

JUNE 2024

VISION 2030



GROUPE BPCE

BANQUE
POPULAIRE 

 CAISSE
D'ÉPARGNE

 casden
BANQUE POPULAIRE

 CREDIT
COOPÉRATIF

 oney

BANQUE
PALATINE 

 NATIXIS
CORPORATE AND
INVESTMENT BANKING

 NATIXIS
INVESTMENT MANAGERS



VISION 2030



01

Two centuries of history,
to embrace the future

02

A vision for 2030,
trust in the future

03

A roadmap for growth,
for all our business lines

04

A mobilization of all,
to meet our goals

05

A trajectory,
for 2026



01

TWO CENTURIES OF HISTORY, TO EMBRACE THE FUTURE

TWO CENTURIES OF POSITIVE IMPACT

The oldest French
banking group...

... from century-old brands, in close contact with territories and the needs
of both clients and society

We are 200 years old



1818

Creation of the first Caisse d'Epargne et de Prévoyance to **promote, collect, and manage the general public's savings**

We are 150 years old



1878

Creation of the first Banque Populaire, founded **by and for entrepreneurs** to help finance their projects

We are 100 years old



1919

Creation of Crédit National, from which Natixis originated, to finance the **reconstruction of the French economy**

The origins of our **cooperative banking** Group are rooted in a **humanist aspiration**: making **people** our core priority, giving **everyone** the means to save money and finance their projects, and playing a pioneering role in **regional development**

15 YEARS OF TRANSFORMATION

The youngest French banking group

We are 15 years old



2009

Creation of **Groupe BPCE** through the combination of the **Banque Populaire** and **Caisse d'Epargne** groups



15 years of transformation and simplification until 2024

Retail Banking & Insurance

Banque Populaire and Caisse d'Epargne

Development of a physical and digital business model enabling the Group to finance 22% of the French economy

Insurance

Creation of a full-fledged 'bancassurance' serving the clients of the Banques Populaires and the Caisses d'Epargne

Digital & Payments

Positioning the Payments activity as a source of innovation and differentiation for the group

Financial Solutions & Expertise

Grouping together specialized financial services activities to meet the full range of clients' needs

Global Financial Services

Corporate & Investment Banking

Rollout of a balanced and growth-oriented business model, underpinned by recognized global expertise

Asset & Wealth Management

Creation of an international network of 18 asset management companies supported by a shared distribution



TODAY, A UNIQUE MODEL AND A SOLID GROUP

A 100% cooperative business model

Threefold approach

All clients
All products
All territories

9.5 million

cooperative shareholders

Multi-brand



>100,000

employees

35 million clients

France

22% of financing for the French economy

#1 with corporates

#1 private financier with local authorities

#2 with individual and professional clients

#2 in payments

Leading positions

Worldwide

#5 global provider of financing for renewable energies

#1 global arranger of telecom infrastructure project financing

Among the **Top 20** asset managers worldwide

3/4 of funds ranked in the 1st and 2nd quartiles

4th most highly capitalized bank
in the euro zone

Rated among the best in Europe (*):

A+ stable / **A1** stable / **A** stable

(Fitch)

(Moody's)

(S&P)

One of Europe's strongest financial structures

CET 1 equity:

€71bn

CET 1 ratio:

15.6%

LCR (**):

145%

Innovation in environmental and social transitions

1st Green Bond issue in 2015

Measuring the climate impact of **Natixis CIB** financing since 2019

Mirova, a pioneering asset manager in impact investing

Financial innovation

Natixis CIB, **pioneer** of the asset-light model in **Europe** (Q2D as of 2012)

