

CRÉDIT MUTUEL ALLIANCE FÉDÉRALE

# in brief

2021 EDITION







“  
Being the bank  
for all, united  
and committed  
for a fairer  
and more  
sustainable  
world

EDITORIAL

# Nicolas Théry & Daniel Baal

**What should be highlighted in 2020?**

Above all, the exceptional mobilization of our 15,000 elected members and 72,000 employees to support our customers and members! Against the background of the crisis, this mobilization enabled us to confirm the relevance of our cooperative model and achieve solid results. In a social distancing era, our 28,000 dedicated account managers and elected members remained in contact via all channels, resulting in a close relationship and strengthened trust.

It is also worth noting the agility demonstrated by our local networks and business line subsidiaries, which reflects our ability to adapt and support our customers and members in all circumstances.

And the results provide a clear demonstration: Crédit Mutuel Alliance Fédérale's net banking income proved resilient with a strong uptrend in the second half; the CET1 solvency ratio remained one of the strongest among European banks. Activity saw an acceleration in lending to meet the needs of businesses and individuals across all regions. In 2020, net inflows reached a record level with outstanding deposits up by 21.4%.

The decline in net profit/[loss] (€2,595 million) is mainly due to the increase in provisions for non-proven risks: a duty of care in anticipation of economic deterioration.

**An unprecedented period of crisis that highlighted the relevance of the cooperative model and its values?**

Yes, 2020 revealed who we are, proven cooperation, cooperation in motion, with solidarity-based measures, collective mobilization, an acceleration of customer service driven by innovation adapted to needs.

In terms of solidarity, €201 million were granted without compensation: mutual aid recovery bonus, elimination of ban charges for incidents for fragile customers, mutual aid for students, etc. We also contributed to the national effort *via* the solidarity fund and the granting to companies and professionals of 130,000 State-guaranteed loans.

For non-profits, cultural and sports organizations, we have maintained our partnerships and set up solidarity-based actions, with immediate effects.

For the environment, we have strengthened our sectoral policies and adopted a mobility policy to support the energy transition. The Crédit Mutuel Alliance Fédérale Foundation, launched at the end of March 2021, to serve the environment and the regions, follows this same line and will be financed by a contribution from our entities based on their carbon emissions.

For our employees, we have taken measures in line with their mobilization: exceptional mobilization bonus, general increase of 0.5% of the payroll expense, budget of 1.5% dedicated to individual increase measures, signature of an agreement on quality of life at work, in particular to define the procedures for implementing remote working.

Proof of mutual action. It reflects our *raison d'être, Ensemble, écouter et agir* [Listening and acting together], and reinforces our benefit corporation commitment.

**What does this change of status entail?**

In 2020, Crédit Mutuel Alliance Fédérale will have been the first bank to adopt the benefit corporation status. This decision, which stems from Crédit Mutuel's DNA and collective momentum, is a commitment for the future: be a fully mobilized company to help and serve customers and members according to their needs. The *ensemble#nouveau monde, plus vite, plus loin !* [together#today's world, faster, further!] strategic plan that we drafted in the midst of a health crisis is an extensive description of our *raison d'être*. It is fully in line with the missions our *raison d'être* embodies in respect of society. In short, being the bank for all, united and committed to the climate.

**Nicolas Théry**  
Chairman

**Daniel Baal**  
Chief executive officer



# Our business line

## BANKING AND INSURANCE MULTI-SERVICES PROVIDER, CLOSE TO EACH CUSTOMER

Around its four networks, Crédit Mutuel, CIC, TARGOBANK and Banque Européenne du Crédit Mutuel (BECM), Crédit Mutuel Alliance Fédérale has built a wide range of offerings and services to support its members and customers at each of their key moments.

### Retail banking, the Group's core business

As a local bank, Crédit Mutuel Alliance Fédérale deploys its offerings and services through more than 4,300 Crédit Mutuel banks, CIC branches, BECM branches in Germany and TARGOBANK retail outlets in Germany and Spain. In addition to conventional banking and insurance services, our account managers provide their customers the expertise and know-how of our subsidiaries in factoring, leasing, asset management, employee savings and real estate - as well as telephone offerings and residential and professional video surveillance. Cofidis Group, specialized in consumer credit and online banking, is one of the European leaders in its sector.

### 50 years experience in banking and insurance

As a major player in insurance and social protection in France, Crédit Mutuel Alliance Fédérale covers the needs of its members and individual, professional and corporate customers. They benefit from support to protect their families, their assets, their professional activity or their company.

### Specialized business lines to support more specific needs

Private banking, corporate banking, capital markets and private equity meet the strategic challenges of corporate, institutional and executive customers. Our experts offer them tailored and value-added solutions to support their development.

### IT, logistics and press, key areas of expertise

Crédit Mutuel Alliance Fédérale has a technological subsidiary, Euro-Information, which provides solutions and tools to help people share the Group's values: innovation, proximity and solidarity. Crédit Mutuel Alliance Fédérale also has nine regional daily press titles, notably in the east of France, the historic region of Crédit Mutuel.





Supporting each of our 26.7 million customers in their diversity...

