

RETAIL BANKING TRANSFORMATION



GROUPE BPCE

Bankers and insurers with a different perspective

FEBRUARY 21, 2017

AGENDA



TRANSFORMATION
of RETAIL BANKING ACTIVITIES

FEBRUARY 21, 2017

INTRODUCTION



FRANÇOIS PÉROL

RELATIONSHIP MODEL



LAURENT ROUBIN

Commercial Banking
& Insurance

OPERATIONAL EXCELLENCE



JEAN-YVES FOREL

Transformation & Operational
Excellence

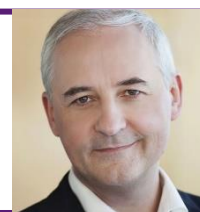
DIGITAL



YVES TYRODE

Chief digital officer

CONCLUSION



FRANÇOIS PÉROL

AGENDA

QUESTIONS & ANSWERS



TRANSFORMATION
of RETAIL BANKING ACTIVITIES

FEBRUARY 21, 2017



**MARGUERITE
BÉRARD-ANDRIEU**

Group Finance, Strategy,
Legal Affairs, Secretary
to the Supervisory Board



**JEAN-YVES
FOREL**

Transformation
& Operational Excellence



**LAURENT
MIGNON**

Natixis



**LAURENT
ROUBIN**

Commercial Banking
& Insurance



**JACQUES
BEYSSADE**

Risks, Compliance
and Permanent Control

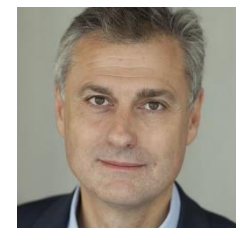


**CATHERINE
HALBERSTADT**

Human Resources, Group Internal
Communications, Corporate
Secretary's Office of BPCE SA



**FRANÇOIS
PÉROL**



**YVES
TYRODE**

Chief digital officer

A DIVERSIFIED COOPERATIVE GROUP OFFERING A FULL RANGE OF BANKING AND INSURANCE SERVICES

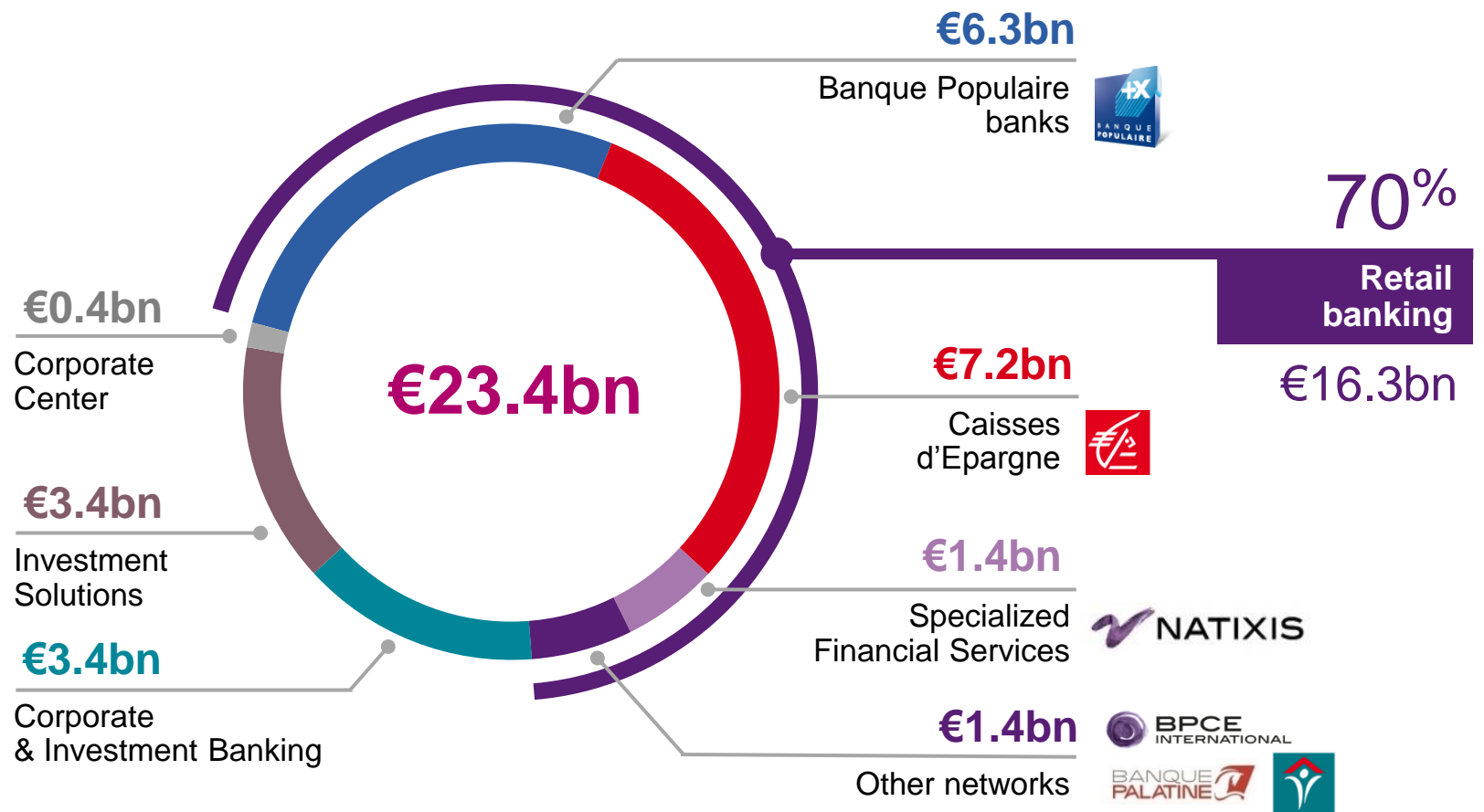
*with a predominant
retail banking activity*



TRANSFORMATION
of RETAIL BANKING ACTIVITIES

FEBRUARY 21, 2017

REVENUES GENERATED IN 2016¹



108,000 EMPLOYEES

9 MILLION COOPERATIVE SHAREHOLDERS

(1) Excluding non-economic and exceptional items

2nd LARGEST BANKING GROUP IN FRANCE

Two powerful retail banking brands



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TRANSFORMATION
of RETAIL BANKING ACTIVITIES

FEBRUARY 21, 2017

2016
figures



9.2 million
customers
3,300 branches
150 business centers
€182bn
in loan outstandings
(+10% vs. 2013)
€241bn
in deposits & savings
(+17% vs. 2013)