Digital innovation

Banking app (Digital inside policy as of 2017) - **AppStore rating: 4.7**

Innovation in payments

1st bank to launch BNPL with Oney

1st bank to release ApplePay in France

Global payments operator of the **Paris 2024** ticketing system

A culture of innovation



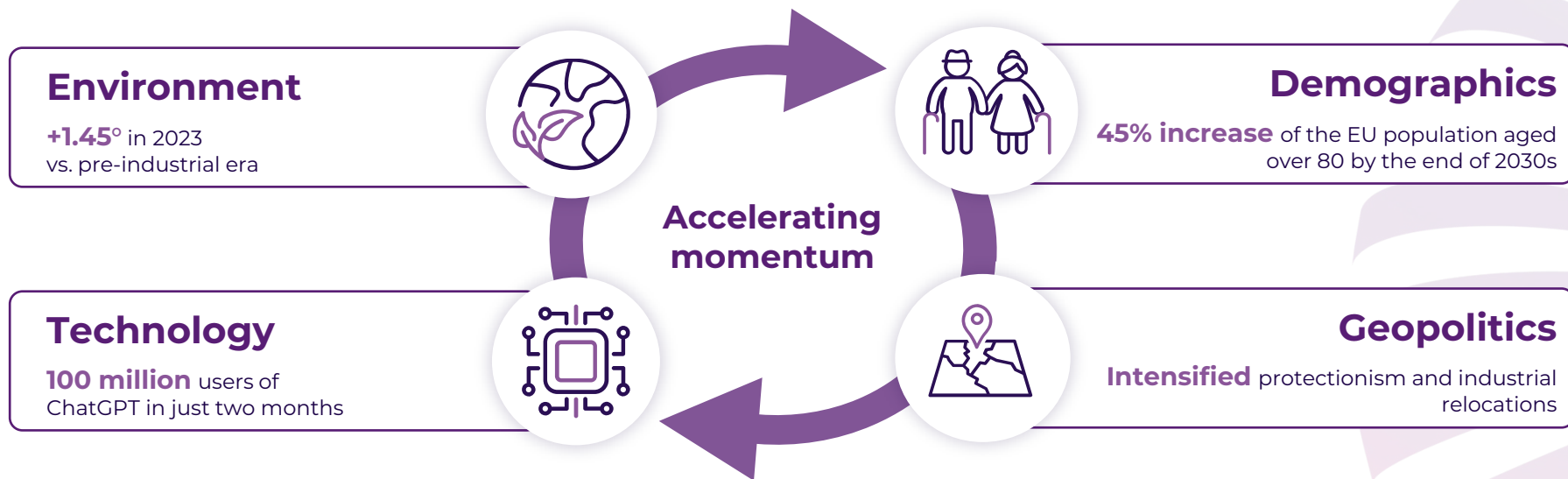
TOMORROW, A NEW CHAPTER IN OUR HISTORY

A **collective vision** developed with
all the senior management and companies of Groupe BPCE

The decision to draw a long-term
growth ambition for 2030,
consistent with our cooperative values,
supported by **objectives for 2026**

GROWTH AMBITION SERVING A CHANGING WORLD

Four transitions are currently shaping our future



The acceleration and mutual reinforcement of transitions are fueling a sense of loss of control shared by large numbers of people. Groupe BPCE is mobilizing its cooperative values, its local and regional presence, its business lines and expertise, to enable its clients to assert their **power to act** and to **trust in the future**



02

A VISION FOR 2030, TRUST IN THE FUTURE

VISION 2030

**FORGING OUR GROWTH
FOR THE
LONG TERM**

**GIVING OUR CLIENTS
TRUST
IN THEIR FUTURE**

**EXPRESSING OUR
COOPERATIVE VALUES
IN ALL TERRITORIES**

In 2030, a Group...

Leader

That enables

**Proud and strong from
its many faces**

Open

That protects

**With a
positive impact**

High-performer

That simplifies

**With lifelong influence
for its millions of
ambassadors**

A LEADING GROUP

OUR VISION FOR 2030

Leadership positions in France, Europe and worldwide, underpinning a diversified growth

France

Become the bank for 1 in every 4 French people and the No.1 bank for professionals and corporates

2 million additional individual clients

Leading position among corporate clients extended to all entrepreneurs

Europe

Become a leader in financial services in Europe

Number 1 in equipment leasing market in Europe

A go-to player for BNPL payments and point-of-sale financing

Europe-wide rollout of consumer finance

World

Become key global players committed to more sustainable economic models

One of the world's leading Corporate & Investment banks in its key areas of expertise

