurance networks

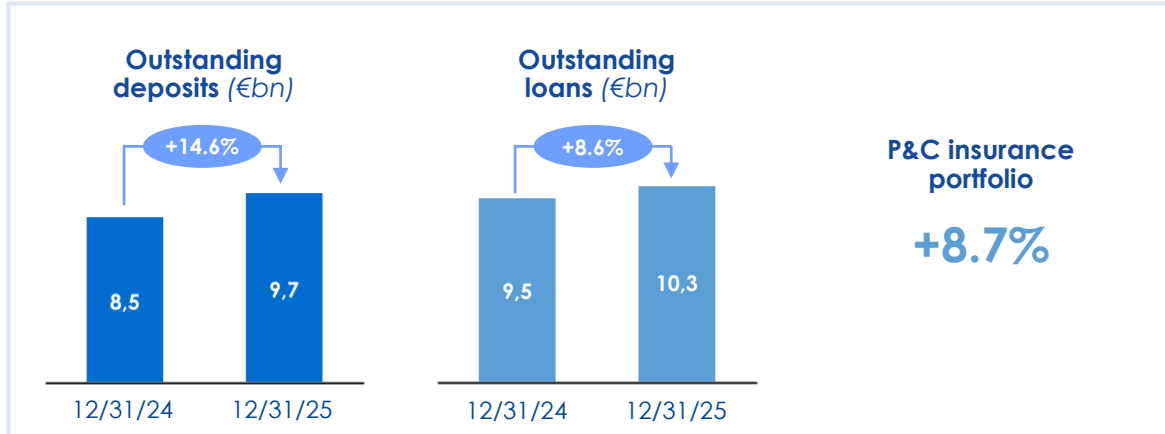
## Crédit Mutuel and CIC's banking and insurance networks



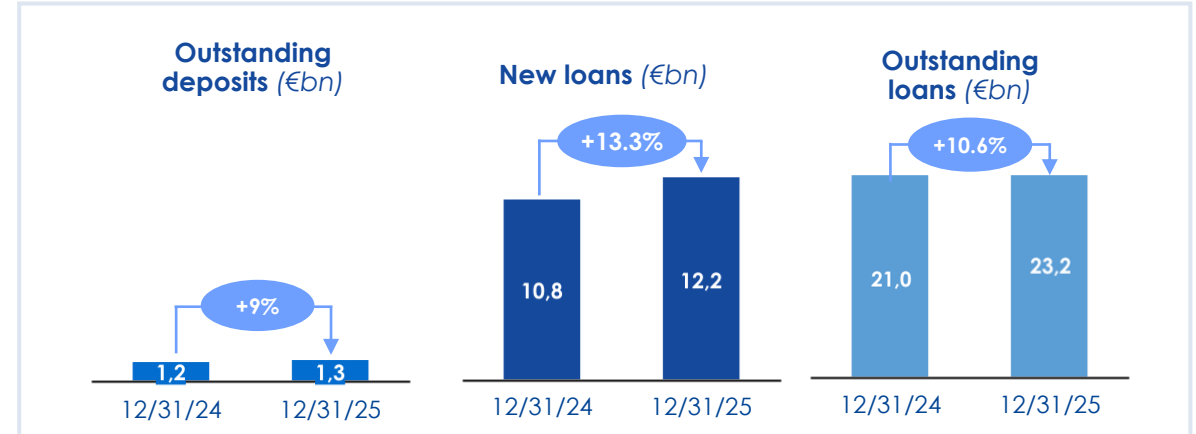
# Results by business line – Retail banking (2/3)

Business performance – Beobank, BECM, Cofidis Group and TARGOBANK

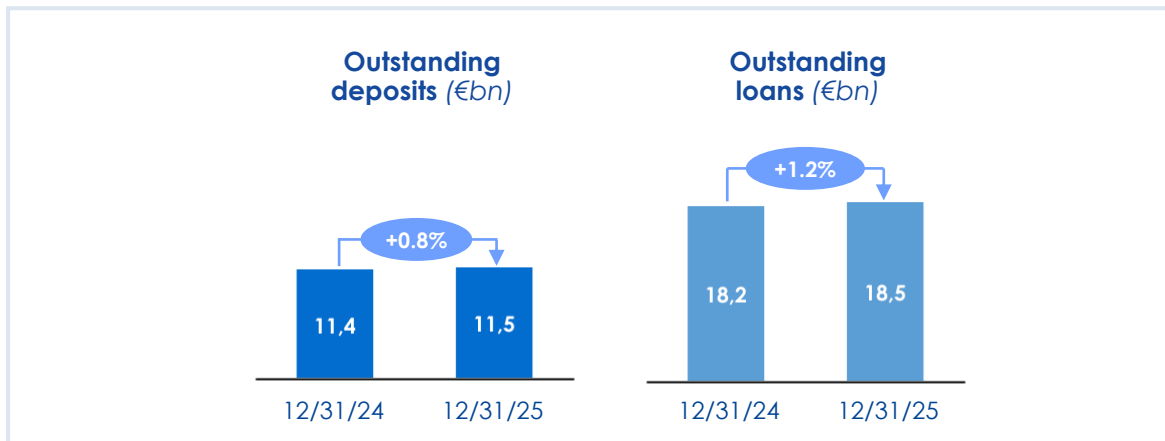
## Beobank



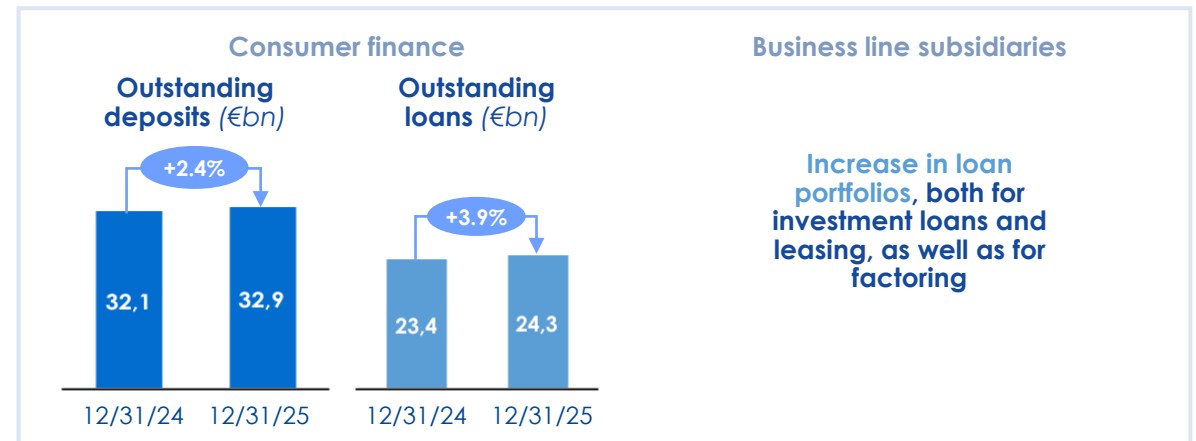
## Cofidis Group



## Banque Européenne du Crédit Mutuel (BECM)



## TARGOBANK



# — Results by business line – Retail banking (3/3)

Sharp increase in financial results, driven by banking networks and consumer credit

## Local banking networks

### Crédit Mutuel banking and insurance network

- Rise in net revenue to €4,200m (+6.9%), driven by growth in the NIM (+13.6%) and in commissions (+2.1%);
- Increase in general operating items (+3.4%) to -€2,985m;
- Fall in total cost of risk to -€143m, including a decrease in the cost of proven risk to -€154m. Net reversal for the cost of non-proven risk (to €11m) despite provisions for future risks set aside in line with the growth in the loan portfolio. After reversal, the stock of provisions (stages 1 and 2) amounts to 4 years' cost of proven risk for this scope;
- Increase in net income to €755m (compared with €571m in 2024).

### CIC banking and insurance network

- Rise in net revenue to €3,952m (+7.5%), marked by a sharp increase in the net interest margin (+13.2%) and in commissions (+3.4%);
- General operating expenses kept under control (+2.5% to -€2,482m), bringing GOI to nearly €1,470m;
- Decrease in cost of risk by -9.4% to -€459m, with an increase for proven risk but a significant fall for non-proven risk;
- Income before tax amounted to €1,008m and net income up +30.5% to €708m.

### Beobank

- Slight decrease in net revenue due to commissions, marked particularly by regulatory changes relating to instant transfers and credit insurance (outstanding balance insurance). Increase in net interest margin despite a significant decline in swap revenues;
- Rise in operating expenses, partly impacted by a 25% increase in banking contributions and taxes;
- Sharp decrease in cost of risk to -€4.1m;
- Net income of €50.5m (+19.0%).

### Banque Européenne du Crédit Mutuel (BECM)

- Rise in net revenue to €291m (+15.4%), mainly driven by a sharp rise in net interest margin to €198m, benefiting in particular from the interest rate environment. Stable commissions (€82m), confirming the recurring nature and quality of non-interest income.
- General operating expenses remained under control at -€86m, virtually unchanged from the previous year. Sharp rise in GOI to €205m (vs €168m in 2024);
- Sharp improving of the cost of risk. Provisions for proven risk, in the absence of a market file in 2025, amounted to -€41m (vs -€76m in 2024);
- Strong increase in income before tax to €144m. After income tax and surcharge, net income rose sharply.

## Business line subsidiaries (after payment of commissions to the networks)

- Slight decrease in net revenue to €741m (-1.8%) and a net income of €162m (vs €178m in 2024).

(in € millions)	12/31/2025	12/31/2024	Change
<b>Net revenue</b>	<b>13,239</b>	<b>12,347</b>	<b>+7.2%</b>
General operating expenses	-8,187	-7,835	+4.5%
<b>Gross operating income</b>	<b>5,051</b>	<b>4,512</b>	<b>+12.0%</b>
Cost of risk	-1,748	-1,947	-10.3%
<i>cost of proven risk</i>	-1,833	-1,756	+4.4%
<i>cost of non-proven risk</i>	85	-192	n.s
<b>Operating income</b>	<b>3,304</b>	<b>2,565</b>	<b>+28.8%</b>
Net gains and losses on other assets and ECC <sup>(1)</sup>	3	-1	n.s
<b>Income before tax</b>	<b>3,307</b>	<b>2,564</b>	<b>+29.0%</b>
Income tax	-1,033	-714	+44.8%
<b>NET INCOME</b>	<b>2,274</b>	<b>1,850</b>	<b>+22.9%</b>

## Consumer credit

### Cofidis Group

- Rise in net revenue (+13%), driven by growth in net interest margin and commissions;
- Increase in general operating expenses due to business growth, support for the development of Monabanq, and the full-year impact of the integration of Magyar Cofidis Bank. Positive scissor effect enabling the cost/income ratio to improve by almost one point;
- Increase in cost of risk to -€568m (+€105m), mainly due to non-proven risk (+€72m) with a net reversal in 2024. Increase in cost of proven risk by +6.5%;
- Contribution of Cofidis Group to the consolidated net income at €26m, also penalized by several non-recurring items (including the surcharge).

### TARGOBANK

- Significant rise in net revenue (+6.9%), driven by net interest margin;
- Increase in general operating expenses to -€1.1bn (+9.5%): increase in employee benefit expenses (+9.6%) due to higher salaries and a larger workforce; Investments in IT, the launch of the NeoBroker "Joe Broker" and costs incurred in connection with the acquisition of OLB led to an increase in external expenses of +10.2%;
- Decrease in cost of risk (-10.6%), mainly due to an adjustment to the parameters of the IFRS9 model, which resulted in a reversal of provisions for non-proven risk, offsetting increases in provisions linked to changes in the loan portfolio;
- Income before tax of €714m (+17.8%).