No.1 in the SME
market¹
No.2 in the
professional & micro-
enterprise market¹



20.6 million
customers
4,200 branches
134 business centers
€236bn
in loan outstandings
(+17% vs. 2013)
€399bn
in deposits & savings
(+7% vs. 2013)

No.1 provider
of funding for local
authorities¹
No.2 in the individual
customer market¹

GROUPE BPCE: MARKET SHARE IN FRANCE

Deposits & savings ²	21.6%
Customer loans ²	20.7%
Home loans ²	26.2%
Consumer loans ²	15.5%
Factoring ³	16.1%
Real-estate lease financing ⁴	22.9%
Employee savings plans ⁵	28.2%

(1) For the BP: TNS Sofres 2015 data; for the CE: Banque de France figures and the banks' own 2015 publications

(2) Banque de France figures, Sept. 2016

(3) Source: Association des Sociétés Financières, Sept. 2016

(4) Source: Association des Sociétés Financières, June 2016

(5) Source: Association Française de la Gestion Financière, June 2016

CORPORATE & INVESTMENT BANKING

Customer relations and advisory, financing and global market solutions

GLOBAL MARKETS

FICT

- Fixed income
- Forex
- Commodities
- Treasury

EQUITIES

- Cash Equity
- Equity Derivatives

FINANCING AND INVESTMENT BANKING

GLOBAL FINANCE

- Commodity & Energy Financing
- Aviation, Export & Infrastructure Finance
- Real Estate Finance
- Global Portfolio Management

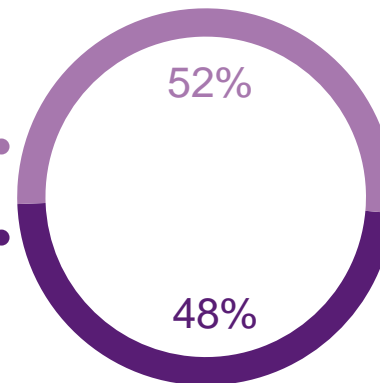
INVESTMENT BANKING

- Acquisition and Strategic Finance
- Debt Capital Market
- Equity Capital Market
- M&A
- Strategic Equity Transactions

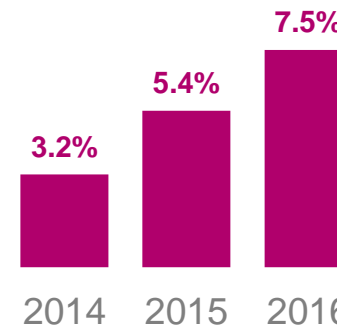
2016 NET REVENUES¹ : €3.3bn

Global finance and Investment banking

Global markets



GROWTH IN CIB REVENUES (excl. CVA/DVA)



MAJOR TRANSACTIONS IN 2016



INVESTMENT SOLUTIONS AND INSURANCE

Investment solutions tailored to the needs of different investors categories based on worldwide expertise in asset management



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of RETAIL BANKING ACTIVITIES

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*A global player in
asset management*

NATIXIS GLOBAL ASSET MANAGEMENT HOLDING

U.S. INVESTMENT CENTER

15 specialized affiliates
adopting distinct
management styles
(Loomis, Harris, AEW...)

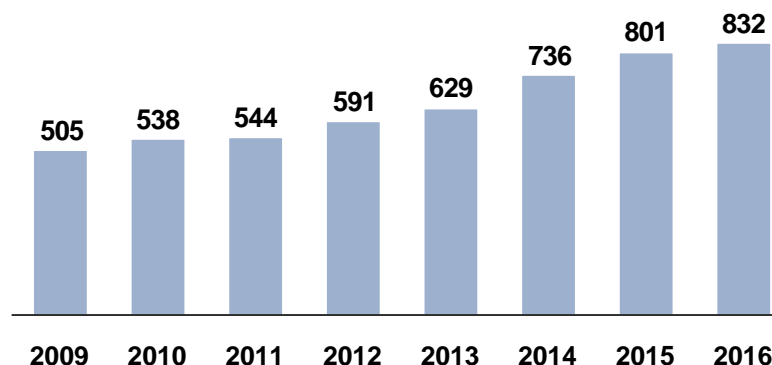
EUROPE INVESTMENT CENTER

NAM:
long-standing player
+ specialized firms
(DNCA, H₂O, AEW Europe...)

NGAM DISTRIBUTION

Centralized distribution platform with two entities:
NGAM US and NGAM International

Total assets under management (year-end, in €bn)



*Insurance solutions at the service of
Groupe BPCE's retail banking
networks and their customers*



PERSONAL INSURANCE

Life insurance,
Investment Solutions,
Estate Planning
services, Retirement,
Death Insurance,
Long-term Care
Insurance, Payment
Protection Insurance,
etc.



NON-LIFE INSURANCE

Car Insurance,
Comprehensive
Home Insurance,
Top-up Health
Insurance, Personal
Accident Insurance,
Legal Protection,
Professional Liability
Insurance, etc.

€47.8bn

Life AuM under
management

5.3m

contracts in the P&C
insurance portfolio

Total turnover

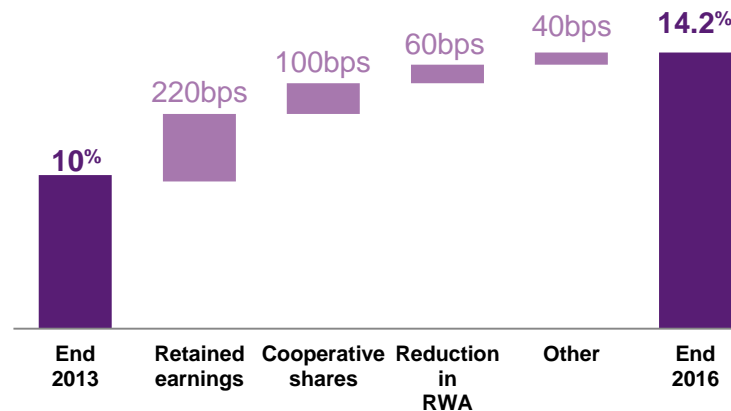
€8bn

AN EXTREMELY ROBUST BALANCE SHEET

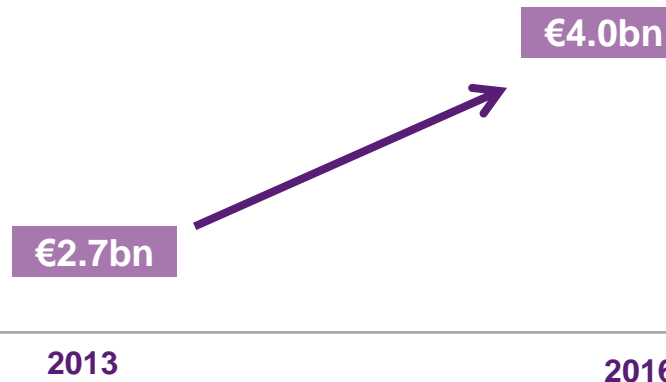
Substantial investment capacity to support the transformation process

