

ID.ENTITY

AUGUST 2017



GROUPE BPCE

Bankers and insurers with a different perspective



1

GROUPE BPCE



2

DIGITAL



3

BUSINESS LINES



4

COMMITMENTS

The background is a stylized illustration of a modern office interior. Large windows on the left and right sides offer a view of a cityscape with various buildings, including a prominent skyscraper, and a landscape with rolling hills and several wind turbines under a blue sky with light clouds. In the foreground, two people in business attire are seated in dark chairs, facing away from the viewer towards the windows. A large, white circular graphic with a purple border is centered on the page, containing the number '1' and the text 'GROUPE BPCE'.

1

GROUPE BPCE

THE 2nd LARGEST BANKING GROUP IN FRANCE ⁽¹⁾

boasting a portfolio of strong brands



(1) Market share: 21.5% in customer savings deposits and 20.7% in customer loans (source: Banque de France Q4-2016 – all categories of non-financial customers).

A COOPERATIVE BANKING AND INSURANCE GROUP

at the service of its cooperative shareholders and customers

TWO COOPERATIVE RETAIL BANKING NETWORKS SHAREHOLDERS OF BPCE SA

15 Banque Populaire banks including CASDEN Banque Populaire and Crédit Coopératif

16 Caisses d'Épargne

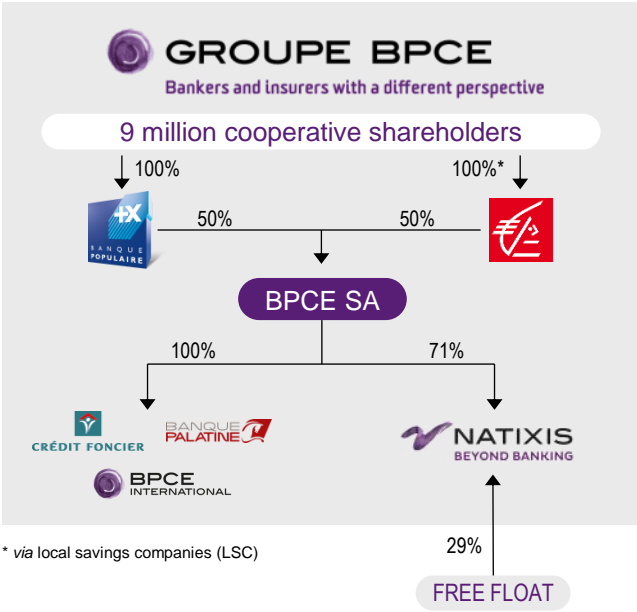
BPCE SA AT THE SERVICE OF THE GROUPE

BPCE SA is responsible for the corporate strategy, coordination and organization of the Group as a whole

SUBSIDIARIES

- Natixis
- Crédit Foncier
- Banque Palatine
- BPCE International
- etc.

ORGANIZATION CHART OF GROUPE BPCE AT DECEMBER 31, 2016



KEY FIGURES


 **9** million cooperative shareholders

 **31.2** million customers

 **108,000** employees

 **8,000** bank branches

Present in **48** countries 

 **20%** of the drive to finance the French economy ⁽¹⁾

Figures as at Dec. 31, 2016.

(1) 20.7% market share for loans granted to all categories of non-financial customers (source: Banque de France - Q4-2016).

HIGHLIGHTS ● A Group that is increasingly...

ROBUST

with a total capital ratio of **18.5%**, significantly higher than the **11.25%** required by the ECB

RECOGNIZED



with the citation “2016 bank of the year in France” awarded by the financial magazine *The Banker*

DIGITAL

with the launch of **Apple Pay**, the acquisition of startup companies, of **Fidor Bank**, etc. and the creation of **89C3**, the organization dedicated to implementing the Group’s digital transformation plan

SOCIALLY SUPPORTIVE

with more than **40%** of new inflows and management of solidarity-based and shared-return savings in France ⁽¹⁾ and ranked **No.1 for microcredit solutions**

GENDER-DIVERSE

with **18** Group companies obtaining the Professional Gender Equality Label awarded by the French standardization Association AFNOR, and **31 women’s networks** in the Group