# Results by business line – Insurance

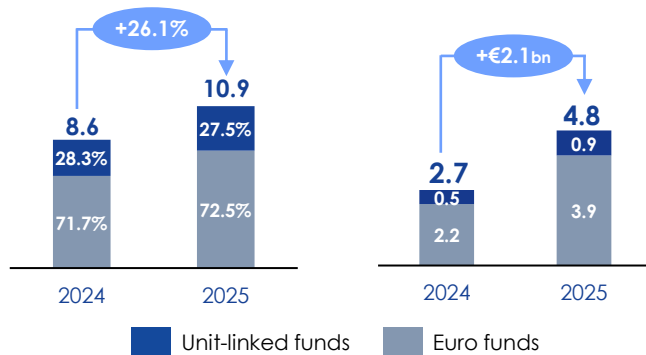
Rise in net revenue driven by all activities

Written premiums: €17.6bn (+15.2% vs 2024)  
Contracts in portfolio: 38.8m policies

## Life insurance

Gross premiums (€bn)

Net premiums (€bn)



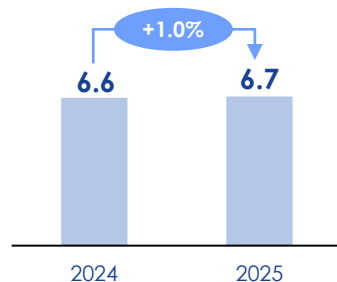
**Euro funds of life insurance and individual retirement policies**

**Average ratio paid**  
2.80% in 2025  
3<sup>rd</sup> consecutive year  
Including compensation bonuses

**High level of reserves**  
5.9% vs 6.3% in 2024<sup>(2)</sup>

## P&C and protection insurance

Written premiums (€bn)



**Increase by +5.8% excluding accepted reinsurance**

**Health, protection & creditor insurance**  
€3.8bn (+3.4%)  
Strong growth in activity

**Property & Casualty insurance**  
€2.9bn (+9.2%)

**Sustained rise and amplified by the price adjustments** made necessary (inflation in repair costs ; effects of climate change, including, since 2025, an increase in the additional premium used to finance France's natural disaster compensation plan<sup>(3)</sup>)

(in € millions)	12/31/2025	12/31/2024	Change
<b>Net revenue</b>	<b>1,548</b>	<b>1,439</b>	<b>+7.6%</b>
General operating expenses	-158	-145	+8.4%
<b>Gross operating income</b>	<b>1,390</b>	<b>1,293</b>	<b>+7.5%</b>
Net gains and losses on other assets and ECC <sup>(1)</sup>	0	-1	n.s
<b>Income before tax</b>	<b>1,390</b>	<b>1,292</b>	<b>+7.6%</b>
Income tax	-403	-309	+30.6%
<b>NET INCOME</b>	<b>987</b>	<b>983</b>	<b>+0.3%</b>

## Financial results

- **Rise in net revenue to €1,548m (+7.6%)**, explained by the positive trend in underwriting income, particularly in property & casualty insurance, which showed a marked improvement thanks to price changes aimed at restoring balance in motor and property damage & liability insurance and a downward revision of the cost of claims incurred prior to 2025 (surpluses). Financial income from equity portfolios was also down;
- **Stable contribution to consolidated net income to €987m** despite the income tax surcharge (nearly €126m).

1. ECC: Equity consolidated companies = share of net profit/(loss) of equity consolidated companies  
2. Ratio of the provision for profit-sharing (PPE) to mathematical reserves for euro funds  
3. Adoption, with the support of the Budget Department, of an increase in the natural disaster surcharge, which rose from 12% to 20% on January 1, 2025. It applies to property & casualty insurance policies for residential and commercial property

# – Results by business line – Asset management and private banking

Sharp increase in net income (+22.5%)

## Asset management (La Française Group)

**> €163bn**  
Assets  
under management  
(+4% vs 2024-end)

**€3.6bn**  
Net inflows  
in LT assets

**77%**  
of assets invested in listed  
financial markets (money  
market, equities, bonds,  
convertibles, etc.) alongside  
unlisted expertise (real estate,  
private debt and private equity)

## Private banking

### Banque Transatlantique Group

**Outstanding savings**  
**€69.7bn**  
(+4% over one year)

**Outstanding loans**  
**€5.8bn**  
(rise vs €5.6bn at 2024-end)

**Strong increase in  
new home loans (+78%)  
in a sluggish  
real estate market**

### Banque de Luxembourg

**Outstanding savings<sup>(2)</sup>**  
**€114bn**  
(+2% over one year)

### Banque CIC (Suisse)

**Assets  
under management**  
**€22.7bn**  
(+13.4% over one year)

**Outstanding loans**  
**€11.3bn**  
(+2% over one year)

(in € millions)	12/31/2025	12/31/2024	Change
<b>Net revenue</b>	<b>1,342</b>	<b>1,343</b>	<b>-0.1%</b>
General operating expenses	-944	-943	+0.1%
<b>Gross operating income</b>	<b>397</b>	<b>399</b>	<b>-0.6%</b>
Cost of risk	-1	-66	n.s
<b>Operating income</b>	<b>396</b>	<b>334</b>	<b>+18.6%</b>
Net gains and losses on other assets and ECC <sup>(1)</sup>	0	0	n.s
<b>Income before tax</b>	<b>396</b>	<b>334</b>	<b>+18.7%</b>
Income tax	-98	-91	+8.5%
<b>NET INCOME</b>	<b>298</b>	<b>243</b>	<b>+22.5%</b>

## Financial results

### Asset management (La Française Group)

- Net revenue of nearly €449.1m and consolidated group net income of €69,0m.

### Private banking

#### • Banque Transatlantique Group:

- o Net revenue: Record level of €237m (+7%), 1/4 of which generated internationally, illustrating the sales momentum combined with the roll-out of projects under the 2024-2027 strategic plan;
- o Expenses: Increase to €150.5m (+8%) due to the strategy of moving upmarket in terms of customer base, as set out in the 2024-2027 strategic plan. Cost/income ratio at 63.4% (+0.3 pts);
- o Net income: Rise to €64.1m (+9%).

#### • Banque de Luxembourg:

- o Net revenue: Stable level at €411.9m, the decrease of the net interest margin (-€8.6m i.e -5%) and other components (-€1.0m i.e -8%) compensated by the rise in commissions to €234.1m (+4%);
- o Expenses: Increase to -€268.6m (+4%), mainly due to changes in the workforce;
- o Cost of risk: Net reversal of €10.5m (vs -€18.8m in 2024), as significant reserves had been set aside over the past two years in light of uncertainties in the real estate market;
- o Net income: Rise to €119.5m (+15%).

#### • Banque CIC (Suisse):

- o Net revenue: Decrease to €206.9m (-4.2%) mainly due to the cut in the key interest rate, which impacted the NIM, partially offset by a significant increase in commissions to €51.5m (+7.1%);
- o Net income: Earnings doubled in 2025, rising from €20.3m to €40.2m, due to a sharp decline in the cost of risk (both proven and non-proven).

# — Results by business line – Corporate banking

Results declined after a favorable year in 2024, particularly in terms of net interest margin

## Structure financing

(Acquisition finance, project finance, asset finance and securitization)

**€5.5bn**  
**Loan production**  
 (significant rise vs 2024)

**Sharp rise in production for project financing, compensated the decline in production for acquisition financing**

## Large corporates (CIC Corporate<sup>(1)</sup>)

(Support of the development of listed and unlisted major companies and financial institutions with revenue of more than €500m as part of a long-term relationship)

**Good sales momentum**  
**Performance in relation to strategic and secure trade transactions**  
 (financing, bond issues, guarantee issues, leasing, factoring, etc.)

## International business department

(Support of corporate customers for carrying out their international projects)

**218 companies supported by CIC Aidexport in 2025**  
 (dedicated subsidiary)

**5 CIC branches<sup>(2)</sup> with an effective contribution to supporting and financing companies in these strategic areas of the world**

(in € millions)	12/31/2025	12/31/2024	Change
<b>Net revenue</b>	<b>628</b>	<b>687</b>	<b>-8.7%</b>
General operating expenses	-181	-157	+15.7%
<b>Gross operating income</b>	<b>446</b>	<b>531</b>	<b>-15.9%</b>
Cost of risk	-78	-82	-6.0%
cost of proven risk	-95	-81	+17.8%
cost of non-proven risk	17	-2	n.s
<b>Income before tax</b>	<b>369</b>	<b>448</b>	<b>-17.7%</b>
Income tax	-88	-52	+68.5%
<b>NET INCOME</b>	<b>281</b>	<b>396</b>	<b>-29.0%</b>

## Financial results

- **Decline in net revenue (-8.7%)** after a favorable 2024, particularly in terms of NIM;
- **Rise in general operating expenses (+15.7%)** in order to support activity growth;
- **Improving of the cost of risk** to -€78m in 2025 (-6.0%);
- **Decrease in income before tax** to €369m (vs €448m in 2024).

1. On January 1, 2026, the corporate banking and capital markets business lines will be grouped together under the single name CIC Corporate & Institutional Banking.  
 2. CIC branches located in Great Britain, the United States, Hong Kong, Singapore and Belgium. CIC continues its international expansion with plans to establish a subsidiary in Australia.

# – Results by business line – Capital markets

Strong increase in net income (+16.5%)

## Commercial capital markets (CIC Market Solutions<sup>(1)</sup>)

**€273m** (+12%)  
2025 net revenue

**Good business momentum**  
in 2025 in all activities

## Investment business line

**€319m**  
(vs €281m in 2024)  
2025 net revenue

**Sustained activity in 2025**  
Seizing of the very temporary  
opportunities in 04/2025, followed  
by a more defensive stance,  
gradually reducing exposure in  
light of the levels reached by the  
financial markets

(in € millions)	12/31/2025	12/31/2024	Change
<b>Net revenue</b>	<b>593</b>	<b>525</b>	<b>+12.9%</b>
General operating expenses	-295	-272	+8.4%
<b>Gross operating income</b>	<b>297</b>	<b>252</b>	<b>+17.8%</b>
Cost of risk	0	2	n.s
<b>Operating income</b>	<b>297</b>	<b>255</b>	<b>+16.8%</b>
Net gains and losses on other assets and ECC <sup>(2)</sup>	0	-1	n.s.
<b>Income before tax</b>	<b>297</b>	<b>254</b>	<b>+17.1%</b>
Income tax	-74	-62	+18.9%
<b>NET INCOME</b>	<b>224</b>	<b>192</b>	<b>+16.5%</b>

### Financial results

- **Sharp increase in revenue (+12.9%)**, illustrating the solid sales momentum;
- **Positive scissor effect** with a controlled growth of general operating expenses (+8.4%);
- **Significant growth in GOI (+17.8%)**;
- **Strong increase in net income (+16.5%)**.