SIGNIFICANT GENERATION OF CAPITAL

GROWTH IN THE CET1 RATIO¹



GROWTH IN NET INCOME²



RATIOS IN EXCESS OF REGULATORY REQUIREMENTS

	CET1 ratio	Total capital ratio	Leverage ratio	TLAC ratio
RATIOS AT END-2016¹	14.2%	18.5%	5%	19.3%
REGULATORY MINIMA³	8.92%	11.25%	3%	19.5%
				early 2019

(1) CRR/CRD IV without transitional measures

(2) Published net income attributable to equity holders of the parent

(3) cf. Publication of 2016 results dated February 9, 2017



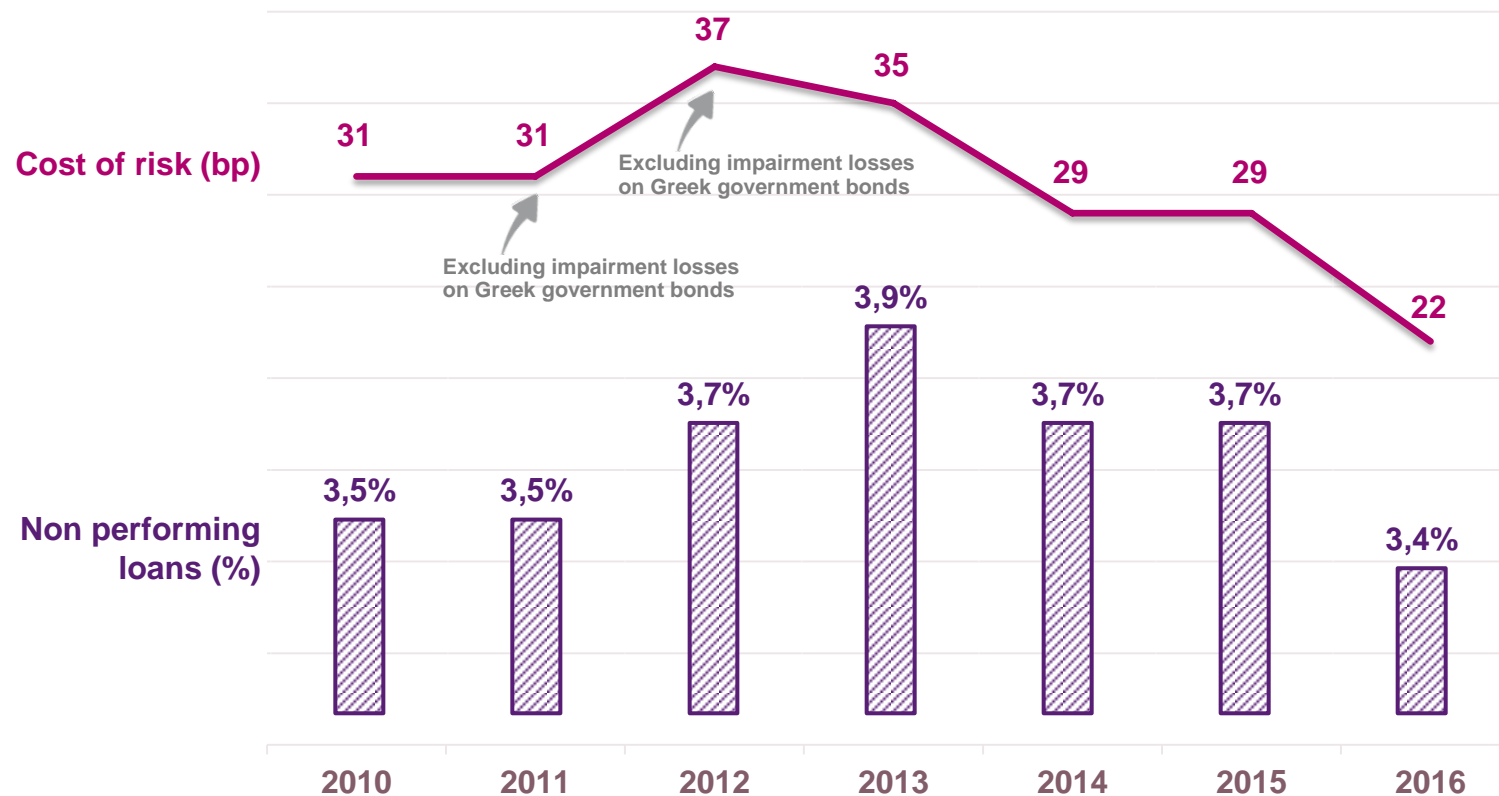
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of RETAIL BANKING ACTIVITIES

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A MODERATE RISK PROFILE

A controlled cost of risk



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TRANSFORMATION PROCESS ALREADY UNDERWAY

*Thanks to the good
overall completion
of the strategic plan:
**Another way
to grow***



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of RETAIL BANKING ACTIVITIES

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DEFINING PROJECTS COMPLETED ON SCHEDULE



Fully-fledged **INSURANCE SPECIALIST**



NATIXIS
ASSURANCES



REVENUE SYNERGIES between
the retail banking networks and Natixis

€870m
2017 target

€623m

achieved at end-2016,
on target, with ¾ of the
plan already completed



POOLING of IT production
and **REDUCTION** in the number
of IT platforms



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INFOGÉRANCE & TECHNOLOGIES



Rollout of the **ELECTRONIC SIGNATURE**

TRANSFORMATION PROCESS ALREADY UNDERWAY

Thanks to the good overall completion of the strategic plan:
Another way to grow



TRANSFORMATION
of RETAIL BANKING ACTIVITIES

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Start End-2013	Achieved End-2016	Target End-2017
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Let's create leading banks for one-to-one and online relations	Number of principal active customers aged 25 or more using banking services	8.2 million	+510,000	+1 million
	% of the offering open to electronic subscriptions	Face-to-face 58% Remote 54%	Face-to-face 84% Remote 59%	> 80%
	% of customers subscribing to online banking services	53%	75%	> 80%
Let's define our Group as a major player in savings to better finance our customers	Growth in private banking customer outstandings (AAGR ¹)	€154.8bn	+5.3%	+6%
	Private banking and wealth management customers	669,400	+94,300	+175,000
	Net asset management inflows	€629bn	+€49bn	+€75bn
Let's become a fully-fledged bancassurance specialist	% of individual customers using P&C, health and/or provident insurance products	21%	25%	28%
	CAGR of turnover ²		+7.0%	+7.5%
	CAGR of the number of contracts ²		+9.7%	+7.9%
Let's speed up the pace of the Group's internationalization	Net revenues of Natixis' core business lines generated in international markets	< 40%	46%	> 50%

(1) CAGR = Compound annual growth rate

(2) Non-life and provident insurance turnover, generated with individual and professional customers. Not significant at end-2013.