A go-to asset manager for its customers, thanks to conviction-based investment solutions

A MOVEMENT ALREADY UNDERWAY IN 2024

With the planned acquisition of Société Générale Equipment Finance (SGEF), BPCE becomes the European leader in equipment leasing

Strategic investment of Natixis Partners in two M&A boutiques, Tandem Capital Advisors and Emendo Capital

Ostrum AM has won a major Italian RFP, reinforcing Ostrum's position as a European responsible institutional investment management leader

AN OPEN GROUP

OUR VISION FOR 2030

Partnerships that boost our growth model

In a context of open banking, we are creating industrial and financial partnerships to:

DO BETTER

Partnerships enable us to gain in **quality** and **scale** to provide our clients with optimum service

DO MORE

Partnerships enable us **to complement** the solutions we provide to our clients and prospective clients

DRIVE CHANGE

Partnerships enable us **to coordinate** different ecosystems

INVENT

Partnerships enable us to **jointly develop** the game-changing solutions of the future

A MOVEMENT ALREADY UNDERWAY IN 2024

Developing our partnership with BNP Paribas to create the No.1 payment processor in France and one of the top 3 in Europe



Partnering with a leading market player to offer new energy renovation services



Gathering 19 insurers on a pioneering platform, to co-invest alongside Natixis CIB in private debt originated in 29 different countries



CO-LENDING
SQUARE

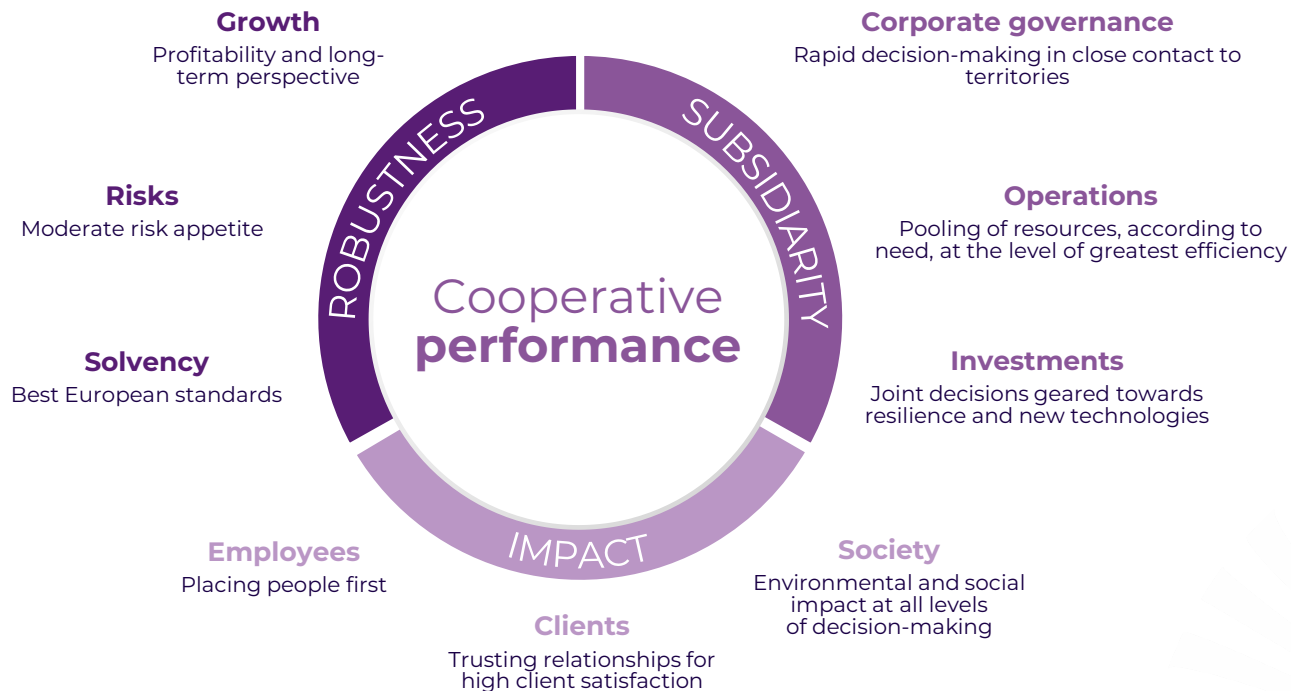
Investing with an innovative player to create value in the employee benefits sector