# – Results by business line – Private equity

Net income close to the 2024 level

## Crédit Mutuel Equity

*Support of companies at every stage of their development:*

*venture capital for start-ups, and growth equity and buyouts for SMEs and mid-caps*

*M&A advisory, through its subsidiary CIC Conseil*

**8**

**regional offices**

Paris, Lyon, Nantes, Bordeaux,  
Lille, Strasbourg, Marseille  
and Toulouse

**International**  
Subsidiaries located  
in Europe and  
North America

**313**

**equity interests**

Of which 1/3 held  
for over 10 years

## 2025 key figures

**Disposals**

**€464m**  
in generated  
proceeds

**> €1.6bn**  
sold equity  
interests over  
the last three  
fiscal years

**Investments**

**€426m**  
invested  
in companies

**>50**  
deals,  
both in France  
and abroad

**Investment portfolio**

**+€542m**  
(+17%)  
growth over the  
last three years

**CIC Conseil**

**22**  
finalized  
M&A deals

**> €11m**  
invoiced  
commissions  
(vs €9.4m in 2024)

(in € millions)	12/31/2025	12/31/2024	Change
<b>Net revenue</b>	<b>370</b>	<b>361</b>	<b>+2.4%</b>
General operating expenses	-97	-94	+2.7%
<b>Gross operating income</b>	<b>273</b>	<b>267</b>	<b>+2.3%</b>
Cost of risk	0	21	n.s
<b>Income before tax</b>	<b>273</b>	<b>288</b>	<b>-5.3%</b>
Income tax	10	-2	n.s
<b>NET INCOME</b>	<b>283</b>	<b>286</b>	<b>-1.2%</b>

## Financial results

- **Solid net revenue at €370m in 2025**, two-thirds of which was made up of capital gains generated by the assets held, supplemented by recurring income (dividends and interest), demonstrating the quality of investment management in an uncertain environment:
- **Net income of €283m**, close to the 2024 level.

## — Results by business line – Other business line *(Technology, Logistics, Media and others)*

### Financial statements

Net income from of -€129m in 2025 (vs +€173m in 2024):

- **Logistics:** decline in net income;
- **Press business:** decrease in net income (-€35m vs -€23m in 2024);
- **Holding company services:** net income of -€235m.

### Technology

**Inauguration of 2 state-of-the-art datacenters in June 2025**  
*(Saint-Apollinaire and Fauverney sites, in Burgundy)*

- **€230m investment**, resulting in additional depreciation charges and an increase in the IT equipment to be maintained;
- Installations among the seven French infrastructures certified **Tier IV by the Uptime Institute** *(highest security level)*;
- **Technological infrastructures operated in-house, ensuring a very high level of performance** while guaranteeing the 24/7 availability of digital services and the digital privacy of the group's 33 million customers and members.

### Press

**New governance of the EBRA Group in 2025**

#### Targets:

- Continuing its economic transformation;
- Driving the acceleration of digital transformation, diversification of activities, and rejuvenation of audiences;
- Ensuring editorial independence and the quality of reliable information serving the regions.

#### KPIs at 2025-end:

- Revenues: €479m *(stable vs 2024)*, 10% of which from revenue diversification;
- Digital subscribers: > 121,000 subscribers *(+11.1% over one year)*;
- Visits: > 1,545m visits *(+12.4% over one year)*;
- Followers in social media: >6.5m followers and more than 2 bn of video views *(+700% vs 2024)*.

## — Medium Long term funding: 2025 benchmark issues

ISIN	Serie	Currency	Amount (currency, in millions)	Amount (eq. €)	Issue Date	Maturity Date	Support	Coupon	Reoffer
FR001400T9Q9	580	EUR	1,250	1,250	10/17/2024	10/17/2031	SP	3.250%	MS+85
FR001400WJH9	583	EUR	1,250	1,250	01/15/2025	01/15/2030 <sup>(1)</sup>	T2	4.000%	MS+175
US06675DCN03	33	USD	900	874	01/22/2025	01/22/2030	SP	5.538%	T+95
US06675DCP50	34	USD	350	340	01/22/2025	01/22/2030	SP	SOFR+123	SOFR+123
FR001400WXW9	68	EUR	1,500	1,500	01/29/2025	07/29/2032	CB	3.000%	MS+63
FR001400XUR3	584	EUR	1,000	1,000	03/07/2025	03/07/2035	SNP	3.625%	MS+127
FR001400ZB28	585	EUR	1,250	1,250	05/07/2025	05/07/2030	SP	3.000%	MS+92
FR001400ZBF3	586	EUR	750	750	05/07/2025	05/07/2035	SP	3.500%	MS+117
FR00140103L0	69	EUR	1,500	1,500	06/06/2025	06/06/2030	CB	2.625%	MS+45
FR00140103M8	70	EUR	750	750	06/06/2025	06/06/2035	CB	3.125%	MS+68
FR00140108P0	587	GBP	400	477	06/10/2025	09/10/2031	SP	5.250%	UKT+110
AU3CB0323053	588	AUD	200	113	06/27/2025	01/03/2031	SP	4,9912%	BBSW3M+140
AU3FN0099701	589	AUD	300	170	06/27/2025	01/03/2031	SP	BBSW3M+140	BBSW3M+140
US06675DCR17	35	USD	650	556	07/16/2025	10/16/2028	SP	4.591%	T+72
US06675DCQ34	36	USD	600	512	07/16/2025	10/16/2028	SP	SOFR+99	SOFR+99
FR0014012IV8	590	EUR	750	750	09/10/2025	06/10/2032	SP	3.375%	MS+95
CH1477661255	591	CHF	185	198	09/30/2025	09/30/2033	SP	1.3375%	SARON MS+95
FR0014012SZ8	594	USD	300	255	10/08/2025	10/08/2030	SP	SOFR+110	SOFR+110
JP525020ARA2	47	JPY	39,200	227	10/15/2025	10/13/2028	SP	1.547%	TONA+50
JP525020BRA0	48	JPY	16,800	97	10/15/2025	10/15/2030	SP	1.837%	TONA+65
JP525020CRA8	49	JPY	5,100	30	10/15/2025	10/15/2035	SP	2.309%	TONA+80
JP525020DRA6	50	JPY	1,300	8	10/15/2025	10/13/2028	SP	TONA+50	TONA+50
JP525020ERA4	51	JPY	4,600	27	10/15/2025	10/15/2030	SP	TONA+65	TONA+65
FR00140142K0	595	EUR	750	750	11/14/2025	05/14/2031 <sup>(1)</sup>	T2	3.750%	MS+140
FR0014014TL2	596	EUR	1,250	1,250	12/11/2025	03/11/2031	SP	3.125%	MS+78

**PRE-FUNDING**

(1) Optional redemption date

# 1<sup>st</sup> bank with the status of benefit corporation (1/2)

All commitments achieved in 2024



Mission	Commitment	Indicator	Target	2023	2024
1 Supporting our customers and members to the best of their interests	1 Bring democracy to life in the bank by doubling the number of members voting at Shareholders' Meetings (vs 2019, with 5.4% of members voting at Shareholders' Meetings)	Share of members voting at Shareholders' Meetings (%)	10.8%	12.3%	14.7%
	2 Guarantee to each customer a dedicated, non-commissioned advisor	Share of customers benefiting from a dedicated, non-commissioned advisor (%)	100%	99.6%	99.6%
	3 Give more room to young people and move closer to parity in the Board of Directors from 2022 (vs 2021, with 39.0% of women among elected members et 8.7% of young people among the newly elected members)	Share of women among elected members (%)	>39.0%	41.8%	42.8%
		Share of young people (less than 35 years old at the end of the year) among the newly elected members (%)	>8.7%	19.8%	16.9%
	Share of young people (less than 35 years old at the end of the year) among elected members (%)	-	3.3%	3.7%	
2 Acting for everyone and refusing all discrimination	4 Train all our employees and elected members in the fight against discrimination	Training rate of employees in the fight against discrimination (%)	100%	98.7%	Commitment achieved <sup>(1)</sup>
		Training rate of elected members in the fight against discrimination (%)	100%	95.2%	
	5 Recruit 25% of work-study students from priority neighborhoods and rural areas	Share of work-study students from priority neighborhoods and rural areas (%)	25%	32.8%	32.0%
	6 Defend gender pay equality at all levels of the bank	Number of employees benefiting from a corrective measure <sup>(2)</sup>	-	674	541
3 Putting technology to work for people	7 Guarantee the privacy of our customers' data by processing 99% of their information in our infrastructures and systems located in France	Share of processing performed on infrastructure hosted in the company's data centers (%)	99%	>99.9%	>99.9%
	8 Invest productivity gains from artificial intelligence in employment and development	Number of productivity gains (FTE)	-	1,671	Commitment achieved <sup>(3)</sup>
		Number of permanent hires	-	2,584	
4 Contributing to the development of the regions	9 Anchor decision-making centers in the regions with more than 90% of our lending decisions taken at local banks or branches	Share of lending decisions taken locally (%)	>90%	92.9%	92.9%
	10 Offer the Pay Asso digital payment solution to our associations and civil liability coverage to their managers	Share of eligible associations for the Pay Asso solution and free Civil Liability plan for Managers (%)	-	100%	100%
	11 Invest 5% of our equity mainly in French companies to promote innovation, growth and employment in our regions	Share of the group's equity invested mainly in French companies (%)	5%	5.83%	5.29%
5 Working towards a fairer and more sustainable society	12 Reduce the group's carbon emissions by 20% and the carbon footprint of our investment portfolios by 12% by the end of 2022	Reduction rate in the group's carbon footprint with respect to 2018, with already -30.4% at the end of 2022 (%) (scope: energy consumption, refrigerant gas leaks, motor feet and business travel)	-20%	Commitment achieved	Commitment achieved
		Reduction rate in the carbon footprint of customer portfolios with respect to June 2018, with already -57.6% at the end of June 2023 (%)	-12%		
	13 Promote the energy transition by no longer financing new oil and gas projects	Number of new financing projects in oil and gas	0	0	0
	14 Insure the home loan of our loyal customers without any medical formalities	Number of new beneficiaries	-	40,000	35,000 <sup>(4)</sup>
	15 Commit to customers in financial difficulty with an account at €1 net per month without any incident fees	Number of beneficiaries	-	58,333	62,925

1. Commitment achieved in 2023, not re-evaluated in the context of the mission-driven company in 2024, as all employees have been trained. The training module is integrated into the path of new recruits.

2. The indicator monitored is the percentage of the average wage gap between men and women, by age group and category. Additional works have been carried out in the main subsidiaries (TARGOBANK Germany, Cofidis France, Banque de Luxembourg).

3. Commitment achieved in 2023, not re-evaluated in the context of the mission-driven company in 2024. The spirit of the commitment was to ensure that advances in Artificial Intelligence (AI) would not be at the sacrifice of jobs. The introduction of the AI Ethics Charter in 2024 takes this human dimension even further.