STANDARDS IN DIGITAL SERVICES ARE BECOMING MORE WIDELY ADOPTED

*A strategy
for a digital world*

2008
shopping,
media, telcos.

2012
transport,
tourism

2016
administration,
banking,
insurance



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of RETAIL BANKING ACTIVITIES

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A GLOBAL STANDARD

SIMPLICITY & TRANSPARENCY
INSTANT & 24/7 ACCESS
CUSTOMIZATION
COMMUNITY-BASED
COMPARISONS & FEEDBACK



OUR AMBITION

“TO OFFER OUR CUSTOMERS
AND EMPLOYEES THE VERY HIGHEST
STANDARDS IN DIGITAL SERVICES”

PREPARING THE 2018-2020 STRATEGIC PLAN

*Three defining
programs launched
at the beginning
of 2017*



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TRANSFORMATION
of RETAIL BANKING ACTIVITIES

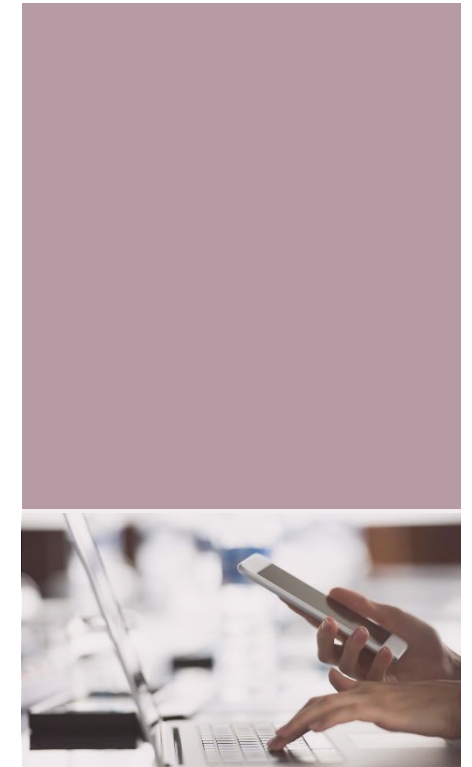
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The promise
of a **LOCAL
PRESENCE**
in a digital world



Enhancing our
PERFORMANCE
to generate
investment
capacities



**KEEPING IT
SIMPLE**
for our customers,
our employees,
our stakeholder
communities

Relationship model

The promise
of a **LOCAL PRESENCE**
in a digital world

OUR PROMISES TO OUR CUSTOMERS

*To become leaders
in customer
satisfaction by 2020*



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of RETAIL BANKING ACTIVITIES

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LOCAL PRESENCE

< 10 min

from a sales
outlet in urban
areas

< 20 min

from a sales
outlet in rural
areas

24/24 7/7

your bank
on your mobile
phone

CONSULTANCY SERVICES

Guaranteed

access
to an advisor

Services

customized
to individual
needs

**Until 10pm
6 days/week**

for certain services

EXCELLENCE

N°1

of customer
satisfaction

Immediate

examination
of requests

Simplicity

of customer
procedures

ADAPTING THE RELATIONSHIP CHANNELS

To offer the highest service quality both in branches and remotely



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of RETAIL BANKING ACTIVITIES

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ADVISORS

Simplifying
advisors' everyday work
Advice
and expertise
In **face-to-face**
interactions and
remotely

DIGITAL CHANNELS

The entire bank
on a daily basis
Greater intensity
in the relationship
New contact
opportunities
(websites, apps,
social networks)



BRANCHES

New formats
tailored to
the relationship style
Optimization
of the network density

MULTIMEDIA PLATFORMS

Support services
for customers
Follow-ups
after personal contacts
via digital channels
Complementary
to the branches for enhanced
customer service

Relationship model

CONTINUED MODERNIZATION OF THE RETAIL BANKING NETWORK

*To guarantee both
a local presence
and the provision
of remote services*



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of RETAIL BANKING ACTIVITIES

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INCREASED DEVELOPMENT OF REMOTE SERVICES

11%

proportion
of remote sales
in 2016



> 40%

2020 target

CONTINUED OPTIMIZATION OF NETWORK DENSITY

< 10 min away in urban areas

< 20 min away in rural areas

> 5%

reduction in the number
of branches by 2020

at the regional level by entity

chiefly combination of branches
in urban and peri-urban areas

NEW BRANCH FORMATS

MULTI-SITE BRANCHES:

a single manager for several sites, flexible opening hours

SPECIALIZED BRANCHES: professional customers, private banking, viticulture, innovative companies etc., depending on the local region

NEW FOCUS ON CONSULTANCY SERVICES:

reduction in transactional functions, cash-free branches

COLLABORATIVE SPACES free of partitions, allowing closer interactions with customers and greater exchanges between advisors

Relationship model

MAKING CONSULANCY SERVICES A PRIORITY

*Enhancing
expertise
and customizing
relationships*



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**SPECIALIZATION
OF THE ADVISORS**

**NEW
SEGMENTATION**

Individual customers



Companies and managers



**+50% SPECIALIZED
ADVISORS**

40 CUSTOMER SEGMENTS
for a more personalized approach

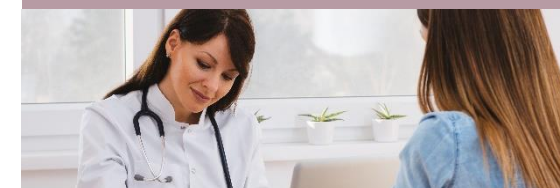


IMPLEMENTATION OF DATA
to better serve our customers
in line with their needs

Private banking



Professionals



Social economy



Public sector



Operational excellence

Enhancing
our **PERFORMANCE**
to generate
investment capacities



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OBJECTIVES ACHIEVED

*for the cost
synergies targeted
in the*

**Another way
to grow**
strategic plan



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of RETAIL BANKING ACTIVITIES

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2017 TARGET

In a full year

€900_m

IT RESOURCES

pooling of production (BPCE-IT), rationalization
of desktop publishing, migration of CFF to IT-CE

~20%

PURCHASING

~20%

REAL ESTATE

~15%

OPERATIONAL EFFICIENCY

rescaling of headquarter functions, savings
generated by the electronic signature, optimization
of fiduciary activities