- Individuals
- Craftsmen
- Retailers
- Independent workers
- Farmers
- Non-profit organizations
- SMEs-ISEs
- International groups

... and offer a dedicated account manager to all, attentive and close even remotely

Thank you  
to our customers for their trust

CRÉDIT MUTUEL,  
France's favorite bank <sup>(1)</sup>

CRÉDIT MUTUEL ET CIC,  
winners of the Trophées de la Banque 2021<sup>(2)</sup>

COFIDIS FRANCE,  
COFIDIS SPAIN AND MONABANQ  
Customer Service of the Year in 2020<sup>(3)</sup>

2.3 million subscribers  
TO OUR TELEPHONE OFFERING

CRÉDIT MUTUEL ASSET MANAGEMENT,  
The 4<sup>th</sup> largest French asset management company<sup>(4)</sup>

Leader in remote monitoring  
IN FRANCE WITH THE HOMIRIS BRAND<sup>(5)</sup>

[1] Source: Ifop Posternak quarterly survey - March 2021.  
[2] Source: MoneyVox.fr - Quality Awards 2021.  
[3] Source: Election du Service Client de l'Année organized by Viséo Customer Insights.  
[4] Source: Six, December 2020.  
[5] Source: «Atlas 2020 En Toute Sécurité».



# 2020 Key figures

**26.7**  
MILLION CUSTOMERS

**72,000**  
EMPLOYEES

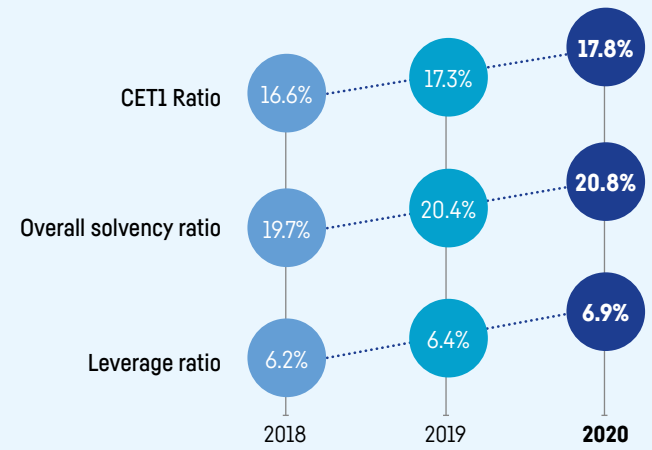
More than  
**5** million  
MEMBERS

More than  
**4,300**  
BRANCHES

## Income statement

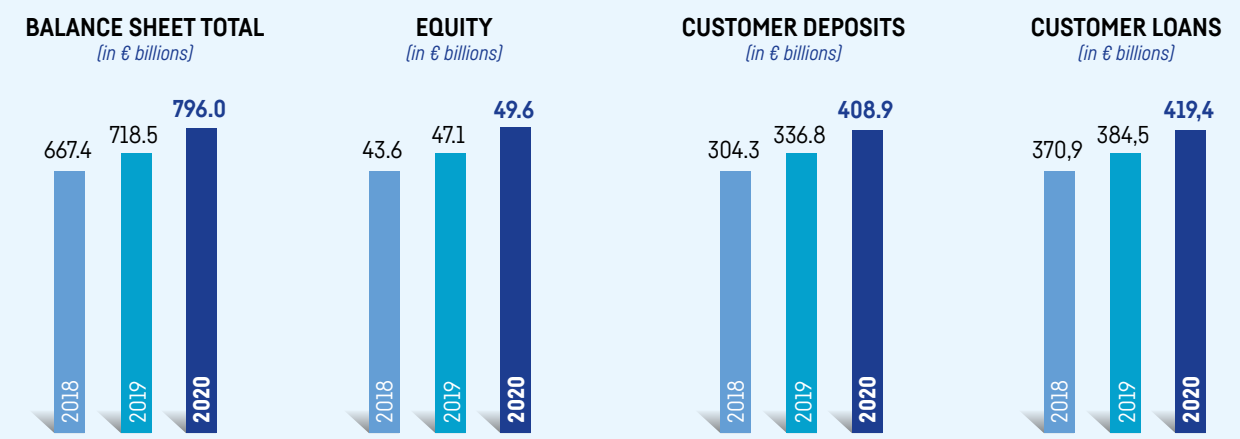
<i>[in € millions]</i>	December 2018	December 2019	December 2020
Net banking income	14,070	14,569	14,238
Gross operating income/(loss)	5,356	5,627	5,371
Net profit/(loss)	2,993	3,145	2,595
Cost/income ratio	61.9 %	61.4 %	62.3 %