4. More than 200,000 beneficiaries since the adoption of the status of mission-driven company.



# 1<sup>st</sup> bank with the status of benefit corporation (2/2)

20 new commitments in 2025, reinforcing the benefit corporation approach to topics in line with current challenges

Mission	Commitment	2025
1 Supporting our customers and members to the best of their interests	2 Enable our members to participate in the selection of projects financed by the Societal dividend	Member voting campaign on three non-profit projects, currently under construction and set to launch in 2026
	3 Promote and enhance the role of elected members, in particular through training courses offered by the Mutualist University	A wide range of training courses offered to our ~14,200 elected members
	4 Build lasting relationships with each of our customers thanks to the dedicated, non-commissioned local advisor	99.59% of customers have a dedicated advisor with no commission paid to advisors in the Crédit Mutuel and CIC networks
	5 Prevent over-indebtedness by developing financial and budgetary education for our customers	Budget and financial education program (relational approach, educational content, adapted tools) launched in March 2026
	6 Ensure equal pay for women and men and gender parity in our governance bodies and leadership positions	Equal pay: only 261 women (0.5% of the total population) have a pay gap of more than 3% ; Gender balance: 47.3% women in the management category and 59.3% women in executive management teams
2 Acting for everyone and refusing all discrimination	7 Focus on talent regardless of background by hiring 30% of work-study trainees from priority neighborhoods and rural areas	35.92% of work-study students from priority neighborhoods and rural areas, in line with the target of 30% on average over the duration of the 2024-2027 strategic plan
	8 Act against the renunciation of care by advancing the health costs of our policyholders with the Full Third-Party Payment	€550m in health costs advanced with the Health Advance card ( <i>Carte Avance Santé</i> )
	9 Defend equal opportunities by allowing young people to access the higher education of their choice with the 0% Solidarity Student Loan	More than 23,000 loans released to help young people from the middle and working classes
	10 Fight against discrimination in home ownership by abolishing the health questionnaire and the compulsory permanent contract	Nearly 275,000 individual beneficiaries and professionals to date for the health questionnaire and 2,100 New forms of Employment loans released
	11 Help our seniors age well at home by offering them subsidized financing to adapt their housing	Start of the offer: 67 loans released to help our seniors adapt their homes
	12 Train 100% of our advisors and raise awareness among 100% of our elected members about violence against women and offer victims a personal bank account, free of charge and not known to the spouse	110 accounts opened since July 2024 and a training course to be launched in 2026 for ~25,000 employees at points of sale, and a similar training course for our ~14,000 elected members
3 Putting technology to work for people	13 Guarantee the confidentiality of our customers' data by committing to not to sell it	As part of the Data Protection Charter and the AI Ethics Charter, the group has undertaken to never sell its customers' data for commercial prospecting purposes
	14 Ensure an Artificial Intelligence that keeps people at the heart of the relationship by guaranteeing the right to call on an advisor for all	Possibility for customers to call on an advisor in the event of an AI malfunction and 100% of AI projects populated in the dedicated platform benefit from human supervision
4 Contributing to the development of the regions	15 Invest 5% of our equity in companies that support growth, employment, and innovation in our regions	5.4% of the group's equity, i.e. €3,789m
	16 Support farmers by promoting the transfer of farms and the ecological transition with subsidized loan	559 Agri Installation loans released for €73.7 bn in outstandings
	17 Contribute to the fight against medical "deserts" with an offer facilitating the installation of doctors and health professionals in the regions	83 Regional Health Installation loans at 0% interest released for €2.6m in outstandings
	18 Be the partner of reference for associations by offering them solutions for all their needs and by financing their projects with a strong sponsorship and partnership policy	123,513 non-profit organizations equipped with the refunded banking package, €106m dedicated to sponsorship and partnerships carried out by the group
19 Create a Mutualist emergency fund to intervene quickly in the event of critical events	Financial aid (sponsorship) released quickly to provide an immediate response to disaster	
5 Working towards a fairer and more sustainable society	1 Create more value and increase our environmental and social impact by dedicating 15% of our net income to the Societal dividend	15.1% i.e. €622m
	20 Reduce the carbon footprint of our balance sheet by 20% by 2027 to contribute to the decarbonization of the economy	-9.4% at end of 2025 (vs. baseline at the end of 2023)

# — Strong ambition to reduce carbon footprint *(banking scope)*

Transition plan levers (1/4)

1

## Gradual divestment from fossil fuels

Implementation of  
**Coal and Hydrocarbon sector policies**

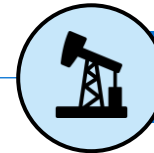


### Coal

#### Adoption of a full exit plan by 2030

#### Commitments within its coal sector policy

1. **reduce the overall exposure** of its financing and investment portfolios to thermal coal to zero by 2030, for all countries in the world and across the entire value chain;
2. **No longer grant support** to companies operating in the coal sector after 2030.



### Oil & gas

#### Decisions taken within its Hydrocarbons sector policy

1. **Since October 2021**, any financing for new exploration, production, infrastructure and transformation projects in oil and gas (conventional and unconventional) **has been halted**;
2. **Since 2024, no banking and financial services** offered to companies whose share of unconventional hydrocarbon production exceeds 20% (this threshold was 25% in 2023);
3. **Since 2024**, no longer financing for any energy company that continues to develop new oil and gas exploration and production projects and for companies that do not have a credible and verifiable Net Zero trajectory.

# – Strong ambition to reduce carbon footprint (banking scope)

Transition plan levers (2/4)










2

**Control of the exposure on the most emissive sectors** (via NZBA commitments)



Implementation of **sector policies**  
**Analysis** of transition plans for customers  
 and **dialogue** with manufacturers

## NZBA 2022-2030 sector targets

<p><b>Cement</b></p>  <p><b>-26%</b> In kgCO<sub>2</sub>/t</p>	<p><b>Oil and gas</b></p>  <p><b>-26%</b> In MTCO<sub>2</sub> [absolute]</p>	<p><b>Electricity production</b></p>  <p><b>-58%</b> In kgCO<sub>2</sub>/kWh produced</p>
<p><b>Maritime transport</b></p>  <p><b>-42%</b> In gCO<sub>2</sub>eq/DWT.nm</p>	<p><b>Air transport</b></p>  <p><b>-16%</b> In gCO<sub>2</sub>eq /RTK</p>	<p><b>Residential real estate</b></p>  <p><b>-33%</b> In kgCO<sub>2</sub>eq./sq.m</p>
<p><b>Automotive industry</b></p>  <p><b>-45%</b> In gCO<sub>2</sub>/p.km</p>	<p><b>Steel and aluminum</b></p>  <p>Stay below the AIE curve to integrate potential new customers, <i>i.e.</i>:</p> <p><b>1,263</b>      <b>3,695</b> In kgCO<sub>2</sub>/T of steel    In kgCO<sub>2</sub>/T of aluminum</p>	<p><b>Coal</b></p>  <p>Coal phase-out policy by 2030</p>

### NZBA targets

- Definition of each sector-specific target based on a decarbonization scenario aligned with a 1.5°C warming limit;
- Net zero targets by 2030 aimed at aligning with the Paris Agreement goals (with the exception of residential real estate, as the sector is lagging behind in decarbonization efforts at the national level).

### Entities concerned (representing the most of balance sheet exposures)

- Crédit Mutuel Alliance Fédérale and CIC's activities in France;
- Including CIC's foreign branches.

### Financing activities taken into account

- Lending activities (including equipment leasing);
- Bonds and shares of listed and unlisted companies;
- Asset and project financing activities.

### Monitoring of trajectories

#### Monitoring based on the following data:

- Internal data for outstanding balances;
- External data specific to counterparties (annual reports, ISS data provider, external service provider for the maritime and aviation sectors);
- Data estimated by roxies (PCAF or ISS database);
- ADEME energy performance certificates (EPCs) for residential properties without EPCs (estimated data).

# – Strong ambition to reduce carbon footprint (banking scope)

Transition plan levers (3/4)

3

Supporting customers in their transition



Deployment of commercial offers to support customers (companies, non-profits organizations, professionals, farmers and individuals) in their decarbonization efforts

Agriculture	Energy	Industry	Residential real estate	Commercial real estate	Land transport
<ul style="list-style-type: none"> <li>• <b>A sectoral questionnaire</b> made available to advisors to help them better understand farming practices</li> <li>• <b>Offers supporting farmers who commit to the agro-ecological transition</b>, offering financial assistance and preferential terms:                             <ul style="list-style-type: none"> <li>○ Agricultural Transition Loan;</li> <li>○ Agricultural Renewable Energy Loan;</li> <li>○ Agricultural Installation Loan.</li> </ul> </li> <li>• <b>Financial assistance for environmental certifications and assessments</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>A complete phase-out of coal by 2030 and non-renewal of maturing structured financing for gas-fired thermal power plants;</b></li> <li>• Financing of <b>renewable electricity capacity</b>;</li> <li>• Support for the development of <b>anaerobic digestion</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Systematic analysis of the carbon footprint</b> of clients (current or potential);</li> <li>• <b>Energy Transition Loan</b>, which allows industrial companies to benefit from a subsidized interest rate for:                             <ul style="list-style-type: none"> <li>○ investments linked to changes in production methods and the optimization of manufacturing processes to reduce energy bills and carbon footprints;</li> <li>○ equipment replacements to improve energy performance, reduce waste and reduce pollution.</li> </ul> </li> <li>• <b>Industrial Transition Loan</b> offering a subsidized rate to support clients aligned with the objectives of the Recovery Plan;</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging new homebuyers to <b>choose the most energy-efficient properties</b> (Energy Performance Certificates A and B) or to <b>carry-out work if they acquire less efficient properties</b> (F and G)</li> <li>• Supporting for customers who are already homeowners <b>to carry out renovation work on their homes</b>;</li> <li>• <b>The Energy Renovation Division, under the HOMJI brand</b>, offering support throughout the renovation project.                             <ul style="list-style-type: none"> <li>○ <b>Goal:</b> 100,000 clients supported by 2027 (62,545 loans granted for renovation work financed from the start of the strategic plan at the end of 2025)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Financing solutions tailored</b> to the decarbonization of the market and <b>the development of the ability to monitor improvements</b> in building performance over time;</li> <li>• <b>Revision of the Energy Transition Loan for commercial real estate</b>, with three key changes:                             <ul style="list-style-type: none"> <li>○ refocusing of the product on subjects aimed at energy performance improvements that go beyond the regulatory requirement, for construction and renovation, while simplifying the appraisal as much as possible;</li> <li>○ extending the scope to include financing for the acquisition of new and existing real estate assets;</li> <li>○ extending to high-performance energy renovation actions (insulation, installation of heat pumps).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Financing of the purchase of new or used light vehicles through conventional credit or leasing</b>, for individuals, professionals and companies, as well as <b>heavy goods vehicles</b>.</li> <li>• <b>Threefold objective for individuals</b>:                             <ul style="list-style-type: none"> <li>○ Encourage soft mobility;</li> <li>○ Help with the acquisition of an electric vehicle;</li> <li>○ Help replace highly polluting vehicles (on the second-hand market).</li> </ul> </li> <li>• <b>Eco-Mobility Offer</b>:                             <ul style="list-style-type: none"> <li>○ Subsidized rate loans for electric vehicles or Crit'Air 1 vehicles, new or used;</li> <li>○ Pre-financing of the Ecological Bonus;</li> <li>○ 0% interest loan for electric bicycles (outstanding loans as at the end of 2025: €66m).</li> </ul> </li> </ul>

# – Strong ambition to reduce carbon footprint *(banking scope)*

Transition plan levers (4/4)

4

**Support for innovation and the scaling up of solutions** *(additional lever)*

Financing or investment in **innovative companies**, through the « Environmental and Solidarity Revolution fund » impact fund within the Societal dividend, with **expected longer-term effects** and **an indirect impact on the group's emissions trends**.

## Environmental and Solidarity Revolution fund

- **Amplification of the transformation of production models** by intervening in the key areas of climate, environmental and societal transition, where financial needs are very important;
- **Investments in France and in Crédit Mutuel Alliance Fédérale's other domestic markets**, particularly in Germany, as well as in Belgium, Luxembourg and Switzerland;
- Measures to support **technological breakthroughs, promote the scale-up of companies**, and contribute to the financing of **societal adaptation induced by climate change**;
- In addition, other levers will be studied, in particular **investment on its own behalf** and the **possibilities of consulting and partnerships**.