~25%

NATIXIS

years 3 and 4 of the 2012-2016 adaptation plan

~20%



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NATIXIS

COMPLETED AT END-2016

€686_m

representing more than
¾ of the target with ¾
of the plan completed

OPERATING EXPENSES KEPT UNDER TIGHT CONTROL

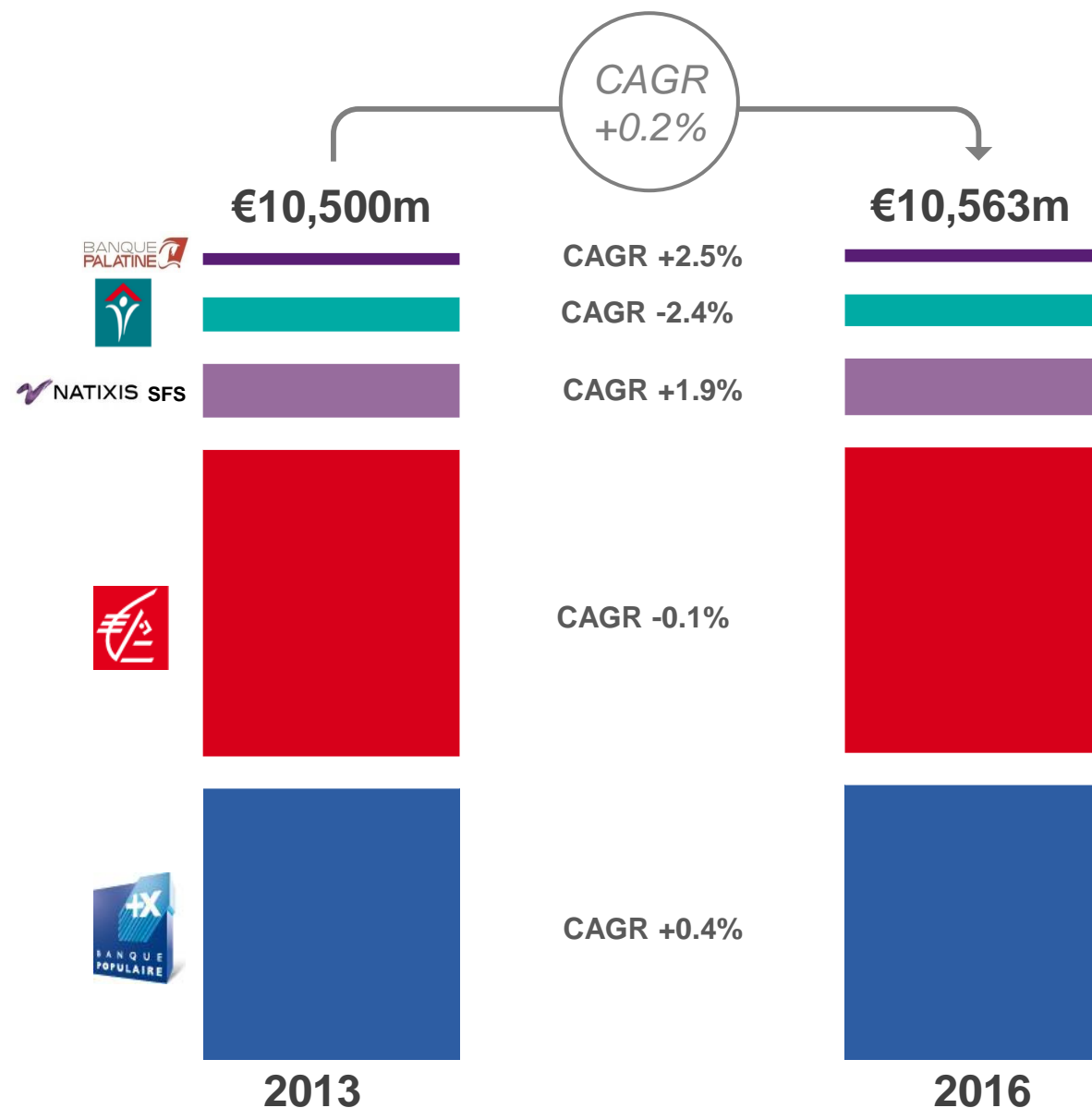
*Stability in retail
banking costs
since 2013*



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of RETAIL BANKING ACTIVITIES

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CAGR: compound annual growth rate

Figures restated to account for transformation costs, contribution to the SRF and Deposit Guarantee and Resolution Fund (FGDR) and exceptional items

NEW PROGRAM OF COST SYNERGIES

*Transformation
& Operational
Excellence Plan
generating*

€1bn

*in cost savings
in a full year in 2020*



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TRANSFORMATION
of RETAIL BANKING ACTIVITIES

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NEW GROUP PROGRAM¹

Excluding Natixis

€750_m

RATIONALIZATION OF STRUCTURES and IT
mergers, IT, other measures...

~36%

**TRANSFORMATION OF THE CUSTOMER
RELATION SHIP MODEL**
used by retail banking

~32%

REAL ESTATE and PURCHASING

~32%



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BANQUE
PALATINE

TRANSFORMATION & OPERATIONAL EXCELLENCE PLAN²

€250_m



NATIXIS

% COMPLETED AT YEAR END (€1bn)
Monitored per program and per company

End-2017

End-2018

End-2019

40%

70%

100%

NON-RECURRENT TRANSFORMATION COSTS

€790_m

2017-2020
aggregate total

O/w Natixis (€220m)

IT migrations,
modernization of IS

(1) Excluding automation program (except within the framework of the Natixis TOE plan), excluding international retail banking, excluding Fidor.
Including transformation costs before 2017 generating cost savings from 2017 onwards

(2) Announced on November 9, 2016, focus on page 23

NATIXIS

*Reminder
of the Transformation
& Operational
Excellence plan
announced
in November
last year*



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ANNUAL SAVINGS END-2019

€250_m

IT STREAMLINING

35%

ORGANIZATIONAL OPTIMIZATION AND SIMPLIFICATION

30%

TIGHTENED COST CONTROL

20%

DIGITALIZATION AND PROCESS AUTOMATION

15%

RAPID DEVELOPMENT

End-2017

End-2018

End-2019

25%

65%

100%

- ✓ 60% of transformation projects already under way
- ✓ Direct monitoring by Senior Management Committee

ONE-OFF INVESTMENT COSTS

€220_m
over 2017
& 2018

~ 50% IT modernization
and new technologies
~ 50% management
of the impacts
of transformation

SIMPLIFYING THE GROUP

*Continuing
to simplify
the Group's
organizational
structure*



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of RETAIL BANKING ACTIVITIES