## Capital

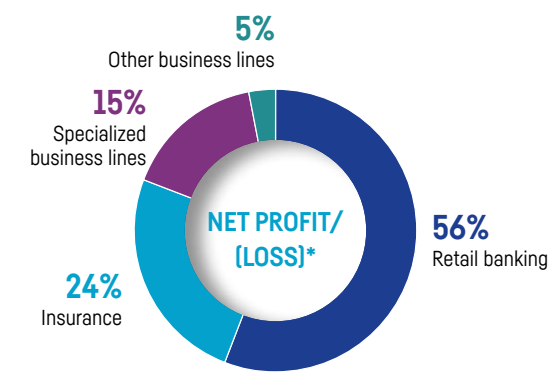
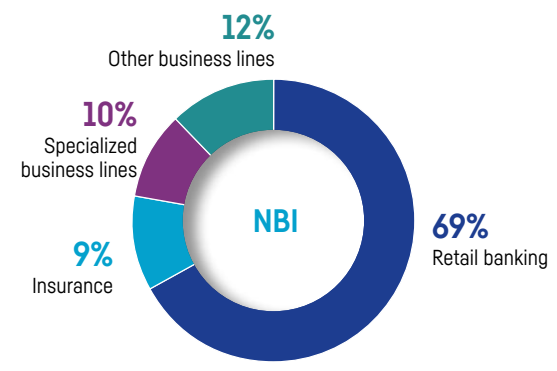


*Data calculated without transitional measures.*

## Balance sheet



## Breakdown of NBI and net profit by business line



*\* Excluding the holding company segment and the capital gain on the disposal of Euro-Information Telecom.*

## Ratings

	Standard & Poor's At 11/17/2020	Moody's At 11/18/2020	Fitch Ratings At 12/15/2020*
LT/ST counterpart**	A+/ A-1	Aa2/ P-1	AA-
Issuer/ A LT Preferred Senior Debt	A	Aa3	AA-
Outlook	Negative	Stable	Negative
ST Preferred A-1 senior debt	A-1	P-1	F1+
Intrinsic rating***	a	a3	a+

\* The "Issuer Default Rating" is stable at A+.  
\*\* The counterparty ratings represent ratings from the following agencies: Resolution Counterparty at Standard & Poor's, Counterparty Risk Rating at Moody's, and Derivative Counterparty Rating at Fitch Ratings.  
\*\*\* The intrinsic rating corresponds to the Stand Alone Credit Profile (SACP) rating from Standard & Poor's, the Adjusted Baseline Credit Assessment (Adj. BCA) rating from Moody's, and the Viability Rating from Fitch Ratings.  
Standard & Poor's: Crédit Mutuel group rating.  
Moody's: rating for Crédit Mutuel Alliance Fédérale/BFCM and CIC.  
Fitch Ratings: Crédit Mutuel Alliance Fédérale rating.



# Our business model

CRÉDIT MUTUEL ALLIANCE FÉDÉRALE,  
THE LOCAL RELATIONAL BANK IN AN OMNICHANNEL WORLD.

One *raison d'être*, Ensemble, écouter et agir (Listening and acting together),  
and five missions which guide our action to serve our members  
and customers and contribute to the common good.



**A solid bank that belongs to its customers**  
More than **5,000,000** members  
**15,000** cooperative elected members  
One member = one vote

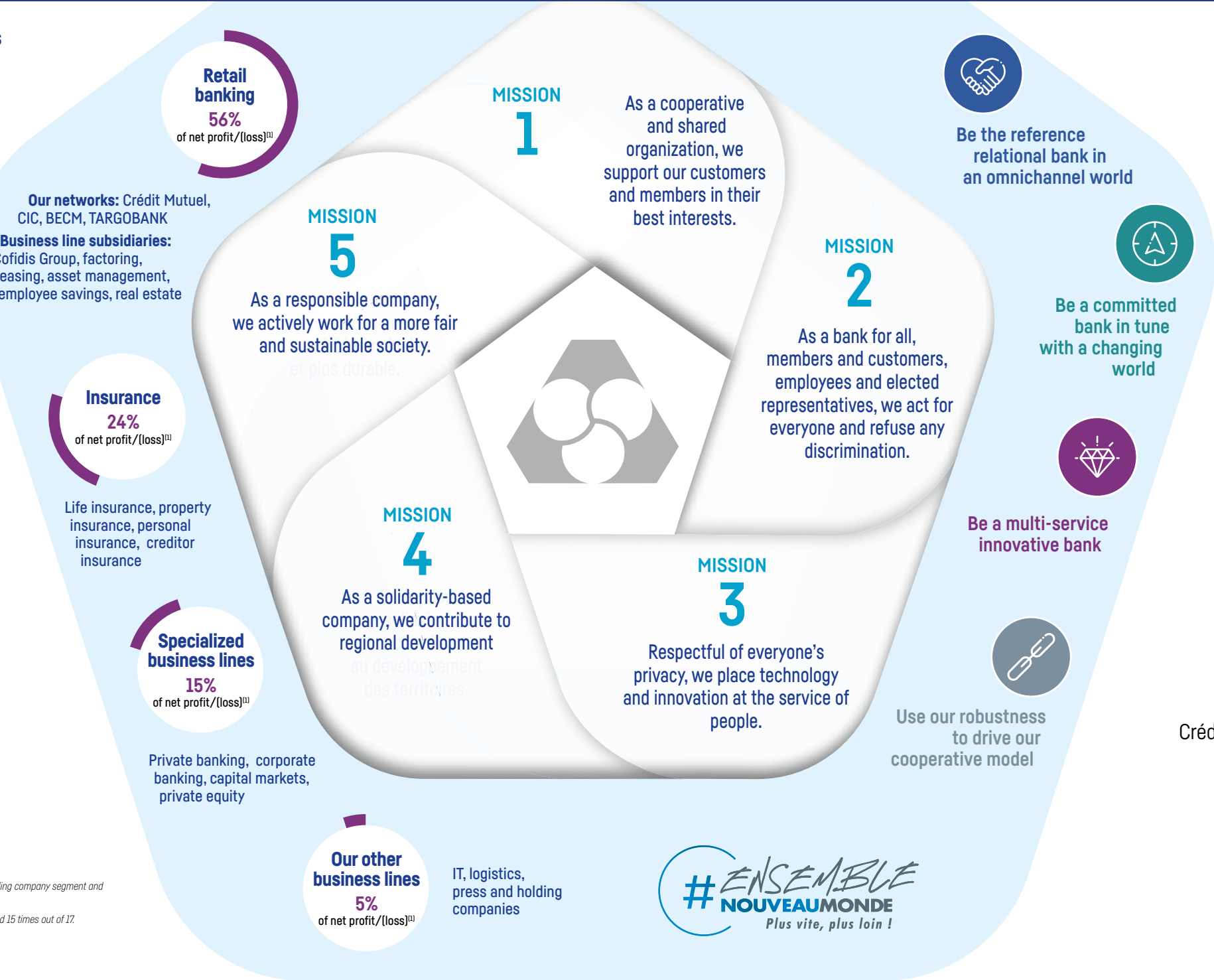
**A regional and omnichannel bank**  
More than **4,300** branches  
**28,000** customer account managers  
**€2.8 billion** invested in the real economy through private equity