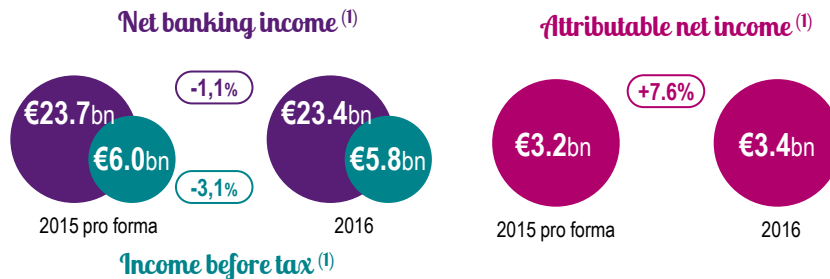
GREEN

with more than **€8bn** funding outstandings invested in the energy transition

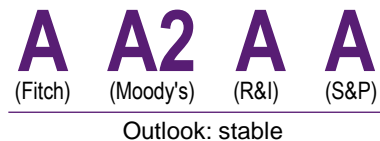
(1) Finansol 2016.

ANNUAL RESULTS

ROBUST RESULTS AGAINST A BACKGROUND OF PERSISTENTLY LOW INTEREST RATES



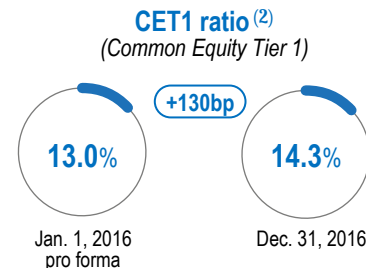
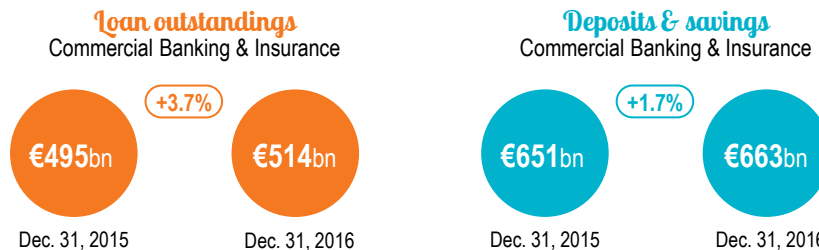
Long-term ratings
at December 31, 2016



Decline in the cost of risk to **22bp**
lower than the business cycle average (30 to 35bp)

BUOYANT COMMERCIAL ACTIVITIES

ROBUST GENERATION OF CAPITAL



Figures as at Dec. 31, 2016.

(1) Net income attributable to equity holders of the parent, excluding non-economic and exceptional items.

(2) CRR/CRD 4 without transitional measures (except for deferred tax assets on tax loss carryforwards and pro forma of the additional phase-in of the stock of DTA in accordance with regulation 2016/445 for periods prior to December 31, 2016); additional Tier-1 capital takes account of subordinated debt issues that have become ineligible and capped at the phase-out rate in force

PRIOR TO ITS FORTHCOMING STRATEGIC PLAN FOR 2018-2020:

launch of a retail banking transformation plan

● ... based on three core projects

ADAPTATION OF THE RELATIONSHIP MODEL

A promise of **CLOSE LOCAL PRESENCE** in a digital world

OPERATIONAL EXCELLENCE PROGRAM

Enhancing our **PERFORMANCE** to generate new investment capacity

DIGITAL ACTION PLAN

KEEP IT SIMPLE for our customers, employees and partner communities



2

DIGITAL

A STRONG FOUNDATION FOR OUR DIGITAL AMBITION

SIGNIFICANT FIGURES

9 million application downloads

75% of customers have signed up for online banking services

100,000 documents signed electronically every day

1,000 APIs rolled out

INNOVATIVE OFFERINGS

- Tools for managing budgets (budget, account aggregation)