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2016-17 MERGERS

- **Three mergers in metropolitan France**
>1,000 branches
>9,500 employees
- **Merger between overseas banks¹ and CEPAC²**
- **29 regional banks** by end-2017
+ Crédit Coopératif
and Casden Banque Populaire



FORTHCOMING MERGERS

TARGETS:

- Consistency with the new **map of French regions**
- **Critical size** to serve the needs of middle-sized firms
- **Synergies** with headquarter and support functions



at most
12

regional Banque
Populaire banks in 2020



at most
14

Caisses
d'Épargne
in 2020

RATIONALIZATION OF IT PLATFORMS



SIMPLIFICATION OF IT RESOURCES

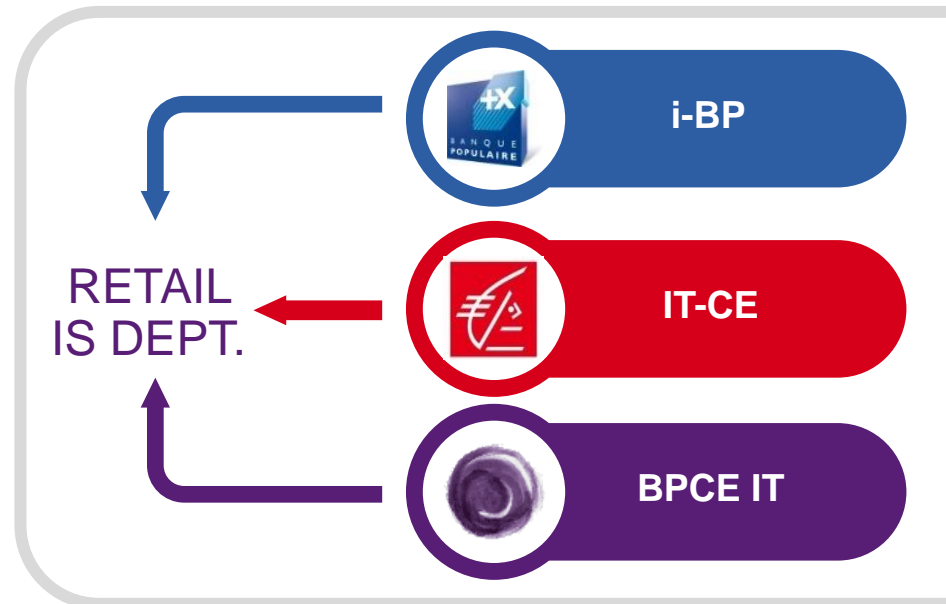
*in the service
of digital*



TRANSFORMATION
of RETAIL BANKING ACTIVITIES

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RATIONALIZATION OF PUBLISHING WITH THE CREATION OF A RETAIL IS DEPT.



➤ **ACCELERATING THE PACE OF OUR DIGITAL TRANSFORMATION** with the creation of the digital factory

➤ **COORDINATING BUILD** and **RUN** between platforms

➤ **SYNCHRONIZING INVESTMENTS**

➤ **SHARING KNOW-HOW**

IT ACTION PLAN STRUCTURED UNTIL 2019

IT GOVERNANCE

- Overall Retail IS and project governance

BUILD & RUN OPTIMIZATION

- Build & run optimization of applications
- Modernization of infrastructures & run optimization
- Optimization of local IT expenses

ARCHITECTURE

- Platforms for industrial API management
- Automation to speed up the pace of development
- Rationalization of front-end architecture

AGILITY AND SKILLS

- Digitizing customer pathways
- Agile practices and optimization of project execution methods

TRANSFORMING

*the operating
model*



TRANSFORMATION
of RETAIL BANKING ACTIVITIES

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DRIVING & GUIDING THE TRANS- FORMATION PROCESS

TRANSFORMATION AND OPERATIONAL EXCELLENCE UNIT

GROUP-WIDE APPROACHES

Companies and business lines



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NATIXIS



costs
lead times
administrative
tasks



quality
simplicity

3

PRIORITY
LEVERS
TO DRIVE
TRANS-
FORMATION

SIMPLIFICATION OF PROCESSES

- Front-to-back management per **professional function** (HR, IT, process) for each customer deliverable
- **Levers**: digitalization, virtual assistants, implementation of data
- Three **priorities for 2017**: home loans, fiduciary activities, succession planning
- **After 2017**: litigation, professional, e-money, desktop publishing, cash savings

PURCHASING SYNERGIES

- Massification, optimization of national/regional purchasing mandates
- Focus on technological purchasing

EFFICIENT REAL-ESTATE MANAGEMENT

- Support services and work on buildings
- Appraisals, digital tools (digital mockups, building automation)

Digital

KEEPING IT SIMPLE

A SOLID FOUNDATION

on which to develop our digital ambition



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of RETAIL BANKING ACTIVITIES

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POPULAR DIGITAL SERVICES

Day-to-day banking



9m individual downloads

Services for businesses



15,000 companies
equipped

Customer pathways

100,000 electronic
signatures per day

IT ARCHITECTURE

> 1,000 APIs rolled out

INNOVATIVE OFFERINGS

Personal finance management
(budget, account aggregation)



Peer-led & collaborative financing



Payments



Partnerships



Acquisitions

le pot commun



OUR DIGITAL AMBITION

*is to keep it
simple*



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of RETAIL BANKING ACTIVITIES

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FOR OUR
CUSTOMERS

FOR OUR
EMPLOYEES

FOR OUR
STAKEHOLDER
COMMUNITIES

IN OUR
ORGANIZATION

KEEP IT
SIMPLE

IN OUR
ARCHITECTURE

CHANGING DIMENSION

*with dedicated
resources
and methods
derived from
the online world*



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1,000
dedicated employees

€750_m
invested by 2020

6 months
is the unit of time
for the different
seasons
in the digital plan

CO-CONSTRUCTION

POOLING

INDUSTRIALIZATION

KEEP IT SIMPLE FOR OUR CUSTOMERS

*The key
to customer
satisfaction*



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2020 Ambition (8 seasons)

DIGITAL SUBSCRIPTIONS

NEW SERVICES

Projects launched in season 1

- **NEW ACCOUNTS:** opening of a current account in just a few minutes
 - **DIGITALIZED HOME LOANS:** initiation of online selling
 - **DIGITALIZED EQUIPMENT LOANS:** instant release of a previously agreed loan for professional customers (small retailers, craftsmen, etc.)
 - **DIGITALIZED NON-LIFE INSURANCE AND CONSUMER LOANS**
-
- **MOBILE PAYMENTS:** extension of our offer with Android OS after Apple Pay
 - Enhancement of **PERSONAL FINANCE MANAGEMENT FOR INDIVIDUAL CUSTOMERS** (within 12 months) and **PROFESSIONAL CUSTOMERS** (within 18 months)