swile

A HIGH-PERFORMING GROUP

OUR VISION FOR 2030

Cooperative performance to chart our growth over the long term



A MOVEMENT UNDERWAY FOR 2026

Net income (Group share) in 2026

~€5bn

Cumulative transformation investments over 2025-2026

€1bn

Management of decarbonization trajectories

11 sectors

A GROUP THAT ENABLES

OUR **VISION** FOR 2030

Two priorities for a world in transition: housing and territories competitiveness



Housing

Produce, enhance, renovate and facilitate home ownership: sustainable housing for as many people as possible



Territories competitiveness

Supporting SMEs and ISEs, developing sustainable infrastructures and accompanying strategic sectors

A GROUP THAT ENABLES

HOUSING

OUR VISION FOR 2030

The leading banking group in providing access to housing for all, for all needs

Offering more housing

Stimulating new housing production, notably in high-demand areas and in residences for senior citizens, both directly and through partnerships

Increasing investment in social and intermediate housing

Promoting access to housing and the appreciation of real estate assets

Promoting access to home ownership for first-time buyers by offering innovative financing solutions

Pursuing social housing policies **by selling social housing to first-time buyers**

Helping customers **invest in real estate**

Making it easier to find a home by developing the real estate transaction business line

Renovating and adapting

Supporting energy renovation and adapting homes to residents' advancing age and loss of autonomy

By offering financing solutions

By leveraging our role as a social housing operator and as a trusted third party, and mobilizing our partnerships



A new business line dedicated to real estate and housing

A MOVEMENT ALREADY UNDERWAY IN 2024

CEPAC acquires a capital stake in Constructa, a specialist in real estate development and project management



Investment in funds dedicated to supporting urban regeneration



Grandioz, Proprioz and Maximmo+X loans designed for first-time buyers



Partnership with Leroy Merlin: turnkey energy renovation solution



Partnership with ADEME: digital platform for homeowners



A GROUP THAT ENABLES

TERRITORIES COMPETITIVENESS

OUR VISION FOR 2030

The key player in territories competitiveness, supporting SMEs and ISEs, infrastructure and strategic sectors

Competitiveness of COMPANIES

Transform **SMEs into future ISEs**:

Providing all our corporate clients with our **key expertise** (trade finance; hedging; energy transition; payments)

Bringing a structured, global approach to corporate **savings**

Providing strategy and business transformation **advisory** to SMEs and ISEs in partnership with a **consultancy firm**

Investing in the economic fabric: **channeling of local and regional savings** into company capital

Competitiveness of INFRASTRUCTURE

Contribute to the competitiveness of French and overseas territories through the financing of key infrastructure projects:

Health (clinics, hospitals, etc.)

Sport (renovation and new sport facilities, etc.)

Low-carbon energies (solar, wind, electrolysis, nuclear, etc.)

Environment (heating networks, waste treatment plants, etc.)

Mobilities (rail, airports, etc.)

Telecom (rollout of fiber networks, etc.)

Competitiveness of STRATEGIC SECTORS

Support the preservation and relocation of **key industrial sectors to national sovereignty**:

Health

Agrifood industry

Energy

Critical metals

Aerospace & Defense

A MOVEMENT ALREADY UNDERWAY IN 2024

230 companies supported by capital injections (2023)

'Banque du sport': €47m of 'sport' projects financed thanks to the European Investment Bank funding envelope

Financing for the construction of a 16 GWh factory in Douai producing batteries for electric vehicles, developed by Verkor

Giving our clients trust in their future

A GROUP THAT PROTECTS

OUR VISION FOR 2030

Insurance for all key milestones and life phases

Protecting people and property

Extended coverage for **every milestone in life and every essential need**, thanks to a comprehensive, easy-to-understand product range

Solutions **accessible to all**, in our retail banking networks and beyond

Protecting savings, wealth and retirement

Savings to **be prepared for all phases of life**: studies, projects, retirement, aging, inheritance, etc.