- Affinity-based & collaborative finance



- Payments



- Partnerships **facebook.**

- Acquisitions



OUR DIGITAL AMBITION: KEEP IT SIMPLE



CHANGING THE ORDER OF MAGNITUDE

CO-BUILDING

POOLING

INDUSTRIALIZATION

METHODS

to choose **PROJECTS** capable of generating value for our companies

Divided into **3 SEASONS** each lasting 6 months

developed **JUST ONCE** for all the different brands

ROLLED OUT on a large scale

RESOURCES

1,000

dedicated employees

€750M

in investments over **4 years**

**6 MONTHS/
SEASON**

about twenty projects launched in **season 1**

CHANGING THE ORDER OF MAGNITUDE



A DEDICATED ORGANIZATION: 89C3

1 DIGITAL TASKFORCE

4 areas of expertise (user experience, data, technologies, digital transformation) and 50 employees

DIGITAL CHAMPIONS

responsible for maintaining links with our entities, are actively involved in the digital projects and in their application at a local level

1 DIGITAL FACTORY

4 platforms (customers, data, employees, partners) to centralize all the digital development resources derived from Groupe BPCE's different information systems

1 STARTUP PASS

designed to simplify relations with the startup companies

1 OPEN DATA PLATFORM

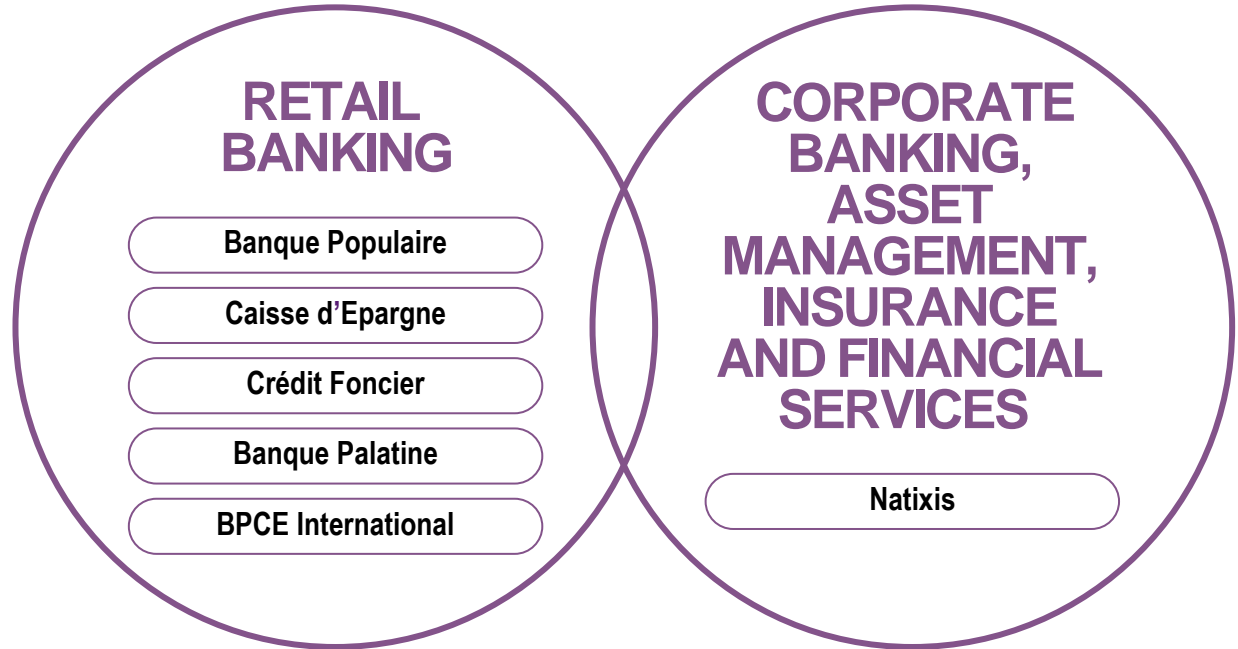
with series of data available about the Group



3 BUSINESS LINES



THE BUSINESS LINES OF GROUPE BPCE



RETAIL BANKING

Groupe BPCE commands strong positions in its different markets

 **No.1** bank for SMEs ⁽¹⁾

 **No.2** bank for individual customers ⁽²⁾

 **No.2** bank for professionals and individual entrepreneurs ⁽³⁾

 **€6.4bn**
in income before tax

 **65%**
of the Group's net banking income

(1) No.1 in terms of overall market penetration rate (source: 2015 TNS Sofres survey).