KEEP IT SIMPLE FOR OUR CUSTOMERS

*The key
to customer
satisfaction*

2020 Ambition (8 seasons)

“SELF CARE”

Projects launched in season 1

- **COCOONING TEAM:** constant improvement thanks to active customer listening on all channels (social networks, etc.)
- **USEFUL & MOBILE:** simplified access to online banking services via fingerprint recognition technology in order to manage essential functions (changing one's password, etc.)
- Reworking of **NAVIGATION** through the apps
- **EASY FILE:** digital space for sharing documents, with automatic verification of credentials
- Completed rollout of the **ELECTRONIC SIGNATURE**

KEEP IT SIMPLE FOR OUR EMPLOYEES

*The key
to their efficiency*



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of RETAIL BANKING ACTIVITIES

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2020 Ambition (8 seasons)

DIGITAL TOOLS TO FACILITATE DAY- TO-DAY ACTIVITIES

DIGITAL & COLLABORATIVE CULTURE

CUSTOMER SERVICE

Projects launched in season 1

- **BPCE STORE:**
in-house store of applications designed for professional activities to enable employees to develop mobile working practices (e.g.: demonstration to customers of all our online services)
- **EQUIPPING** employees with digital devices
- **GROUP SOCIAL NETWORK:**
every employee works with several communities
- **DIGITAL FOR EVERYONE:**
plan for the development of digital skills
- **DIGITAL AFTERSALES,** tools to improve our knowledge of our customers in real time and to respond more easily to their needs

KEEP IT SIMPLE FOR OUR STAKEHOLDER COMMUNITIES

*The key
to our openness*



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of RETAIL BANKING ACTIVITIES

FEBRUARY 21, 2017

2020 Ambition (8 seasons)

SOLUTIONS FOR START-UP COMPANIES

AN ECOSYSTEM OF PARTNERSHIPS

Projects launched in season 1

- **DEDICATED OFFERS:** banking services, receipt management solutions, e-commerce acceptance, etc.
 - **TESTS** with our customers
 - **PARTNERSHIPS** related to our offers and business line projects (hackathons, competitions, etc.)
 - **LIBRARY OF OPEN APIS** with a dedicated community of developers
 - **“ACT START-UP”** to adapt our purchasing processes to small companies
-
- **INVESTMENTS:** launch of partnerships with several venture capital funds to keep pace with trends and support innovation
 - **SUPPORTING FIDOR**, in the development of a vast ecosystem of developers and start-up companies (cf. details on the following slide).

FIDOR, A NEW ASSET

*at the heart
of our digital
ecosystem*



TRANSFORMATION
of RETAIL BANKING ACTIVITIES

FEBRUARY 21, 2017

ACQUISITION OF FIDOR

“A technological start-up licensed as a banking institution”



- Presence in Germany and the United Kingdom
- 400,000 users
- 160,000 permanent customers
- Distinctive community-based business model
- NPS > 40



- White-labeled B2B digital banking solutions
- International target with an initial office in Dubai

SYNERGIES AND DEVELOPMENT

Groupe BPCE is providing Fidor with its financial strength and experience: ALM, risk and compliance management, growth support solutions, expansion of the offering with Group products (in the marketplace)

Ambition: in 2020, to become one of the leading European players in the community-based mobile banking segment

- To cover the principal European markets
- France starting in 2017
- To remain a leader in technological innovation
- High speed banking

To speed up the pace of international development

- Presence in New York, Berlin, Singapore
- Capitalizing on existing partnership with FinTechs (Fidor Finance Bay) and disruptive projects (No-Stack-Banking, for example **O2 banking**)