Innovative savings solutions to meet new environmental and social expectations

Protecting data

Digital identification of our clients

Cybersecurity solutions for professionals and corporates



An ambition: to become the **4th largest insurer** in France

A MOVEMENT ALREADY UNDERWAY IN 2024

An exclusive remote surveillance solution in partnership with Verisure, for individuals and professionals



The integration of preventive services into our different solutions (SMS text messaging in advance of weather events, eco-driving courses, screening for the risk of falling, etc.)

1 in 5 individual retirement savings plans taken out with the group, with online access shortly available

With the planned acquisition of HSBC Epargne Entreprise, Natixis Interépargne strengthens its leadership in the employee savings and retirement market in France

A GROUP THAT SIMPLIFIES

OUR VISION FOR 2030

Simplified relationship models thanks to the best of human and digital solutions, enhanced by AI

HUMAN

Clients who are free and autonomous, able **to choose how they prefer to interact with their bank** (from 100% digital to 100% physical)

Responsible and autonomous bank advisors with real **power to act**

Peace of mind for our clients **thanks to transparent, simple and innovative banking offers**

DIGITAL

Our applications, currently **the best-rated apps available on the market**, are evolving into a genuine space for proposals, sales and services

100% self-service pathways for all our clients

High-performance transactional spaces for professional and corporate clients

ARTIFICIAL INTELLIGENCE

AI to **enrich our clients' experience** by amplifying mobile app services

AI to **make life easier for our bank advisors** with optimized front-to-back processes

AI to **simplify everyday life** for all our clients and employees

A MOVEMENT ALREADY UNDERWAY IN 2024

100% of decisions made at a local and regional level for individual and professional clients

Top 10 clients' most frequent operations already available in self-service

10,000 employees already using generative AI

A GROUP PROUD AND STRONG FROM ITS MANY FACES

OUR VISION FOR 2030

Everywhere, our brands, regional banking houses and expertise are combined to great effect

Powerful and complementary brands

with strong identities enabling us to meet all client needs

Full-fledged regional banking houses

with decentralized governance structures enabling decisions to be made at local level

Expertise that distinguishes the group from its peers

enabling us to address new markets, to develop synergies and to pool certain functions

The best combination of our strengths to create value

Enhanced expertise synergies enabling us to offer solutions that create the greatest value for our clients

Continuity of service, **from the local level to the international arena**

Group governance system that ensures the best allocation of resources to drive growth



A MOVEMENT ALREADY UNDERWAY IN 2024

Rollout of the Green & Sustainable Hub services to the Retail Banking networks

Premium Partner of the Paris 2024 Olympic & Paralympic Games and Official Sponsors of the Olympic & Paralympic Torch Relays

A GROUP WITH A POSITIVE IMPACT

OUR VISION FOR 2030

A positive global impact thanks to the power of local solutions accessible to all

OUR COMMITMENT: MAKE POSITIVE IMPACT ACCESSIBLE TO ALL

All clients

Individuals: energy renovation solutions (already 4 million clients)

Corporates: support for transition plans, tailored to each individual company

Local authorities: support for their transition policies

All territories and all the society

Enabling local players to join forces, with the help of our **cooperative shareholders**

Local initiatives to protect our **natural assets** (water and forests – already 15,000 hectares to our credit)

All employees and boards of directors

Impact Inside: 100% of the employees, companies and governing bodies of Groupe BPCE committed around ESG issues

A MOVEMENT ALREADY UNDERWAY

A native 'positive impact' group

#1 provider of finance to the Social & Solidarity Economy and #1 private financier with local authorities