Contribute to the emergence and democratization of decarbonization solutions

## Deployment the transition plan to employees and elected members

- **Establishment of a network of ESG/CSR contacts, deploying ESG strategy**
  - Main contacts for corporate account managers and point of contacts between the Mutualist Institute and the local teams for the implementation of sectoral policies and ESG analysis grids;
  - Participation in their entity's local ESG committee when a financing request raises questions or triggers an alert during the review process;
  - Supporting for awareness of and consideration of Crédit Mutuel Alliance Fédérale's ESG policy through awareness-raising actions and training.
- **Construction of a training catalog dedicated to ESG issues**
  - Catalog for employees, operational teams, elected members, local branch presidents, licensed administrators, umbrella organizations and federally elected members.
- **Creation of an ESG & Sector Policies universe on the Crédit Mutuel Alliance Fédérale's Intranet:**
  - Centralization of all operational documents relating to Crédit Mutuel Alliance Fédérale's ESG challenges;
  - Help to raise awareness among all employees.

100% of employees and elected members committed to ecological transformation by 2027

# — Strong ambition to reduce carbon footprint *(banking scope)*

*Insurance scope*

## Ambition to reduce balance sheet carbon footprint *(Scope 3.15)*

### 2030 target

Carbon footprint of investments in shares and bonds of directly held companies (tCO<sub>2</sub>eq/€m invested)

**-60% vs 2018 (reference: 85 tCO<sub>2</sub>eq/€m)**

- Ambition to **reduce the carbon footprint by 5% per year** compared to the initial value, **in line with the scenarios of the sixth IPCC assessment report** aimed at containing global warming to 1.5°C compared to the pre-industrial era;
- GACM's current approach covering **scopes 1 and 2 of invested companies<sup>(1)</sup>**;
- **GHG emissions data or company values** required to calculate the portfolio footprint provided by the ESG data provider ISS.

### Decarbonization levers

to reach set targets

#### Investment scope

- Application and development of GACM's ESG policy and associated sectoral policies;
- Shareholder engagement policy and dialogue with invested companies.

#### Non-life insurance scope

- Selecting responsible partners;
- Proposing low-carbon repair solutions;
- Creating a repair ecosystem;
- Promoting digitalization for claims management.

### 2025 achievements

exceeding the 2030 target

- Portfolio carbon footprint of **31 tCO<sub>2</sub>eq/€m invested** at the end of 2025, representing **a 64% decrease compared to the end of 2018**;
- **€67bn of assets covered** by the carbon footprint calculation, i.e. **54% GACM's general assets excluding UL products**:
  - 96% of directly held corporate stocks and bonds are covered;
  - 99.8% of directly held real estate assets<sup>(2)</sup> are covered.

# — Strong ambition to reduce carbon footprint

Asset management scope

La Française Group, Crédit Mutuel Alliance Fédérale's asset management center of expertise.

## Crédit Mutuel Asset Management Listed assets

- **Continued action to mitigate** the negative impact on climate change caused by GHG emissions from portfolios:
- **Exclusions via the application of sectoral policies**  
Adaptation of **Crédit Mutuel Alliance Fédérale's** sector policies to the specificities of the asset management business line.
- **Climate-related voting and engagement policies**
  - Membership in **Climate Action 100+** and the **IIGCC (Investor Group on Climate Change)**;
  - Support for **CDP's Non Disclosure Campaign**;
  - **Commitments backed by a demanding voting policy:**
    - 1) Response to the CDP questionnaire;
    - 2) Commitment to CO<sub>2</sub> emissions reduction targets validated by the SBTi;
    - 3) Presentation at the Shareholders' Meeting of a Say on Climate or a Progress Report on climate change.

## La Française Real Estate Managers Non-listed real estate assets

- **Decarbonization strategy in line with the National Low-Carbon Strategy (SNBC - Stratégie Nationale Bas Carbone)**, aiming for carbon neutrality in France by 2050.
- **Targets aligned to a decarbonization trajectory limiting global warming to 1.5°C (Paris Agreements):**
  - The trajectories being those calculated by the **Carbon Risk Real Estate Monitor (CRREM)**, in partnership with SBTi;
  - Based on these trajectories, an **implicit temperature for its assets for each year until 2030** (reflecting the gap between the actual trends and the trajectories defined by CREEM).
- **Decarbonization levers in two steps**
  - 1) **Assets under construction:** promoting low-carbon building materials and methods ;
  - 2) **Operating phase assets:** optimizing energy consumption and improve building efficiency.

# – Main international initiatives and standards we support

*In favor of sustainable development*



Crédit Mutuel signed **the PRB**, a unique framework for ensuring that signatory banks' strategy and practice align with the **SDGs** and the **Paris Climate Agreement**. The Group also signed **the PRB Commitment to Financial Health and Inclusion**.



PRINCIPLES FOR RESPONSIBLE BANKING



Crédit Mutuel signed **the NZBA** and thus commits to align lending and investment portfolios with net-zero emissions by 2050. Group La Française also signed the **Net Zero Asset Managers initiative**



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Group La Française is a supporter of the **TCFD Framework**, that help companies to assess climate-related risks and opportunities



POSEIDON PRINCIPLES

CIC signed the **Poseidon Principles**, that provide a framework for integrating climate considerations into lending decisions to promote international shipping's decarbonization



CIC has become a founding user of the **Pegasus Guidelines**, the first voluntary climate-aligned finance framework towards the decarbonization of the aviation industry



Principles for Responsible Investment

Group La Française, Dubly Transatlantique Gestion, Crédit Mutuel Asset Management and CIC Private Debt signed **the PRI**, that offer a menu of possible actions for incorporating ESG issues into investment practice



Industry-led, UN-convened  
**Net-Zero Banking Alliance**

Crédit Mutuel signed the **UN Global Compact**, that is the world's largest corporate sustainability initiative and that produces guidance on Just Transition



**United Nations Global Compact**

# – Commitments by asset management entities (1/2)













Active responsible investment strategy through our asset management entities

	<p><b>Forum pour l'investissement responsable (FIR)</b> Promote and develop responsible investment and its best practices in France</p>	2004	
	<p><b>Principles for Responsible Investment</b> Encourage the implementation of "Responsible Investment Practices" by the asset management industry, under the auspices of the United Nations</p>	2007	
	<p><b>Principles for Responsible Investment</b> Encourage the implementation of "Responsible Investment Practices" by the asset management industry, under the auspices of the United Nations</p>	2010	
		2012	
		2017	
	<p><b>CDP- Carbon Disclosure Project</b> Encourage companies to be transparent in environmental matters in order to create a common database</p>	2010	
	<p><b>CDP- Carbon Disclosure Project</b> Encourage companies to be transparent in environmental matters in order to create a common database</p>	2013	
		2012	
	<p><b>Observatoire de l'Immobilier Durable (OID)</b> Independent exchange platform for actors in the real estate sector on sustainable development</p>	2012	
	<p><b>Climate action 100+</b> Ensure that the world's largest emitters of greenhouse gases implement the actions necessary to combat climate change</p>	2017	
	<p><b>Institut de la finance durable</b> Federate and accelerate the actions undertaken by the financial institutions of the market and French companies to achieve the energy and environmental transition</p>	2019	
		2022	

In 2024, Crédit Mutuel Alliance Fédérale deployed its new asset management division around its subsidiary **Groupe La Française**.

# – Commitments by asset management entities (2/2)

Active responsible investment strategy through our asset management entities

 <p>SCIENCE BASED TARGETS <small>DRIVING AMBITION TO CLIMATE ACTION</small></p>	<p><b>Science Based Target initiative (SBTi)</b> Support companies in reducing greenhouse gas (GHG) emissions by setting a "science-based" GHG reduction target and providing technical support</p>	<p>2019</p>	 <p>LA FRANÇAISE <small>INVESTING TOGETHER</small></p>
 <p>30% Club <small>GROWTH THROUGH DIVERSITY</small></p>	<p><b>30% Club France Investor Group</b> Promote parity in the management bodies of the SBF 120 (at least 30% of women on executive committees by 2025)</p>	<p>2020</p>	
 <p>NET ZERO ASSET MANAGERS INITIATIVE</p>	<p><b>Net Zero Asset Manager Alliance</b> Support the goal of zero net CO2 emissions by 2050 (or earlier) and support investments aligned with this goal</p>	<p>2021</p>	 <p>LA FRANÇAISE <small>INVESTING TOGETHER</small></p>
 <p>Finance for Biodiversity Pledge</p>	<p><b>Finance for Biodiversity Pledge</b> Commitment to integrate biodiversity into asset management</p>	<p>2021</p>	
 <p>BUSINESS FOR NATURE</p>	<p><b>Business for Nature's call to Action</b> Calling on governments to adopt policies that protect nature</p>	<p>2021</p>	
 <p>GIIN <small>GLOBAL IMPACT INVESTING NETWORK</small></p>	<p><b>Global Impact Investing Network</b> Developing impact investment</p>	<p>2022</p>	

In 2024, Crédit Mutuel Alliance Fédérale deployed its new asset management division around its subsidiary **Groupe La Française**.

# – Green Social and Sustainability Bonds Framework

Crédit Mutuel Alliance Fédérale is regularly present on the Green Social and Sustainability bond market, with **green bonds issued in 2020, 2021 and 2024**, and **social bonds issued in 2022 and 2023**.

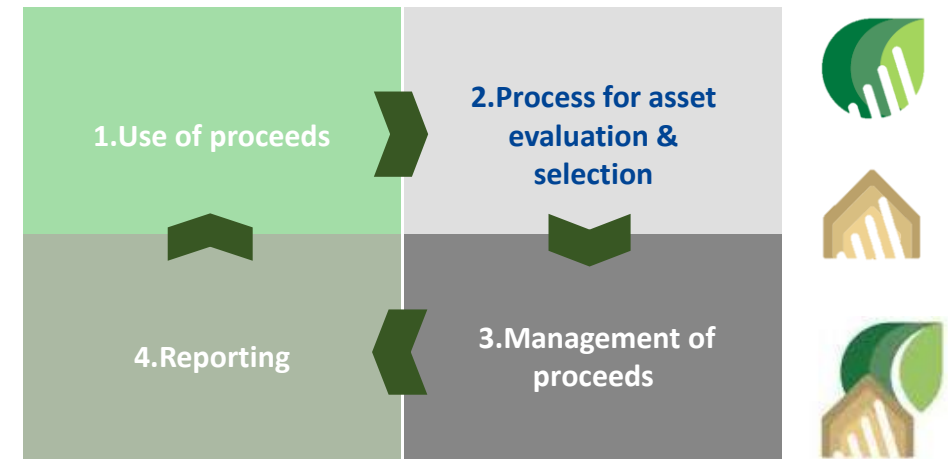
## Crédit Mutuel Alliance Fédérale issuers are committed to develop the Green, Social and Sustainability Bond market:

- Integrating **green debt financing instruments** to support the just transition to a low carbon and sustainable economy;
- Building a **more sustainable portfolio**;
- Contributing to the achievement of the **United Nations Sustainable Development Goals** and the **Paris Climate Agreement**.

## Crédit Mutuel Alliance Fédérale’s Framework is established in accordance with:<sup>(1)</sup>

- the **ICMA** Green Bond Principles 2021, Social Bond Principles 2021 and Sustainability Bond Guidelines 2021;
- the recommendation of the Technical Expert Group final report on the **EU Taxonomy**.







