

Our strategic plan

In response to the economic and monetary, digital and ecological revolutions and the geopolitical tensions we are experiencing, Crédit Mutuel Alliance Fédérale is stepping up its development ambitions to harness its financial performance for the benefit of society. The 2024-2027 plan embodies, even more forcefully, our proven mutualism.



3 Strategic focuses

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 and commitments profile.
- 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).

Our commitment

BE AT THE FOREFRONT OF ECOLOGICAL & SOCIETAL TRANSFORMATION

Be at the forefront of 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 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.

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.

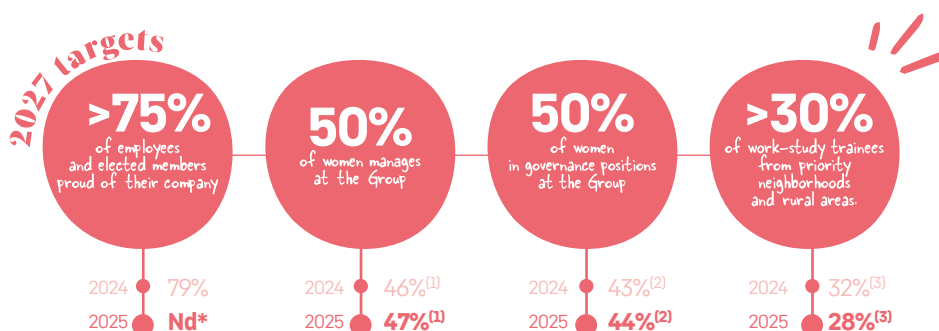
Performance indicators

2027

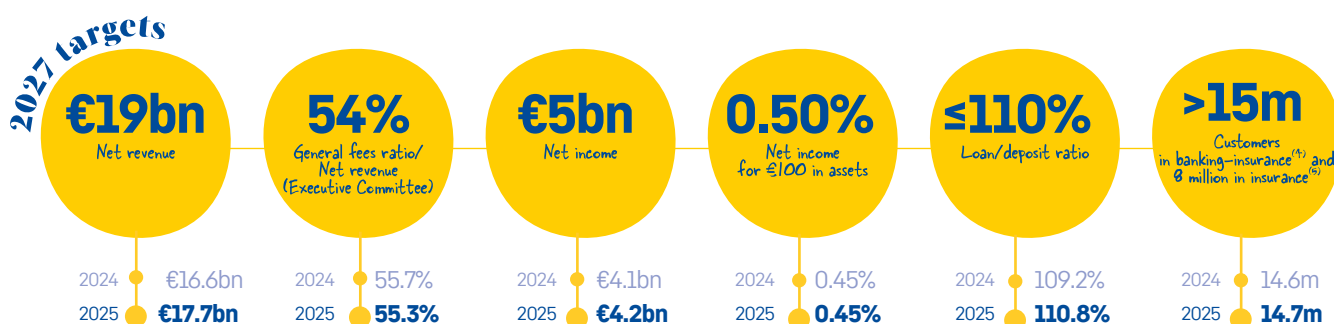
Because we are a mutualist group, performance goes hand in hand with solidarity and our greatest strength is that **we take action together**.

The 2024-2027 strategic plan involved more than 55,000 employees and elected members through a major consultation process. Over 900,000 contributions provided food for thought to build it. Validated by the *Chambre Syndicale et Interfédérale* on December 8, 2023, it was developed around three strategic priorities for which thirteen key performance indicators were highlighted:

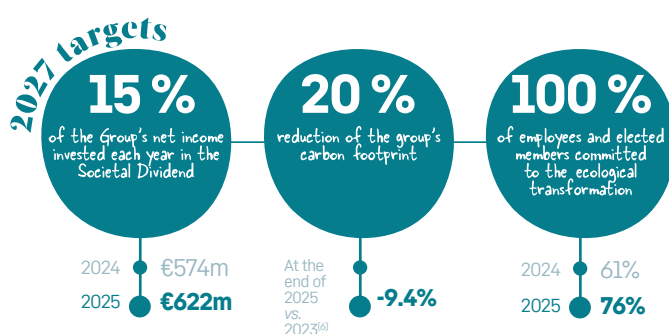
TOGETHERNESS



PERFORMANCE



SOLIDARITY



⁽¹⁾ Crédit Mutuel Alliance Fédérale sustainability statement scope.

⁽²⁾ Group Management Committees, Boards of Directors and Supervisory Boards of the umbrella structures of Crédit Mutuel Alliance Fédérale. Ambition expressed as an average for the group. Each entity's individual objectives take into account the realities of the job market in which they operate.

⁽³⁾ On the scope of the common social base.

⁽⁴⁾ French network scope.

⁽⁵⁾ Customers with a major product.

⁽⁶⁾ As a % of tCO₂eq/€m at the end of 2025 vs. 2023. Crédit Mutuel Alliance Fédérale has recalculated its 2023 and 2024 emissions in order to assess its pro forma decarbonization trajectory (see 2025 sustainability statement).

* "You have the floor" survey in progress, not published to date. (Biennial survey).