A major player in social entrepreneurship and microcredit solutions

A group committed to decarbonizing the economy

Pioneer in sustainable finance: tools (*Green Weighting Factor*), financing (Green bonds as of 2015), investments (art. 8 and 9 funds)

€67 billion provided by the Banques Populaires and the Caisses d'Epargne to finance the energy transition

Publication in 2024 of action plans to decarbonize the highest emitting sectors

A GROUP WITH LIFELONG INFLUENCE FOR ITS MILLIONS OF AMBASSADORS

OUR VISION FOR 2030

Cooperative shareholders and employees, proud of their group and committed to its values in their everyday lives

A cooperative shareholder base focused on action

Cooperative shareholders at the heart of Groupe BPCE's governance

Cooperative shareholders actively involved in the lives of our companies

Involvement in defining our impact strategy and in the selection of local projects, such as local patronage initiatives

Participation in the definition and creation of new banking and insurance products and services

Recognition for our cooperative shareholders: special offers and services for cooperative shareholders

Employees who hold cooperative shares in our companies, as well as in the Banques Populaires, the Caisses d'Epargne and within BPCE

Groupe BPCE, 'the employer that changes life'

To make Groupe BPCE the 'place to be' if you want to be professionally fulfilled and proud of your work as a banker-insurer

Human-sized banking houses with strong identities; each employee has the possibility to define and evolve their own career path in France or internationally

The **school of banking professions:** the strength of expertise and investment through in-house training

A **culture of performance and entrepreneurship,** underpinned by local leadership and solidarity between team members

A MOVEMENT ALREADY UNDERWAY IN 2024

Opéra project: Personal involvement of BPCE employees by becoming cooperative shareholders of the Banques Populaires and Caisses d'Epargne

BPCE Campus: a professional development program for our 100,000 employees

VISION 2030

FORGING OUR GROWTH FOR THE LONG TERM

GIVING OUR CLIENTS TRUST IN THEIR FUTURE

EXPRESSING OUR COOPERATIVE VALUES IN ALL TERRITORIES

In 2030, a Group...

Leader

Leadership positions in France, Europe and worldwide, underpinning diversified growth

Open

Partnerships that boost our growth model

High-performer

Cooperative performance to chart our growth over the long term

That enables

Two priorities for a world in transition: housing and territories competitiveness

That protects

Insurance for all key milestones and life phases

That simplifies

Simplified relationship models thanks to the best of human and digital solutions, enhanced by AI

Proud and strong from its many faces

Everywhere, our brands, regional banking houses and expertise are combined to great effect

With a positive impact

A positive global impact thanks to the power of local solutions accessible to all

With lifelong influence for its millions of ambassadors

Cooperative shareholders and employees, proud of their Group and committed to its values in their everyday lives

A hand holding a rocket-shaped pen, with a bright light emanating from its tip, positioned over various business charts and documents. The background is a blurred office setting with a person working at a desk. The entire image has a purple and blue color overlay.

03

A ROADMAP FOR GROWTH, FOR ALL OUR BUSINESS LINES

BANQUE POPULAIRE AND CAISSE D'ÉPARGNE



The banking group of 1 in every 4 people in France
and the leading bank for professionals and corporates

Retail banking **centered on clients** and the **satisfaction of their needs**



Local

banks where and how
our clients want them,
“from 100 % digital to
100 % physical”



Committed

banks that are “trusted
partners” for life and with
a positive impact on
major transitions



Simple

Banks offering hyper-
personalization and
freedom of choice

High-performing regional banking houses **promoted** by their clients



Locally committed for the growth and the success of all its clients

Affinity and **trustworthy** bank for **young people who wish to undertake**, for all **professionals** and **public service professions**

Bank for **corporates**: **co-pilot for day-to-day activities**, a main banker supporting **transitions** and an advisory banker for **diversifying and preserving** wealth

Partner bank for **healthcare** and **blue economy players**, expert in the industries of the future