**Moody’s ESG Solutions** (ex Vigeo Eiris) was commissioned to provide a Second Party Opinion to confirm the alignment with the **ICMA principles**<sup>(2)</sup>.



**MOODY'S** | ESG

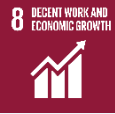




# Green Social and Sustainability Bonds Framework<sup>(1)</sup>

Financing green and social activities in line with its DNA

Category	Description
<b>Green Buildings</b>  	<ul style="list-style-type: none"> <li>Green prime residential buildings ✓</li> <li>Green commercial buildings</li> <li>Building renovation</li> </ul>
<b>Renewable Energy</b>  	<ul style="list-style-type: none"> <li>On- and offshore wind energy ✓</li> <li>Solar Energy</li> </ul>
<b>Low Carbon Transport</b>  	<ul style="list-style-type: none"> <li>Infrastructure for low carbon land transport ✓</li> <li>Infrastructure for low carbon water transport</li> <li>Low-carbon vehicles and rolling stock</li> </ul>

## Exclusion criteria

- Loans to Enterprises operating in the business sectors listed in the Exclusion list hereto, such as, but not limited to, tobacco, gambling, weapons and munitions, alcohol (excluding beer and wine),
- Loans related to projects located in non-designated countries,
- Loans financed by any other type of funding,
- Loans originated more than 3 calendar years prior to the year of identification of a portfolio of Eligible Loans in a given category,
- Non-performing loans.

Category	Description
<b>Local Development SME financing</b> 	<ul style="list-style-type: none"> <li>SMEs located in regions of France where the unemployment rate per inhabitant is higher than the national average ✓</li> <li>SMEs impacted by the consequences of extreme events</li> </ul>
<b>Affordable Housing</b>  	<ul style="list-style-type: none"> <li>Prêt d'accession sociale - PAS (Social ownership loan)</li> </ul>
<b>Access to Essential Services Healthcare</b> 	<ul style="list-style-type: none"> <li>Purchase of heavy medical equipment (e.g. X-ray machines, MRI scanner, CT scanner) by health professionals in France</li> </ul>
<b>Access to education and professional training</b> 	<ul style="list-style-type: none"> <li>Finance higher education, vocational training, and apprenticeship to all, including individuals, farmers or professionals ✓</li> </ul>

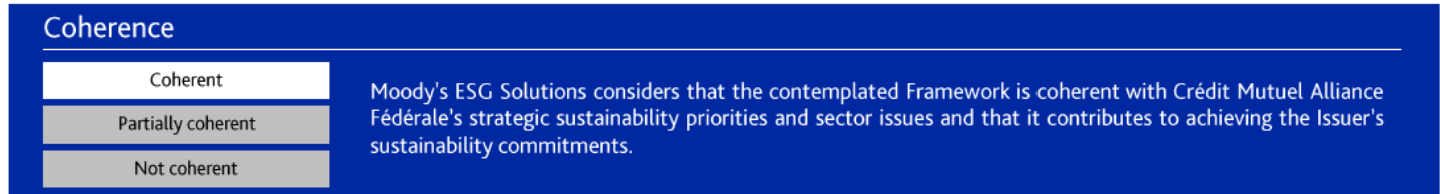
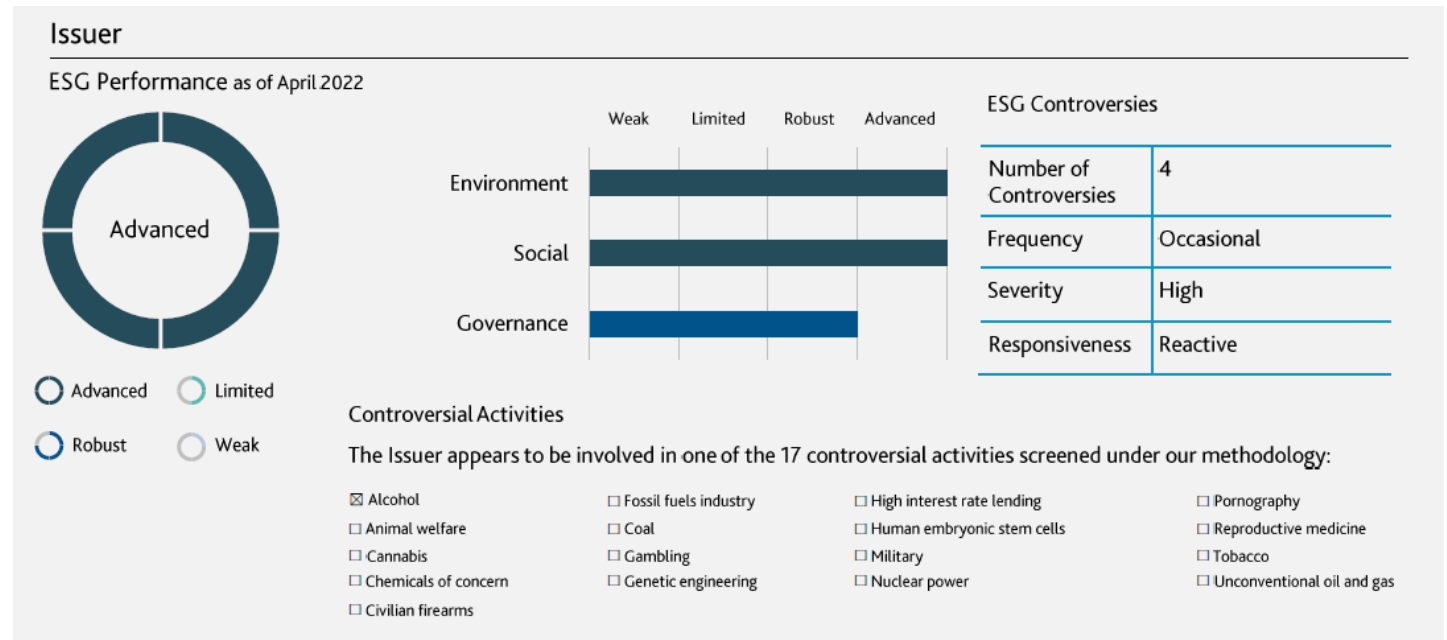
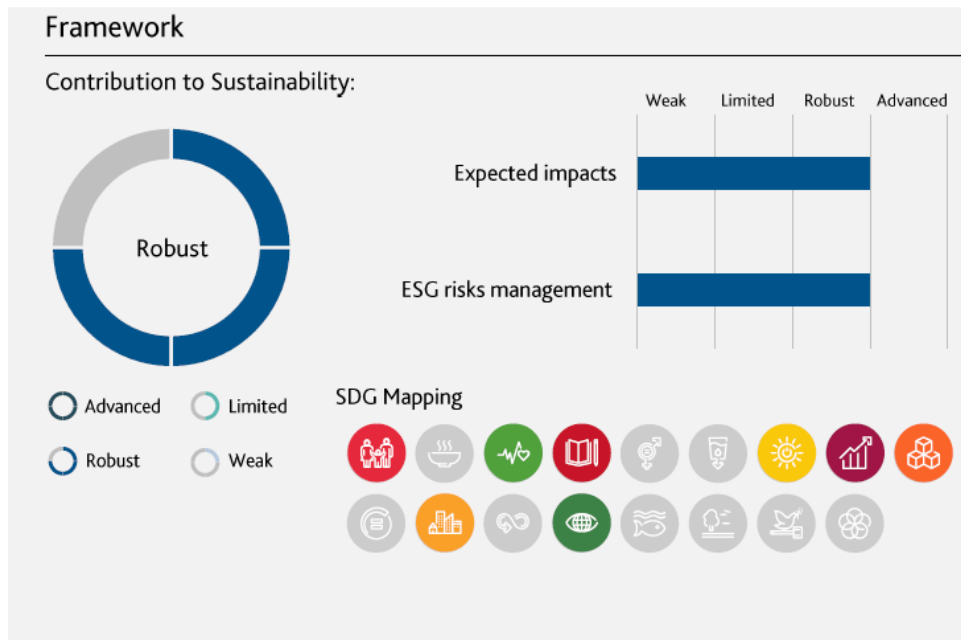
Social Bond ✓

Green Bonds ✓

# – Second Party Opinion (Moody’s ESG Solutions)

Extracts from Moody’s ESG Solutions Second Party Opinion dated 13 June 2022<sup>(1)</sup>

Moody’s ESG Solutions consider that Crédit Mutuel Alliance Fédérale’s Green, Social and Sustainability Bond Framework is **aligned with the four core main components of the ICMA’s Green Bond Principles (“GBP”)** and **Social Bond Principles (“SBP”)** 2021.



# – Awards and recognitions

Crédit Mutuel group, 1st French bank in several recognised rankings

## World Finance – 2025 ranking

(July 2025)



### Best French banking group for several years

(2011, 2012, 2014, 2015, 2016, 2018, 2019, 2020, 2021, 2022, 2023, 2024 & 2025)

This award confirms the effectiveness and solidity of its cooperative model, which serves the common interest, its performance and proximity.

## Trophées de la banque MoneyVox – Qualité 2026

(« MoneyVox Bank Awards » ; November 2025)



### Once again recognized in the categories « Conseiller projet » (« Project Advisor ») et « Conseiller bancaire au quotidien » (« Day-to-Day Banking Advisor »)

Award commending the excellence of the advice offered, both in person and remotely, the quality of the support - both on a daily basis and in projects - as well as the performance of the digital tools, website, and mobile apps

## Posternak-IFOP barometer – 1<sup>st</sup> quarter 2026

(March 2026)



### French people's favorite bank every quarter for many years

Crédit Mutuel confirms its leading position in the banking sector and reaffirms the trust placed in it by the French people.

With a one-point increase in its image rating, Crédit Mutuel ranks as the 9<sup>th</sup> most popular French company across all categories.

## Podium de la relation client BearingPoint – Kantar 2024

(« BearingPoint Customer Service Awards » ; February 2024)



### 1<sup>st</sup> bank for customer relations for the 12<sup>th</sup> time

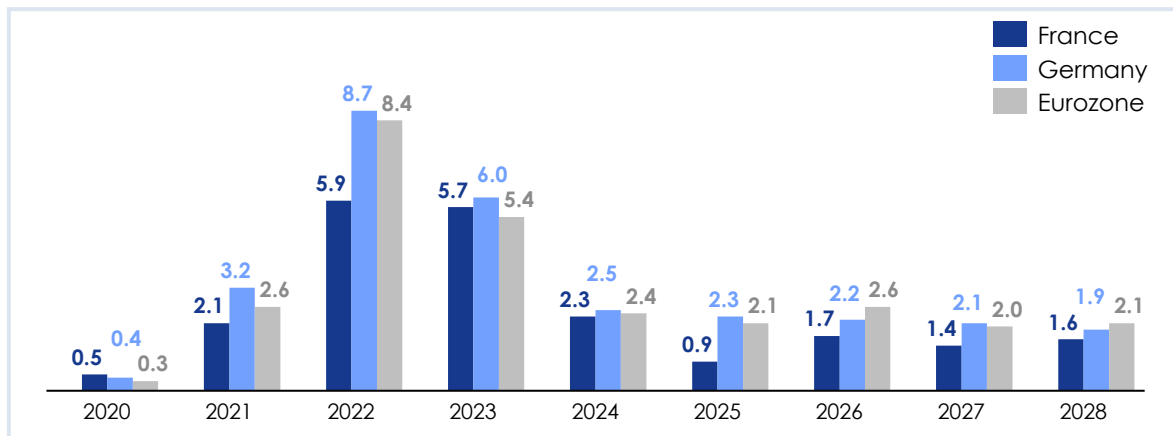
This award confirms the relevance of its cooperative model and the values promoted by the Crédit Mutuel brand.