(2) Market share: 22.8% in household savings & deposits and 26.2% in household real-estate loans (source: Banque de France Q4-2016). Penetration rate of 28.3% (No.2) among individual customers (SOFIA TNS-SOFRES research, March 2016).

(3) No.2 in terms of penetration rate among professional customers and individual entrepreneurs, professional and general relations (source: 2015-2016 Pépites CSA survey).

RETAIL BANKING



The Banque Populaire banks, created by and for entrepreneurs, represent the **4th largest retail banking network in France** with 13 regional Banque Populaire banks, CASDEN Banque Populaire dedicated to serving French civil servants, and Crédit Coopératif, a major player in the social and solidarity-based economy. Working closely with their customers, the Banque Populaire banks continue to “add their strengths” in order to “multiply” their customers’ chances of success.

Highlights

VALUED

Banque Populaire ranks in **2nd** place among French people’s most favored banks ⁽¹⁾

DIGITAL

The Banque Populaire mobile app has been enhanced with **Apple Pay**, with **Touch ID** that gives users access to their accounts without having to enter a password, or with **SMART’retrait** to withdraw cash from an ATM without using a bank card

AFFINITY-BASED

CASDEN Banque Populaire can now serve all members of the French civil service. It boasted more than **164,000** new cooperative shareholders, including **115,000** from outside the National Educational system at end 2016

No.1
bank for businesses and SME ⁽²⁾

No.1
bank for franchise holders ⁽³⁾

No. 2
bank for craftsmen and small retailers ⁽⁴⁾

(1) Posternak/Ilop barometer survey, March 2017.

(2) 2015 TNS Sofres survey.

(3) 13th annual CSA franchise survey, 2016.

(4) 2013-2014 CSA Pépites survey.

RETAIL BANKING



15 Banque Populaire banks

3,269 branches (and 13 e-branches)

9.2 million customers

4.1 million cooperative shareholders

 **€182bn**
in loan outstandings

 **€241bn**
in deposits & savings

 **€6.3bn**
in net banking income

Figures as at Dec. 31, 2016.

RETAIL BANKING



CAISSE D'ÉPARGNE

Since 1818, the Caisses d'Épargne cooperative banks have combined confidence, solidarity, and modernity. As part of the **2nd largest retail banking network in France**, they support individual customers and all the players in the local and regional economy. With its new corporate signature, *Vous être utile* ("Being helpful"), Caisse d'Épargne is reiterating the commitment it first made nearly 200 years ago.

Highlights

HELPFUL

Launch of the new Caisse d'Épargne brand territory around a new corporate signature: **Vous être utile** ("Being helpful")

PRIZE-WINNING

2016 *Corbeille d'or* prize awarded by the "Mieux Vivre Votre Argent" magazine to Caisse d'Épargne for its entire range of mutual funds over one-year period (category: "Retail banking")

DIGITAL

With increasingly more useful and innovative services such as **Apple Pay**, the **SEPAmail** payment solution, cash withdrawals via SMS, the **Communauté by Caisse d'Épargne**, and **Banxo**, its new banking app with an account aggregator and budget management service

No.1
banking app used in France ⁽¹⁾

No.1
provider of funds for the social and solidarity-based economy ⁽²⁾ and public sector

No.1
bank for protected individuals ⁽³⁾

(1) Annie app, 03/2017.

(2) Banque de France, Dec. 31, 2015.

(3) Banque de France / ISBLM scope.

RETAIL BANKING



CAISSE D'ÉPARGNE

16 Caisses
d'Épargne

4,182 branches
(and 16 e-branches)

20.6 million
customers

4.8 million
cooperative shareholders



€236bn
in loan outstandings



€399bn
in deposits & savings



€7.2bn
in net banking income

Figures as at Dec. 31, 2016.

RETAIL BANKING



CRÉDIT FONCIER

As a specialist in **real estate financing and services** in France for the past 165 years, Crédit Foncier works with individual customers, real estate professionals and investors.