**A bank committed to its customers**  
**72,000** employees serving  
**26,700,000** customers

**Powerful brands**  
Crédit Mutuel, **favorite bank of French citizens**<sup>(2)</sup>,  
CIC, TARGOBANK, Cofidis

**A technological and innovative bank**  
Euro-Information, a technological subsidiary dedicated to the development of **solutions for today and tomorrow**

**A solid bank**  
CET1 ratio of **17.8%**  
**€49.6 bn** in equity



**A long-term commitment to our customers**  
**€419.4bn** in outstanding loans  
More than **93%** of loans granted locally

**Omnichannel close relations**  
**7,000,000** customer appointments, in branches, by phone, e-mail or video  
A dedicated account manager for each customer

**Concrete actions for the climate**  
**Carbon footprint reduction** for loan and investment portfolios  
Plan **for coal phase-out** by 2030

**A company that acts in the interest of society**  
**75%** of NBI generated in France  
Close to **5,000** hires with open-ended contracts\*

**A constant innovative approach**  
**6,700,000** deeds and contracts signed electronically  
Remote banking: **2 billion** connections  
Crédit Mutuel and CIC, among **the best rated** banking applications in stores<sup>(3)</sup>

**A sustainable and efficient company**  
NBI: **€14.2bn**  
Net profit: **€2.6bn**  
Industry leading operational efficiency<sup>(4)</sup> with a cost/income ratio of **62.3%**

<sup>(1)</sup> Contribution of the operational business lines to net profit/(loss) in 2020 excluding the holding company segment and excluding the capital gain on the disposal of Euro-Information Telecom.  
<sup>(2)</sup> Source: Ifop Posternak quarterly survey. Since 2013, first place in the Bank ranking obtained 15 times out of 17.  
<sup>(3)</sup> Apple and Android stores. March 2021. Panel: French retail banks.  
<sup>(4)</sup> French banking groups scope. The data for this business model are at the end of 2020.

\* Including intra-group

# Our *raison d'être* *Ensemble, écouter et agir* (Listening and acting together)

## AT THE CORE OF OUR SUPPORT DURING THE HEALTH CRISIS

In 2020, Crédit Mutuel Alliance Fédérale adopted a *raison d'être, Ensemble, écouter et agir* (Listening and acting together), and became the first bank to adopt a benefit corporation status. This strong commitment showed what this really means during the health crisis. All the teams stood alongside the members and customers, reflecting our values of solidarity and civic banking.



3 WORDS THAT UNITE US

To affirm the identity and values of Crédit Mutuel Alliance Fédérale and mobilize skills and energies around shared action