Open to all and useful to everyone

Bank for **families** and the prime partner for the **regions**, energizing and unifying public and private stakeholder communities

Pioneer bank for transitions, assisting with the major challenge of **housing** and changes affecting society and all economic actors – **Social & Solidarity Economy actors, corporates and professionals**

Partner bank of **confidence**, a leader in **deposits & savings** providing expertise, security and **protection every day**

BANQUE POPULAIRE AND CAISSE D'EPARGNE

High-performance regional banking houses, promoted by their clients



VISION 2030



**Locally committed for the growth
and the success of all its clients**



**Open to all and
useful to everyone**

**1 in every 4 people in
France committed*** with
the Banques Populaires and the
Caisses d'Epargne in 2030

Be the market leader
in 2030 for professionals and
corporates, while supporting
them with transitions**

**Promote our
cooperative values**

* Clients having a privileged relationship with us and who entrust us with their incoming and outgoing flows, their deposits and savings, their projects and/or their protection

** Total penetration for BP and CE versus rival banking groups, on markets for professionals and corporates

INDICATORS FOR 2026

A LEADING GROUP

+800,000 committed individual clients
+15% active professional clients
+21% active corporate clients

A HIGH-PERFORMING GROUP

≥15% growth in market share in on- and off-
balance sheet deposits & savings for all
households
≥10% in market share in on- and off-balance sheet
deposits & savings for non-financial companies

A GROUP WITH LIFELONG INFLUENCE FOR ITS MILLIONS OF AMBASSADORS

2/3 of individual cooperative shareholder clients
promote us

BANQUE POPULAIRE AND CAISSE D'ÉPARGNE

Local, committed and simple retail banking



VISION 2030

Local

Expert advisors, adding value for the client at each point of contact
Enhanced **mobile app**, becoming a genuine **sales channel**
Clients' most frequent operations available through **self-service**

Committed

Greater protection and security for our clients, notably through our banking, insurance and non-banking solutions

Commitment to two major transitions:

Housing for our clients, via support for their home buying and renovation projects, as well as social housing

The **energy transition** for professionals and corporates
Assert our positioning in the area of well-being, by becoming a **prime partner** for the **health** and **sport** sectors

Simple

Use of the latest advances in **AI** to support employees and clients on a day-to-day basis

Offering **individual attention** to our clients and **hyper-personalization**

Bring **peace of mind** to our clients, through instant responses, better anticipation of their needs and ever-more transparency

* Products included: ECOPTZ, BPCE Fi renovation loans, loans allocated for renovation via partners excluding Oney

** Concerning property & casualty, personal protection and health insurance products for principal active banking clients

*** Property & casualty (multi-risk professional premises, professional auto) + personal protection (*Prévoyance pro*, *Homme clé*) + health for non-waged workers

**** On a selection of products: in 2026 consumer finance, multi-risk home, auto, new relationships with individuals and sole proprietors, centralized regulated savings accounts

GOALS FOR 2026

INDICATORS FOR 2026

A GROUP THAT ENABLES

Percentage of housing financed or managed by the Group in France (primary residence, buy-to-rent and public housing): **>27%**

A GROUP WITH A POSITIVE IMPACT

Amount of energy renovation financing for individuals*: **>€1bn**

Amount of transition and decarbonization financing for B2B clients: **€5bn**

A GROUP THAT PROTECTS

Percentage of our principal active banking individual clients insured**: **45%**

Percentage of active professional clients holding insurance products***: **30%**

A GROUP THAT SIMPLIFIES

Cumulative sales from digital channels****: **1.6m** (x3 between 2023 and 2026)

75% of principal active banking clients active on mobile digital devices

100% of the 20 most frequent operations requested by individual clients available through self-service



INSURANCE

All creators of peace of mind

To become the **4th largest insurer** in France



VISION 2030

Partner for our clients in all their projects and all moments in their lives

Always present with our clients and advisors through the channel of their choice

Protector of our clients and territories in the face of accelerating transitions

In-house value creation

GOALS FOR 2026

Innovative and enhanced **property insurance** solutions

Life and personal protection insurance at the heart of the Banque Populaire and Caisses d'Epargne products and services to provide security in the **different stages of life** (health, personal protection, credit insurance, dependency)