Crédit Mutuel scored higher than its competitors in terms of co-creation, customer loyalty, responsibility, customer education, the element of surprise, and the autonomy granted to its employees.

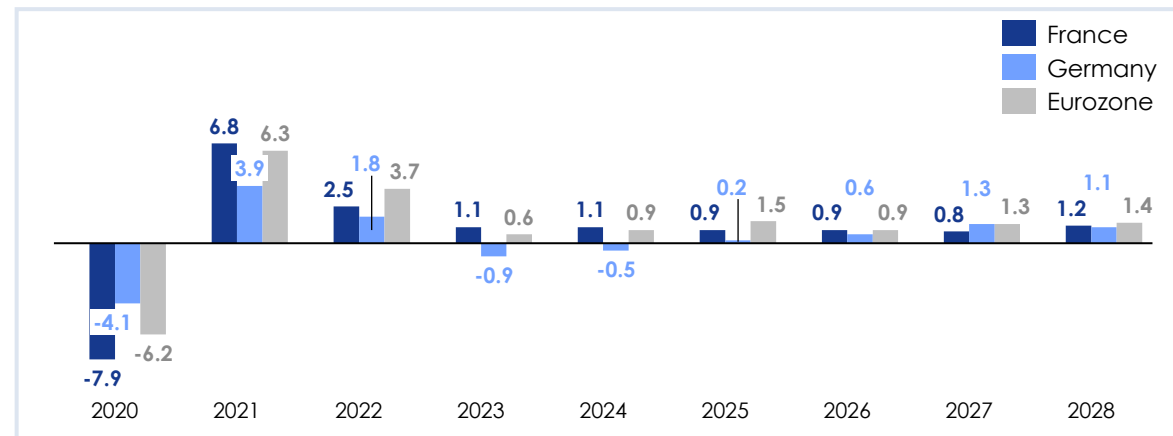
# — Macroeconomic environment

Macroeconomic projections (March 2026)

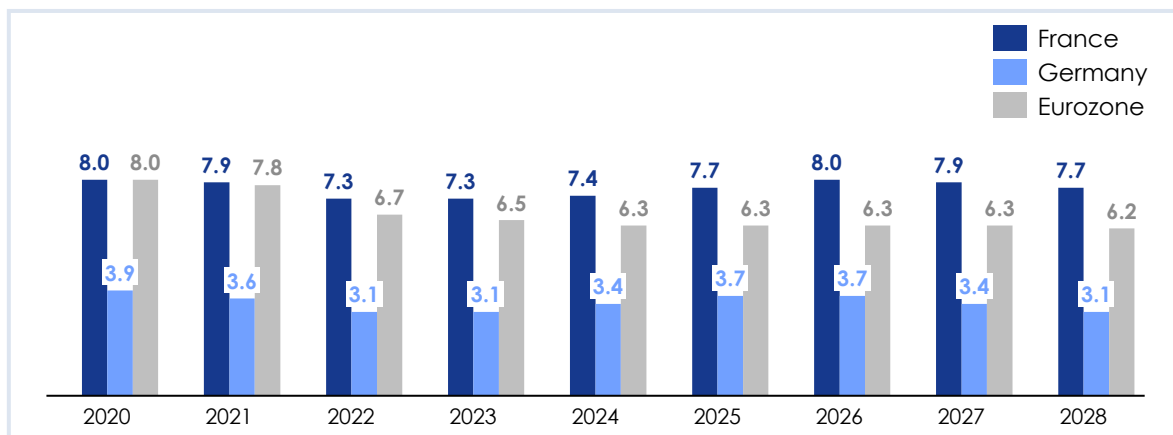
### Harmonised Index of Consumer Prices (HICP) (%)



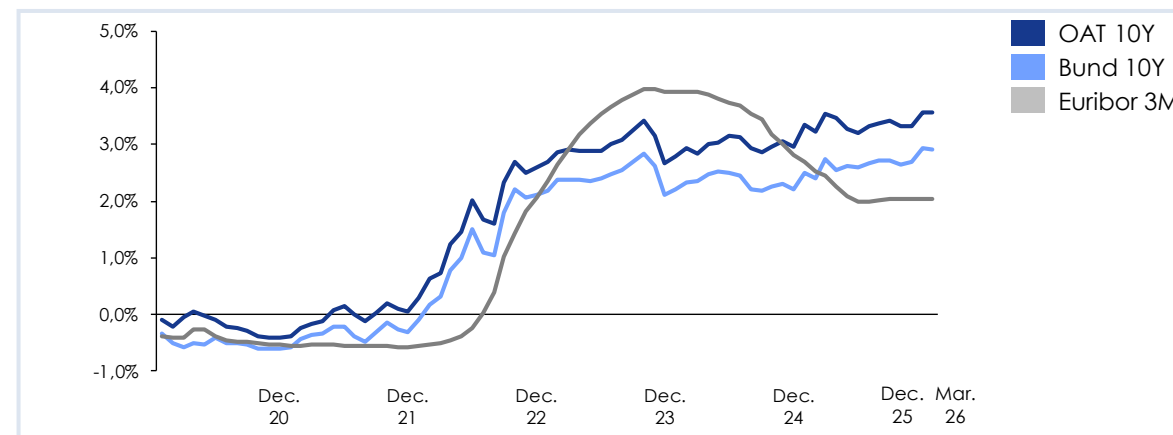
### Change in real GDP (%)



### Unemployment rate (% of total labor force)



### Interest rates (%)



# – Characteristics of the French residential real estate market

*Highly regulated and low-risk market*

## Characteristics of the French real estate market: highly regulated and low risk

- Obligation for the borrower to:
  - take out **creditor insurance**
  - obtain a **guarantee** for the financed property (see opposite)
- Granting process that requires a significant personal contribution (which depends on the borrowing capacity)
- Compliance with **HCSF recommendations<sup>(1)</sup>**:
  - Monthly annuity: **max. 35%** of disposable income
  - Maximum maturity: **25 years**
- Loans granted mainly at **fixed rates**
- Social welfare that mitigate the risk of income loss

**A very low loss ratio also demonstrated during European stress tests**

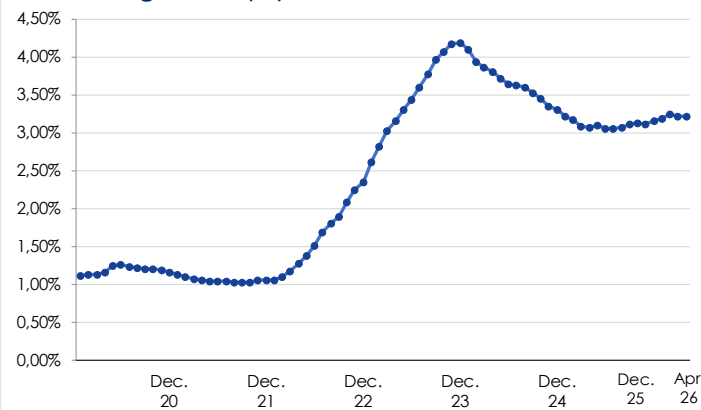
(1) Haut Conseil de Stabilité Financière

## In France, all home loans are guaranteed by:

- **Mortgages**: which are registered by notaries in the Land Registry
- **Cautions**:
  - *Crédit Logement*: the market leader for residential home loan guarantees
    - owned by the major French banks: Crédit Mutuel as 5<sup>th</sup> major shareholder (10%, as at Dec.2024)
    - Ratings: Aa3 / Stable (Moody's) ; AA (low) / Stable (DBRS)
  - *Internal caution*: owned by a banking group or an insurance company
    - Cautionnement Mutuel de l'Habitat « CMH » for Crédit Mutuel Alliance Fédérale

## French real estate indicators

Average rate (%)



Observatoire Crédit Logement (April 2026)

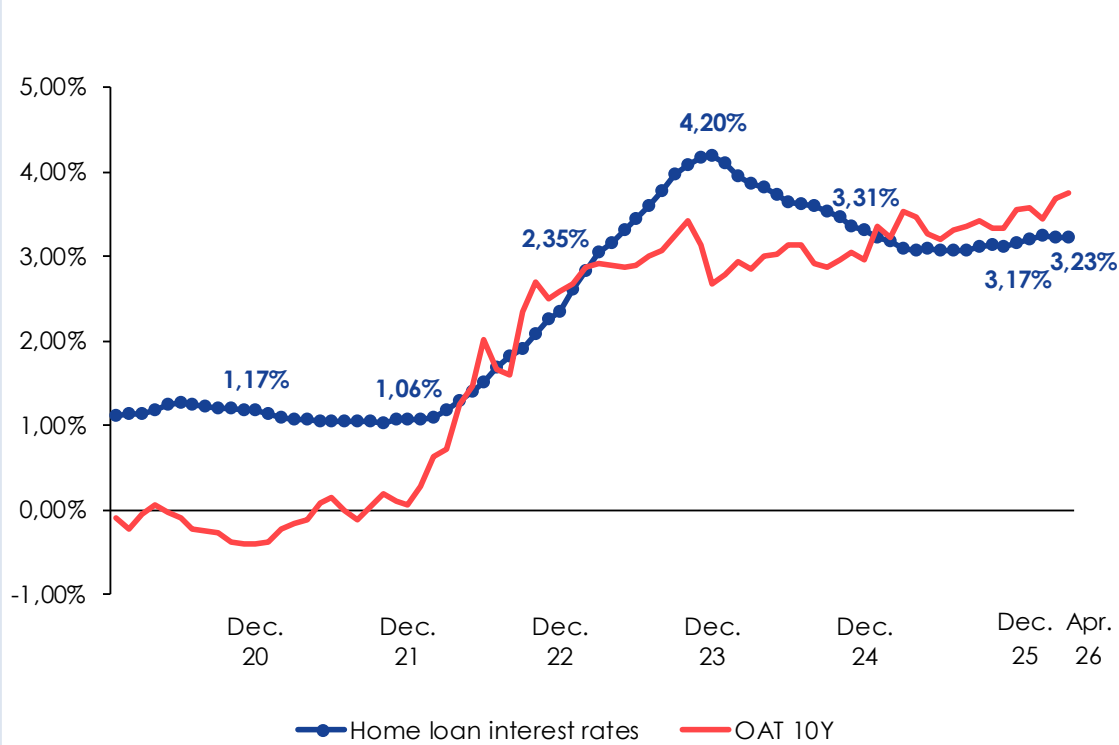
## April 2026

- Average rate: **3.23%** (vs 4.20% Dec. 23)
  - **3.06%** for 15 years
  - **3.27%** for 20 years
  - **3.31%** for 25 years
- Average maturity: **249 months**
- Livret A/Bleu: **1.5%** (update: 02/01/2026)