# Our *raison d'être* in motion in 2020

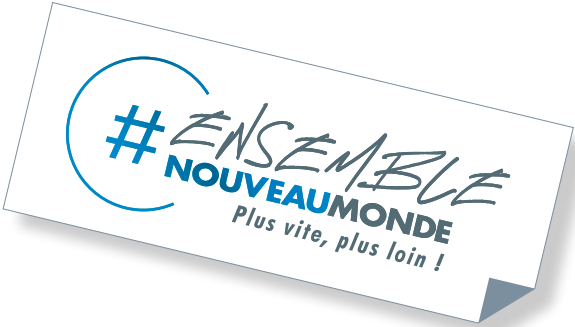
<b>Maintaining ties with our customers</b>	<b>7 million appointments honored</b> in 2020 in banks and branches or online thanks to the <i>Rendez-Vous Visio</i>	<b>28,000 account managers involved</b> <b>96% of branches remained open</b> during the first lockdown
<b>Support measures for our customers</b>	<b>Companies and professionals:</b> <b>Prime de relance mutualiste</b> (mutual stimulus bonus) of <b>€179 million</b> granted to policyholders of professional multi-risk insurance, with business interruption coverage <b>130,000 State-guaranteed loans</b> granted (€19.5 billion committed) <b>Almost €1.6 million in loans installments deferred</b> automatically	<b>€4.8 million in financial aid</b> granted to <b>32,000 students and apprentices:</b> €150 of <b>exceptional bonus</b> for student loan holders <b>Automatic deferral</b> of student loan installments <sup>[1]</sup> <b>Interest-free loan</b> to help with IT equipment <sup>[2]</sup> <b>Total exemption</b> of bank charges for incidents <sup>[3]</sup> for <b>fragile customers</b> <b>Pay Asso solution</b> free for more than <b>2,300 associations</b> <sup>[5]</sup>
<b>Adaptation of our offerings and solutions</b>	<b>Contactless payment</b> up to €50 on all bank cardss <b>Bank e-withdrawal, unprecedented system</b> enabling customers without a withdrawal card to withdraw cash from the Group's ATMs	<b>Capacity for 50,000 daily simultaneous connections</b> for employees with the highest security standards
<b>Support for our employees<sup>[4]</sup></b>	<b>Exceptional bonus of €2,000 paid to all employees</b> to reward their exceptional commitment	<b>Signature of an agreement on quality of life at work</b> defining the procedures for implementing remote work

<sup>[1]</sup> For customers holding a student loan taken out before or on April 30, 2020, for which the amortization period began between May 15, 2020 and December 31, 2020.  
<sup>[2]</sup> For young people under the age of 28.  
<sup>[3]</sup> Customers with the fragile customer offering. Details of the relevant charges available on [creditmutuel.fr](https://creditmutuel.fr)  
<sup>[4]</sup> Scope of Crédit Mutuel and CIC single status.



# Our strategic plan

Faced with the economic and social disruption accentuated by the health crisis, Crédit Mutuel Alliance Fédérale has decided to review its strategic plan, at the end of 2020. The Group is thus demonstrating its ambition to accelerate its transformation in order to overcome the crisis and reaffirm the relevance of its decentralized, relational mutual banking model anchored in the regions.



# Our ambitions for 2023

### Human development and cooperative goals

- 100%** of employees trained in transformation
- Gender equality** in management and governance positions
- Membership rate **> 90%**
- Reduction of the Group's carbon footprint: **- 30%** vs end 2019
- Increased funding for projects with a high climate impact: **+ 30%** vs end 2019
- Reduction of customer portfolio carbon footprint<sup>[1]</sup>: **- 15%** vs end 2019

### Financial objectives

- NBI: **€14.6bn**
- Cost/income ratio: **61%**
- Net profit **> €3.1bn**
- Profitability on regulatory assets: between **1.2** and **1.4%**
- CET 1: between **17** and **18%**<sup>[2]</sup>

### Technological indicators

- 100%** of current applications available online
- IT processing performed on our systems **> 99.99%**

[1] Corporate customer portfolio, asset management and insurance.  
[2] In a constant regulatory environment.

# The reference relationship-driven bank

## IN A MULTI-CHANNEL WORLD

Crédit Mutuel Alliance Fédérale places the relationship with its customers and members at the center of its model. A relationship based on trust and proximity. Each customer benefits from a dedicated account manager, the linchpin of a multi-channel relationship.



### Be close to our customers, even remotely

Despite the health crisis that has increased physical and social distance, Crédit Mutuel Alliance Fédérale managed to remain close to its customers by relying on the omnichannel strategy deployed for several years. Its objective is to give customers the option between going to the bank or branch, or managing their projects remotely, with the same level of trust and quality of service.

### Innovate to devote more quality time to our customers

Crédit Mutuel Alliance Fédérale places innovation at the heart of its commercial system. The high-performance IT tools, artificial intelligence cognitive solutions, and optical character recognition solutions, enables account managers to save time on administrative management and spend more time with their customers, which guarantees a high quality of service.

## Relationships in an omnichannel world



**7 million appointments**  
made at banks and branches,  
or remotely thanks to the Video  
Appointment

**55% of contracts**  
signed electronically

**2 billion connections to remote  
banking tools**  
(website, mobile applications)

**+1/4 of insurance  
claims e-filed**  
(Insurance activities)

# An innovative multi-service offering

## TO SUPPORT OUR CUSTOMERS AND MEMBERS AS CLOSE AS POSSIBLE TO THEIR NEEDS

With its robust, high-performance, highly secure and scalable information system, Crédit Mutuel Alliance Fédérale mobilizes its capacity for innovation to serve its members and customers.



### Protecting customer data, a strong commitment

At Crédit Mutuel Alliance Fédérale, data is processed exclusively in France, in data centers and with equipment owned exclusively by the Group. In 2020, Crédit Mutuel Alliance Fédérale strengthened its commitment for the digital privacy of its customers by investing in a private cloud and new data centers.

### Service kiosk, new fully digital marketplace platform

Supporting its customers and members in all their projects is a top priority for Crédit Mutuel Alliance Fédérale. To enhance its range of services, the group will soon offer a marketplace, a secure platform for all-digital services. Available in customers' online banking space, Service Kiosk will provide non-banking services offered by trusted partners on preferential terms.