KEEP IT SIMPLE IN OUR ORGANIZATION

*to leverage
our capacities*

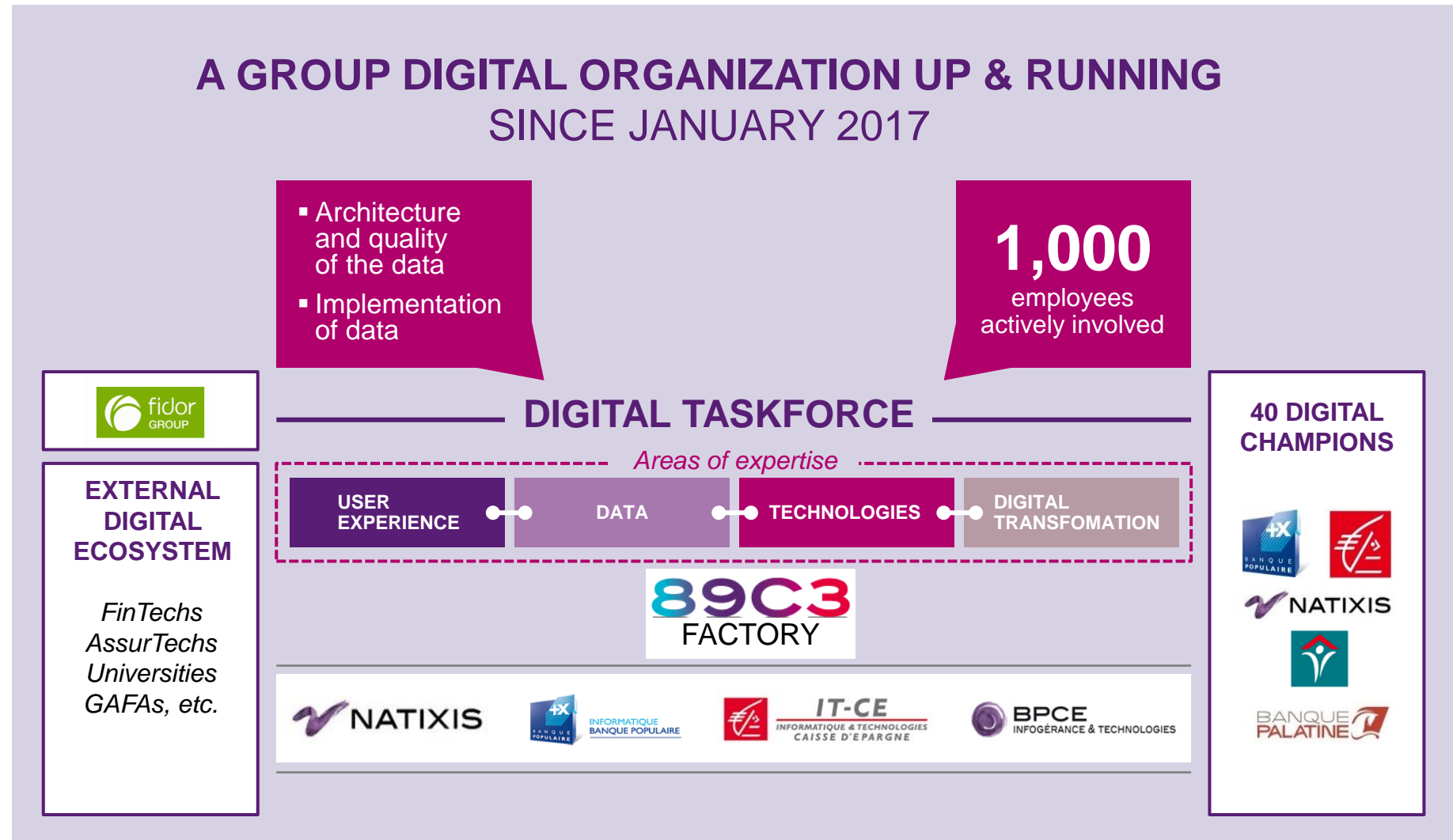


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BPCE

TRANSFORMATION
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FEBRUARY 21, 2017

A GROUP DIGITAL ORGANIZATION UP & RUNNING SINCE JANUARY 2017



KEEP IT SIMPLE IN OUR ARCHITECTURE

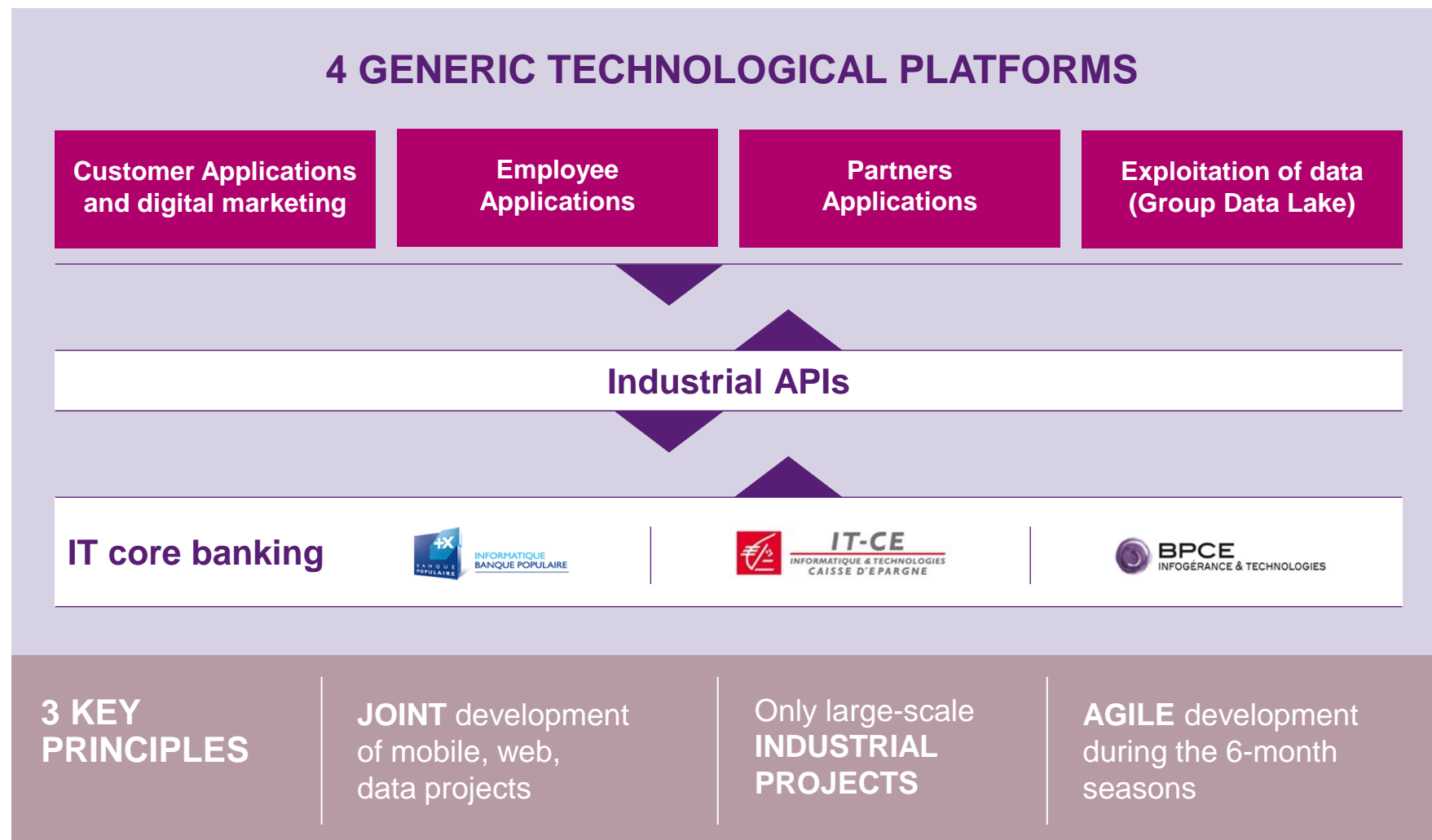
*with generic
platforms
for all our brands*



GRUPE
BPCE

TRANSFORMATION
of RETAIL BANKING ACTIVITIES

FEBRUARY 21, 2017



MEASURING OUR DIGITAL PERFORMANCE

*to guide
our transformation*



TRANSFORMATION
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2020 TARGETS

NPS

digital performance
at the
pure player level

>10%

of subscriptions via
the digital channels

QS

rate of site availability
and apps at the
highest standards

>90%

of customers use
online banking
services

>50%

of employees use
the Group's social network

100%

of employees training
in digital solutions

Satisfaction

of employees regarding
the digital tools measured
on a continuous basis

TRANSFORMATION WELL UNDERWAY IN THE LIGHT OF THE NEXT STRATEGIC PLAN

RELATIONSHIP MODEL



The promise
of a **LOCAL
PRESENCE**
in a digital world

OPERATIONAL EXCELLENCE



Simplification
of structures, IT,
processes: **€790m**
invested in a **new**
plan for transformation
with a view to
generating savings
worth €1bn
in a full year in 2020

DIGITAL



Keep it simple
for our customers,
our employees,
our partners;
an **impetus given**
throughout the entire
Group; **€750m**
invested by 2020



TRANSFORMATION
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To prepare the 2018-2020 strategic plan

Natixis Investor Day: **NOVEMBER 20, 2017**

Group Investor Day: **NOVEMBER 29, 2017**



GROUPE BPCE

Bankers and insurers with a different perspective

TRANSFORMATION
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