# French residential real estate market: key figures (1/3)

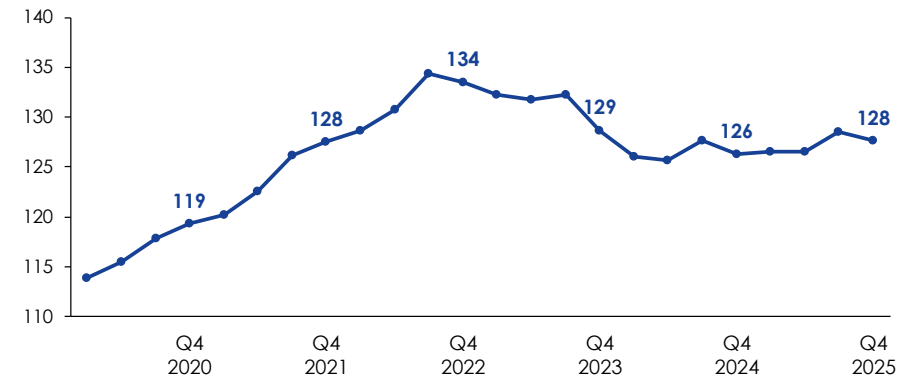
Home loan rates and real estate prices are still high, but with a decrease since 2023-end

**Home loan interest rates and OAT 10Y index**  
(in % ; monthly average)



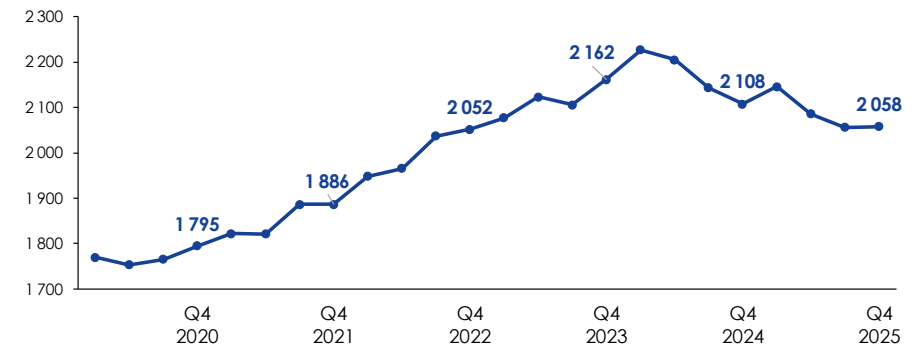
Source: Observatoire Crédit Logement/CSA ; Agence France Trésor

**New-built and existing properties' prices (Metropolitan France)**  
(base index; reference: average 2015 year)



Source: INSEE

**Cost of building index (Metropolitan France)**  
(base index; reference: Q4 1953)

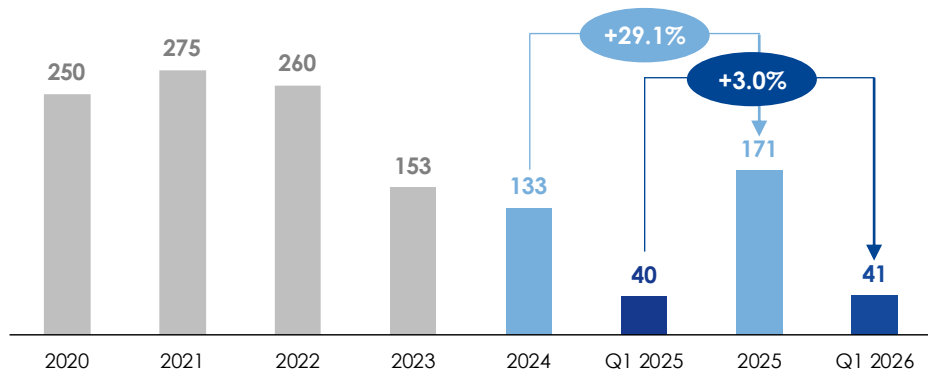


Source: INSEE

# French residential real estate market: key figures (2/3)

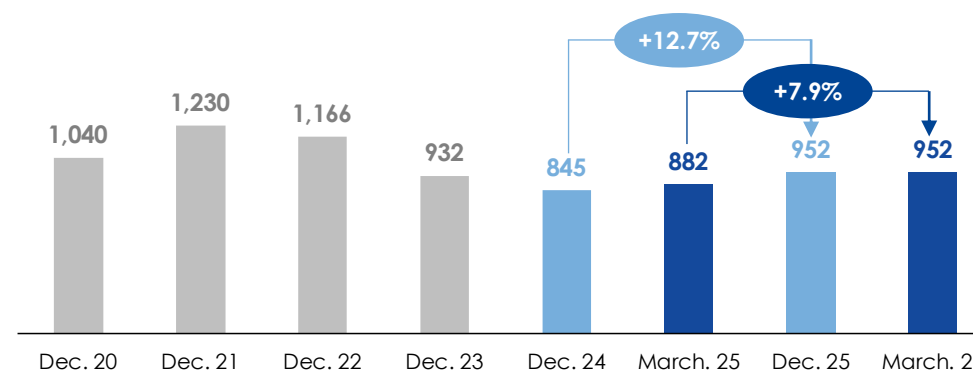
Decrease in new home loans since 2021, but with a recovery since 2025 and an adjustment of the building industry

**Home loan originations to households**  
(in €bn)



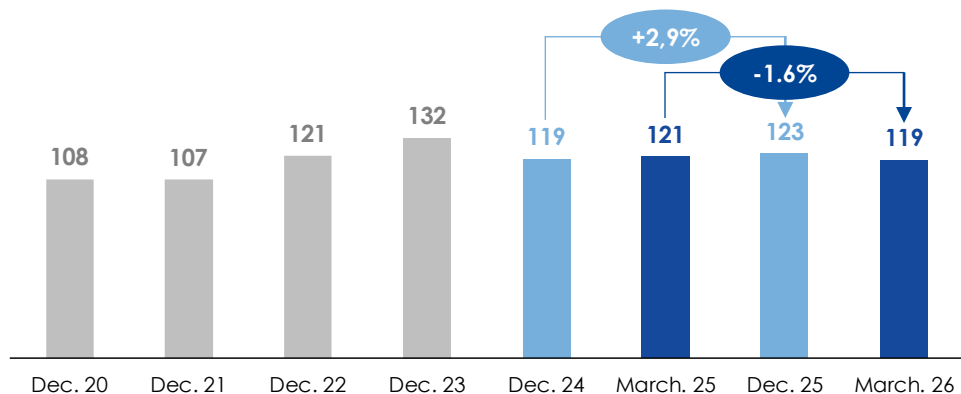
Source: Banque de France

**Number of transactions for existing properties**  
(in thousands ; cumulative figures over 12 months)



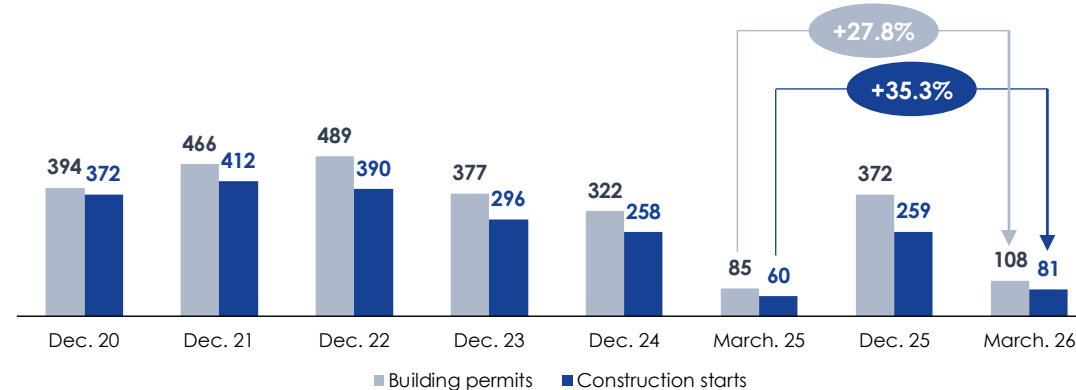
Source: INSEE

**Stock of new-built properties**  
(in thousands ; end of period)



Source: French Ministry of Ecological Transition and Territorial Cohesion

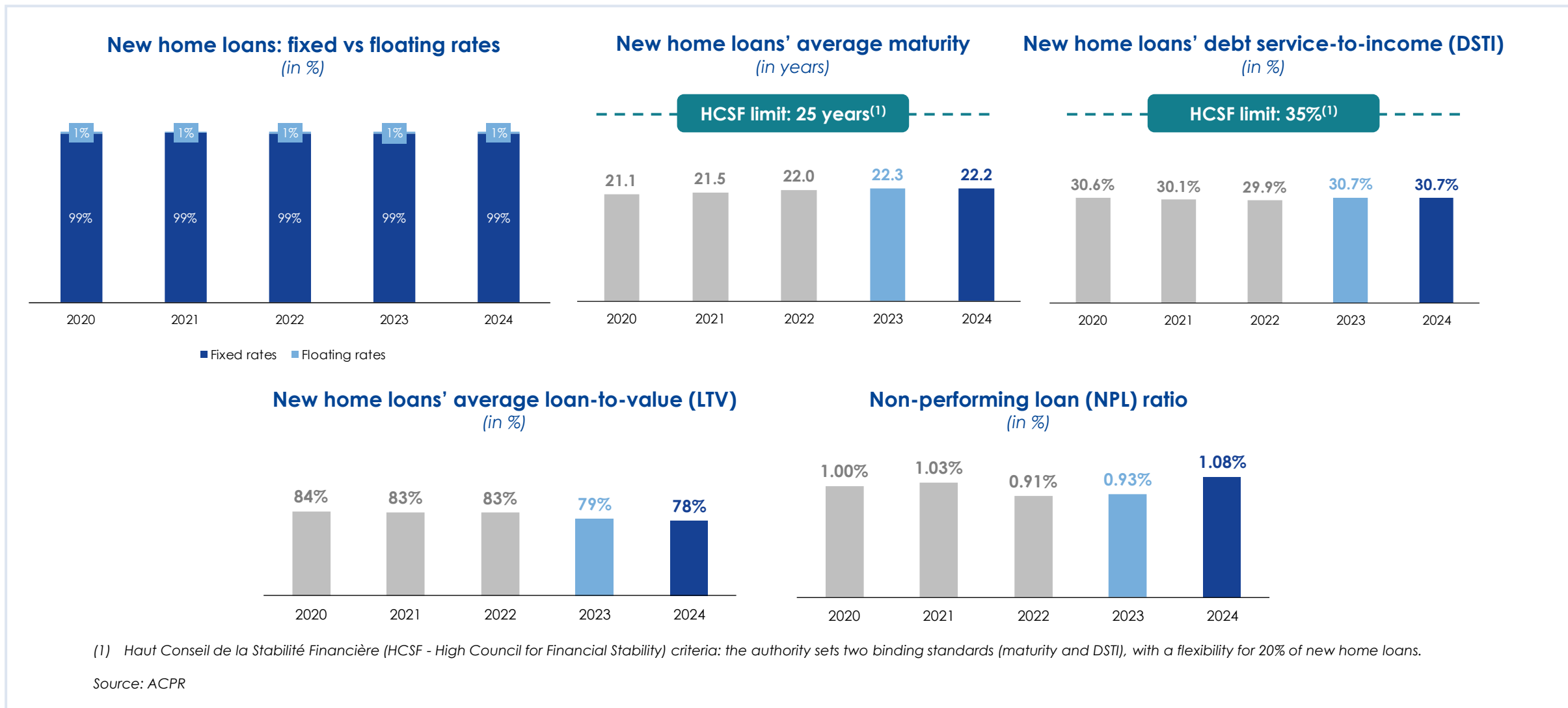
**Number of building permits and construction starts**  
(in thousands ; cumulative figures over 12 months)



Source: French Ministry of Ecological Transition and Territorial Cohesion

# French residential real estate market: key figures (3/3)

A sound real estate market, supported by strict lending practices



## — Contacts



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