## FOCUS

### THE STATE-GUARANTEED STUDENT LOAN OFFERING\*

Aware of the financial difficulties that some students are facing in the current context, Crédit Mutuel Alliance Fédérale is a partner of the "State-guaranteed student loan" system. This loan offering, which may not exceed €20,000 and with a minimum duration of two years, does not require any personal guarantee, is not subject to any income conditions, nor does it require any parental or third-party guarantee.



\* <https://www.creditmutuel.fr/fr/particuliers/emprunter/pre-etudes.html>  
\* <https://www.cic.fr/fr/banques/particuliers/pre-etudes.html>



# Be a committed bank

## IN TUNE WITH A CHANGING WORLD

Crédit Mutuel Alliance Fédérale is a cooperative, supportive and responsible bank, deploying a demanding Social and Mutualist Responsibility strategy to serve the environment, regions and societal issues.

### Strong climate commitments

Crédit Mutuel Alliance Fédérale takes into account climate imperatives in the conduct of all its activities. The Group has set concrete commitments to meet the trajectory of the Paris Climate Agreement, which aims to limit the increase in temperatures by 1.5° to 2° C by 2100.

These ambitious objectives are based in particular on:

- investing in the financing of projects with a strong climate impact;
- supporting companies in the transformation of their business models;
- stricter environmental requirements in the rules for granting financing;
- alignment of sectoral policies to combat the use of coal and unconventional hydrocarbons.

### A committed partner close to our customers and regions

Partnership culture is an integral part of Crédit Mutuel Alliance Fédérale's history and DNA. The Group relies on its regional roots to support culture, music and sports in particular. For the last 20 years, Crédit Mutuel Alliance Fédérale has been a partner of numerous musical events, through its signature, *Crédit Mutuel donne le LA*. The Group, through the Crédit Mutuel or CIC brand, is also a partner of several sports federations, in particular the French Volleyball, Athletics, Swimming and Cycling Federations.



By creating its foundation at the end of March 2021, Crédit Mutuel Alliance Fédérale is strengthening its resources to build a fairer society. With a budget of six million euros, the Crédit Mutuel Alliance Fédérale Foundation focuses its action on two areas of intervention, the environment and the regions: it supports projects aimed at combating global warming and its impacts on health, and projects that promote social inclusion and access to culture.



# A socially responsible employer

## IN LINE WITH COOPERATIVE VALUES



Crédit Mutuel Alliance Fédérale's Human Resources policy is based on the development of skills, diversity and equal opportunities during recruitment, as well as the professional development of its employees who are proactive in managing their careers and supported by an attentive local HR department.

### Quality of life at work (QLW), a subject anchored in our cooperative values

In October 2020, a QLW agreement on quality of life and remote work was signed. It includes strong measures for the organization of day-to-day work, health at work, employee mobility between home and the workplace, support for managers and the balance between professional and personal life, with for example, the implementation of a health platform, a "sustainable mobility" package of €400 per year and a charter on the right to disconnect.

### Supporting skills development

Crédit Mutuel Alliance Fédérale invests heavily in training its employees to develop their skills and help them discover new jobs. Aware of changes in practices, the Group enables its employees to obtain a certification, the digital passport, which assesses their digital skills and enables them keep them up to date. Crédit Mutuel Alliance Fédérale is committed to training young people through work-study programs and internships. This commitment was strengthened with the creation in 2019 of its own CFA.<sup>[1]</sup>

IN 2020 **nearly 95%**  
OF EMPLOYEES TOOK PART IN A TRAINING COURSE

**+1.8 million**  
HOURS OF TRAINING DELIVERED

## Proud to work at Crédit Mutuel Alliance Fédérale

CRÉDIT MUTUEL AND CIC  
**elected as two best  
employers in 2021,**  
BANKING SECTOR<sup>[2]</sup>