2,526 employees ⁽¹⁾

 **€9.6bn**
in loans granted

One of the leading players in loans for low-income families and interest-free loans

246 sales outlets

 **€92.5bn**
in loan outstandings ⁽²⁾

Leader in real estate expertise in France with Crédit Foncier Immobilier

7,000 professional real estate partners

 **€5.2bn**
in covered bonds issued by Compagnie de Financement Foncier ⁽³⁾

Figures as at Dec. 31, 2016.

(1) Consolidated full-time equivalent headcount, on fixed-term and permanent contracts, present in the company on Dec. 31, 2016.

(2) Gross securities and receivables – Management figures at year-end, adjusted for accounting purposes (IFRS 7).

(3) Excluding exceptional buy-back operations.

RETAIL BANKING

Bank for intermediate-sized enterprises and their directors, Banque Palatine has been helping them to achieve their personal and professional goals for more than 230 years. Thanks to its customized, high value-added consultancy services and synergies with its business line experts, the bank nurtures outstanding relationships and partnerships with each of its customers.



11,600 corporate customers

1,271 employees

 **€8.1 bn**
In loan outstandings

70,000 private customers

50 branches

CUSTOMER BASE: NEW HIGHS

In 2016, “The Art of being a Banker” led to the arrival of record-breaking new customers in its two markets: **more than 300 intermediate-sized enterprises** and **almost 1,100 private banking customers** have chosen Banque Palatine

Figures as at Dec. 31, 2016.

RETAIL BANKING



International commercial banking activities are chiefly pursued by BPCE International and its subsidiaries based in Africa, the Indian Ocean, Vietnam, New Caledonia and Tahiti.

2,964 employees

159 branches



€5.7bn
in loan outstandings



€5.3bn
in deposits & savings

Figures as at Dec. 31, 2016.

(1) Minority interests.

AFRICA, INDIAN OCEAN

Banque des Mascareignes (Mauritius), BMOI (Madagascar), BTK (Tunisia), BICEC (Cameroun), BCI (Congo), BNDA ⁽¹⁾ (Mali), BCP ⁽¹⁾ (Morocco).

EUROPE

Fransabank France ⁽¹⁾, Proparco ⁽¹⁾ (France), Banca Carige ⁽¹⁾ (Italy).

ASIA-PACIFIC

Branch in Ho Chi Minh City (Vietnam), Banque de Nouvelle-Calédonie, Banque de Tahiti (French Polynesia).

SPECIALIZED SUBSIDIARIES

Ingépar (financial engineering), Pramex International (international development advisory services).

CORPORATE BANKING, ASSET MANAGEMENT, INSURANCE AND FINANCIAL SERVICES




Natixis provides its services for a **clientele of large corporates, financial institutions and institutional investors**. It also shares its expertise with Groupe BPCE's retail banking networks and develops products and solutions for their customers in line with best market standards.

 **More than 16,000** employees

 **€8.7 bn** in net banking income ⁽¹⁾

Present in **36** countries 

 **€2.3 bn** in income before tax generated ⁽¹⁾

 **Listed on Euronext Paris CAC next 20**

Figures as at Dec. 31, 2016.
(1) Excluding exceptional items.

CORPORATE BANKING, ASSET MANAGEMENT, INSURANCE AND FINANCIAL SERVICES



Investment solutions and Insurance

Three activities: asset management, insurance and private banking. Management and distribution structures tailored to the specific characteristics and regulations of the different markets.

Corporate & Investment Banking

Advisory and support services designed for corporates, institutional investors, insurance companies, banks and public sector entities.

A diversified range of financing solutions, access to the capital markets and transaction banking services.

Specialized Financial Services

Specialized financing: factoring, sureties & guarantees, consumer finance, leasing, film and audiovisual industry financing.

Financial services: employee savings schemes, payments, securities.

15th
largest
worldwide asset
manager⁽¹⁾

No.10
Mandated Lead
Arranger in
project financing
worldwide⁽²⁾

No.1
in employee
savings account
administration
in France⁽³⁾

(1) Cerulli, ranking, July 2017, based on assets under management at end-December 2016.