COFIDIS AND MONABANK  
**certified  
Great Place to Work<sup>[3]</sup>**

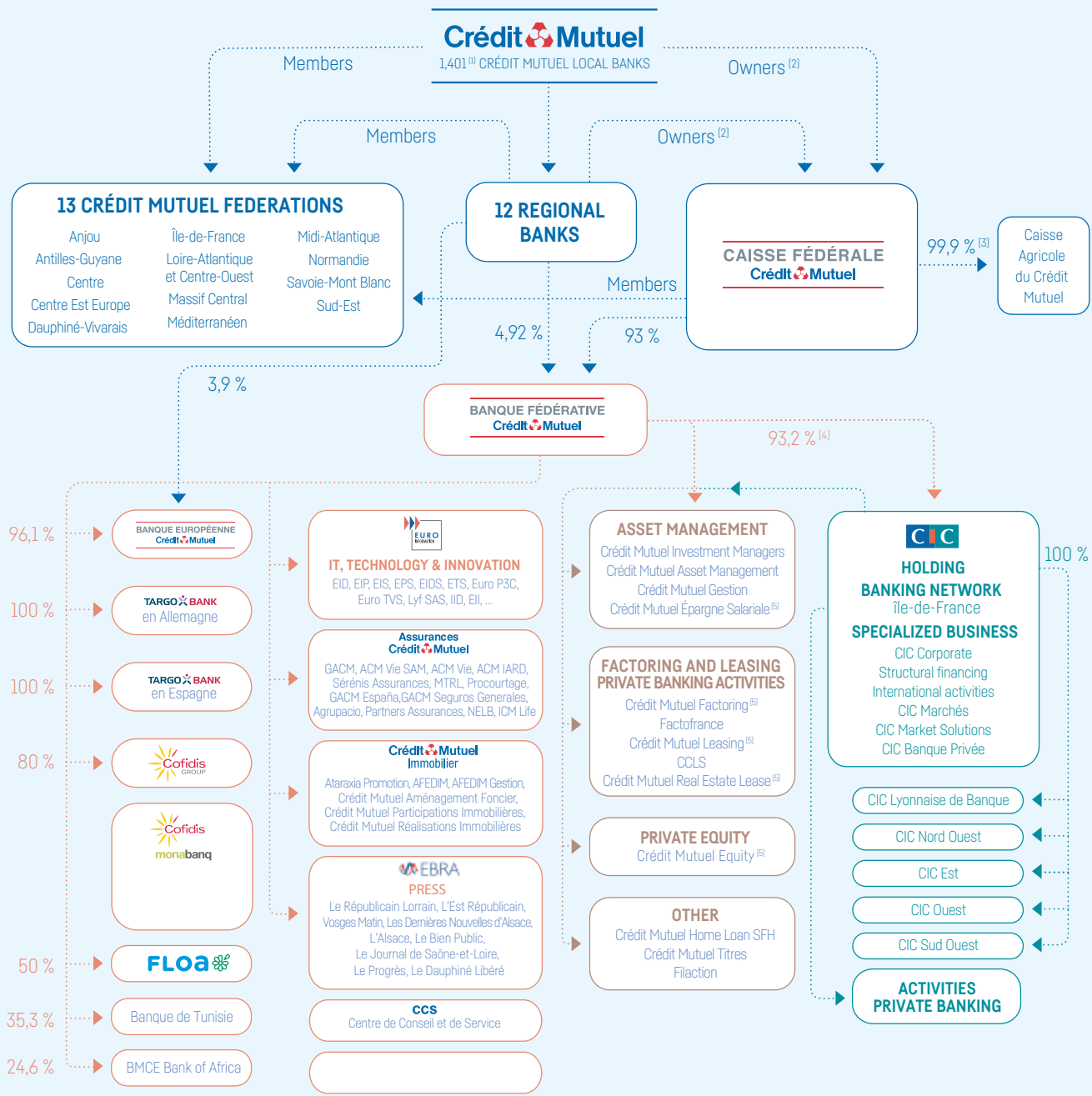
TARGOBANK,  
**Top Employer  
for 2021  
in Germany<sup>[4]</sup>**

[1] Apprenticeship training center  
[2] Source: Magazine Capital - January 2021  
[3] Best Workplaces winners by Great Place To Work® - France 2021  
[4] Source: Top Employers Institute - Deutschland Germany 2021

# Our organization

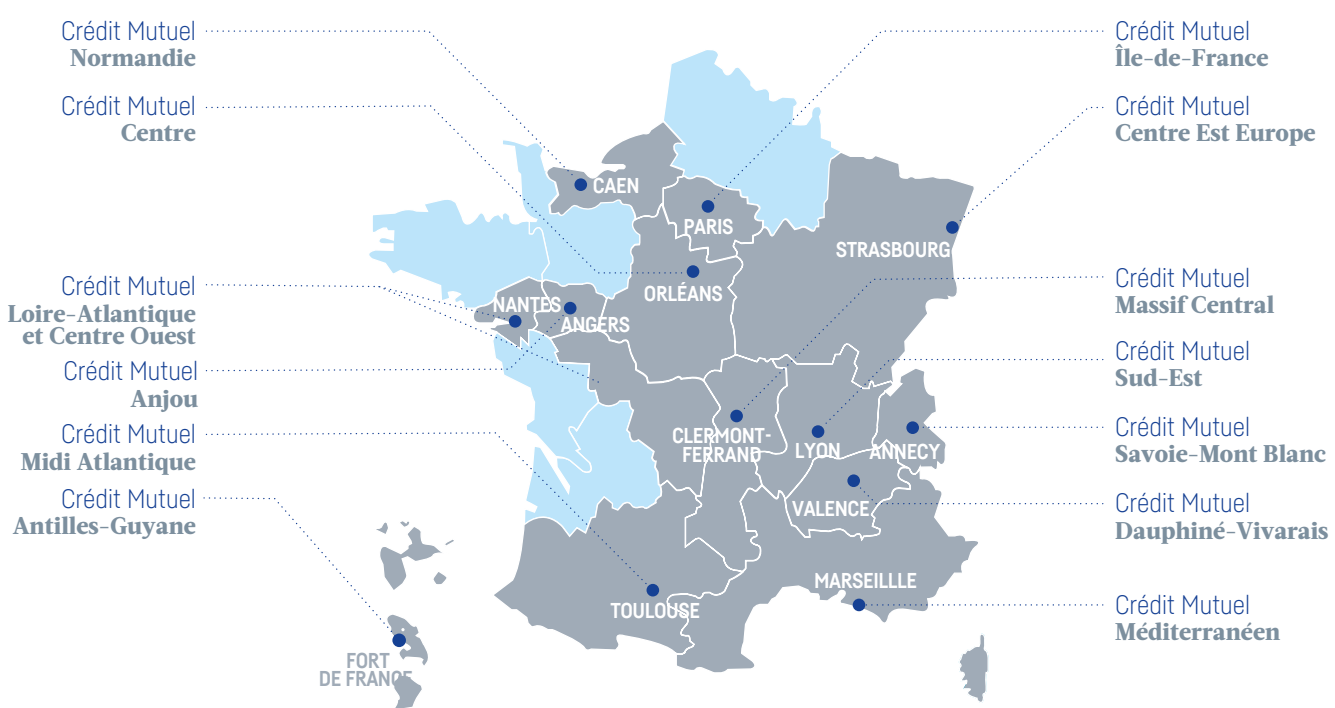
## CLOSE TO OUR MEMBER CUSTOMERS AND REGIONS