(2) In 2016 (source: Thomson Reuters.).

(3) AFG (French Asset Management Association) at June 30, 2016.



4

COMMITMENTS

GROUPES BPCE, A SOCIALLY RESPONSIBLE BANKING INSTITUTION

A BANK
FOR
EVERYONE

- **More than 30 million customers:** individuals and professionals, SMEs, major corporations, local authorities, associations, institutions, etc.
- A comprehensive range of banking and insurance products and services.

A
COOPERATIVE
BANK

- A status that strengthens its local corporate governance system.
- **9 million cooperative shareholders** owning 100% of the capital of their respective banks

A BANK
FOR THE
REGIONS

- Strong local roots: **8,000 branches** present in **1/3 of all sensitive urban areas**.
- **20%** of the drive to finance the French economy provided by banks belonging to the Group.
- Long-term investments.

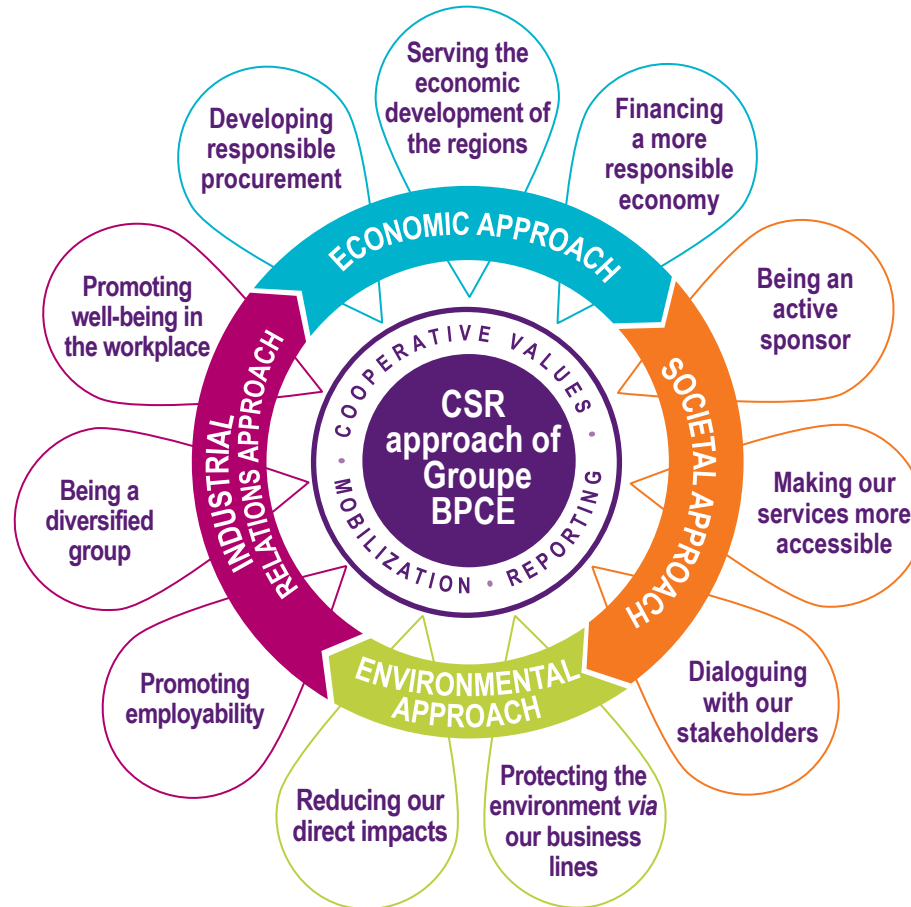
A BANK
COMMITTED
TO SOCIAL
SOLIDARITY

- Active sponsorship activities pursued by the Banque Populaire banks and Caisses d'Epargne in favor of health, social solidarity, the environment, and culture.
- A totally responsible banking institution in its internal practices.