Crédit Mutuel Alliance Fédérale is the alliance of 13 Crédit Mutuel federations. The Group deploys its expertise in banks and branches, and in its business line subsidiaries. An organization focused on service and added value for our customers and members.



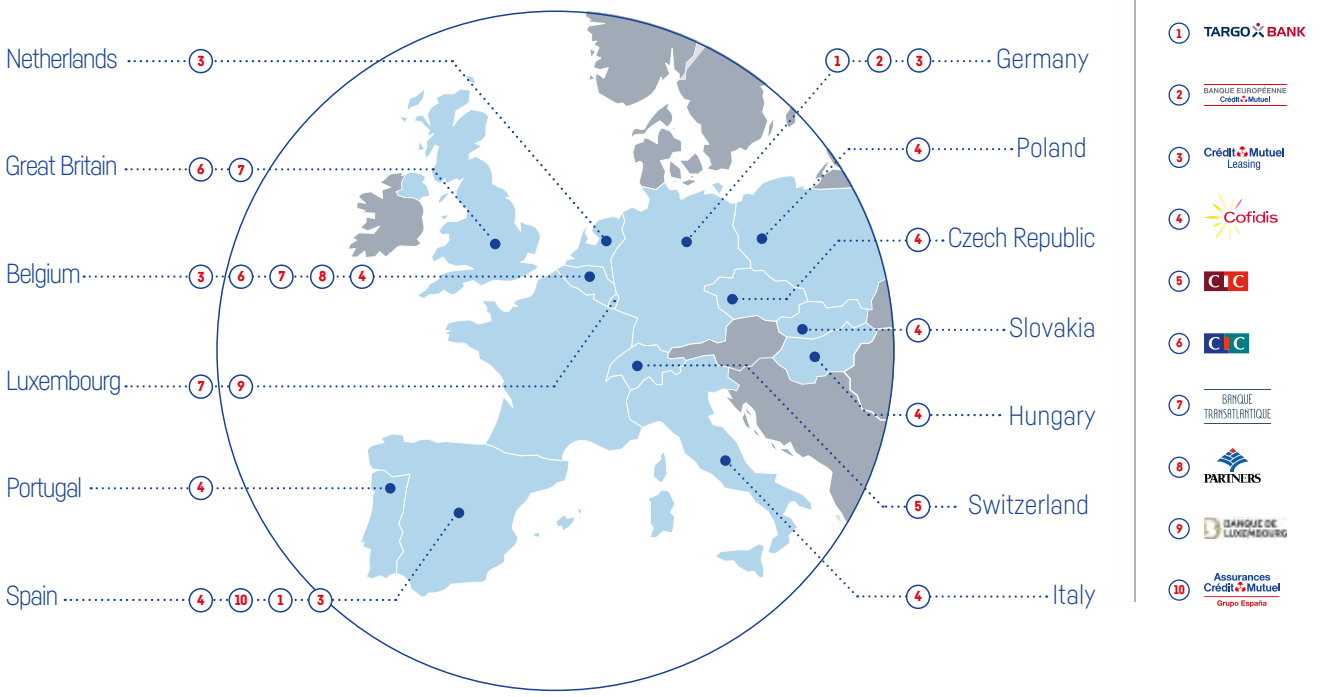
[1] As of December 31, 2020.  
[2] The Crédit Mutuel local and regional banks directly hold 871%, the remainder is held by Fédération du Crédit Mutuel Centre Est Europe and ACM Vie SAM.  
[3] The remainder is held by the 13 Crédit Mutuel Federations.  
[4] The remainder is held by Mutuelles Investissement.  
[5] Subsidiaries majority owned by CIC.

# The 13 Crédit Mutuel Alliance Fédérale federations



# International reach

Crédit Mutuel Alliance Fédérale generates 25% of its business internationally through its subsidiaries, representative offices and CIC branches in more than 50 countries.







See our publications on  
[www.creditmutuelalliancefederale.fr](http://www.creditmutuelalliancefederale.fr)



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