BANKERS AND INSURERS WITH A DIFFERENT PERSPECTIVE

A SOCIALLY COMMITTED GROUP

An CSR approach given formal expression across the entire Group with a view to setting ambitious targets for improvement



A SOCIALLY COMMITTED GROUP

*Groupe BPCE,
at the service
of its customers
and the local
economy*

(1) No.1 in terms of total penetration rate
(source: 2015 TNS Sofres survey).

(2) Market share at end-2015.

AUGUST 2017

Our **economic** approach

FINANCING AND SUPPORTING THE LOCAL ECONOMY

No.1 bank
for **SMEs** ⁽¹⁾

The Banque Populaire banks and
Caisses d'Epargne are present in

35% of the French
government's
priority neighborhoods

€2.7bn

in loans granted to the **social
and solidarity-based economy**
in 2016

DEVELOPING RESPONSIBLE PROCUREMENT

87% of the Group's suppliers are **SMEs**
accounting for **37%** of the Group's purchases in 2016

FINANCING A MORE RESPONSIBLE TYPE OF ECONOMY

No.1 for **microcredit**
in France

Individuals: market share of **43.5%** ⁽²⁾
Professionals: market share of **33%** ⁽²⁾

No.1 for the collection and
management of
solidarity-based savings

€23 billion of assets under
management in **SRI and
solidarity-based funds**

+ **9%** compared with 2015

A SOCIALLY COMMITTED GROUP

*Groupe BPCE:
financing green
and responsible
growth*

● Our **environmental** approach

PROTECTING THE ENVIRONMENT

€8bn

in funding outstandings devoted to the **energy transition**

€203m

in **eco-loans** granted to individual and professional customers

€6.2bn

In funding outstandings devoted to major **renewable energy projects** provided by Natixis, Banque Populaire, Caisse d'Epargne, Banque Palatine and BPCE International

REDUCING OUR ENVIRONMENTAL IMPACTS

-3.4%

greenhouse gas emissions since 2013 for the Group as a whole

WITHDRAWAL

from **coal industry** funding by Natixis worldwide

A SOCIALLY COMMITTED GROUP

*Groupe BPCE,
a major employer
committed to
collective success*

● Our **industrial relations** approach

BUILDING LOYALTY

among our **108,000** employees

RECRUITING

4,185 new hires on **permanent**
contracts in 2016

SUPPORTING

with **5.5%** of the aggregate payroll
devoted to **training**

DEVELOPING

**agile working and
collaborative working
methods**

(6th in-house Innovation Awards,
hackathons, Startup camp, etc.)

PROMOTING

equality of opportunity

42% of executive staff and
24% of senior managers are **women**

A SOCIALLY COMMITTED GROUP

Groupe BPCE, committed to society at large

● Our **societal** approach

BEING AN ACTIVE SPONSOR

BANQUE POPULAIRE FOUNDATION

- supporting initiatives in areas related to **music**, **disabilities** and the **arts & crafts**

CRÉDIT COOPÉRATIF FOUNDATION

- development and promotion of the **social and solidarity-based economy**

BELEM FOUNDATION

- commitment to conserving the **French maritime cultural heritage**

NATIXIS

- support given to institutions and associations in the completion of **cultural, solidarity-based and research initiatives**

BEING ACTIVELY INVOLVED IN FINANCIAL EDUCATION

FINANCES & PÉDAGOGIE

- More than 2,700 operations to **heighten awareness** and provide **training** related to **financial education** for all types of public

LEADING BY EXAMPLE

EXTERNAL CERTIFICATION

- Certification programs giving credibility to our actions:
 - 6 entities certified compliant with ISO 26000,
 - 7 entities awarded the Responsible Supplier Relations label,
 - 28 entities awarded the gender diversity label

A GROUP DRIVEN BY PASSION

The passion of the Group's companies for sport finds expression in every discipline



GROUPE BPCE

- exclusive banking partner of the **French Olympic Committee (CNOSF)** since 2010
- Highlighting the work done by sports coaches with **Votre Coach by Groupe BPCE**



BANQUE POPULAIRE
with **sailing**



CAISSE D'EPARGNE
with **basketball, handball and skiing**



NATIXIS
with **rugby**



GROUPE BPCE

Bankers and insurers with a different perspective

[groupebpce.fr](https://www.groupebpce.fr)