Scalable and personalizable off-balance sheet deposits & savings solutions

Top 5 player on the **individual pensions** market, in the medium term

Enhanced, simplified and personalized digital experiences (Data Science and AI) for client autonomy

Reinforced and diversified distribution channels as well as commercial resources to complement branches

Range of **property insurance solutions factoring in changes** related to climate risks: prevention and adaptable guarantees

Investment offering geared to sustainable instruments, in sync with planetary limits and societal issues, thereby **reducing the carbon impact** of € and unit-linked portfolios

Clients engaged on the **path to prevention** with the development of communication measures and enhanced products

Priority assigned to internal insurance solutions by the Banque Populaire and Caisse d'Epargne networks

Analysis of opportunities for partnerships, vertical integration of new activities or acquisitions

INDICATORS FOR 2026

A GROUP THAT PROTECTS

Percentage of clients with life insurance and/or pension products: **29%**

Percentage of our individual clients insured*: **45%**

Percentage of active professional clients holding insurance products**: **30%**

A GROUP THAT ENABLES

Proportion of investments directed to the French economy:
1/3 of the € fund, i.e. €20bn

A GROUP THAT SIMPLIFIES

Percentage of sales from digital channels (auto/two-wheeler, and home): **20%**

A GROUP WITH A POSITIVE IMPACT

Percentage of reused parts and auto repair: **30%**

40% decrease in carbon intensity of portfolios to achieve a reduction of **50t CO2e/€m**

* Concerning property & casualty, personal protection and health insurance products for principal active banking clients

** Property & casualty (multi-risk professional premises, professional auto) + personal protection (Prévoyance pro, Homme clé) + health for non-waged workers

PAYMENTS

Be the go-to player for payments and point-of-sale financing, by asserting the essential nature of this activity for our clients



VISION 2030

Simplified physical and digital payments for all our client holders and merchants

Development of an ambitious flow offering

Industrial assets at the forefront of technology and AI, guaranteeing competitiveness, innovation and protection for our clients

Capture of opportunities related to new ecosystems and anticipation of regulatory changes

GOALS FOR 2026

Cover all holder uses: range of wallets, digitalized cards, real time, payments by transfer, instant payments, etc.

Industrial set-up for merchants and a **digital payment collection offering**, with additional services

An extended range of financings integrated into payment acts with Oney and **address new verticals** (energy renovation, circular economy)

Develop **an organized flow offering** (transfers, international) with additional services (e-invoicing, cash register software, accounting, etc.)

Investments:

In **technological assets** to secure the group's electronic payment systems (holder and merchant)

In the fight against **fraud** to protect our clients and respect our regulatory obligations

Innovation in open banking to obtain a solution for the Group (Xpollens) and improve Oney's offering by deploying access to third-party data (DSP2) across all acquisition pathways

Contribute to sovereignty by driving the **EPI road map** (wero) and reinforcing **CB**

INDICATORS FOR 2026

AN OPEN GROUP

Volume growth for Oney production :
+10% CAGR

A HIGH-PERFORMING GROUP

Growth in payment transactions : **+5% CAGR**

BANQUE PALATINE

A bank dedicated to private banking, ISEs, and senior executives clients, with a singular focus on excellence, expertise, and targeted conquest



VISION 2030

Development of our business model in terms of singularity and robustness

GOALS FOR 2026

Continue to move upscale on target client segments, notably ISEs and their owners and senior executives: winning targeted business with corporates

Accelerate business won with private banking clients, notably by developing dual relationships (professional-personal) with business owners and senior executives

Place more products with both corporate and individual clients, by increasing synergies with the group

Support clients in their transitions, particularly the environmental transition

Continue to win business and build loyalty with **regulated real estate professionals;** work with the group to develop a financing offering for co-ownership syndicates

Broaden the offering of customized support **for all of the entertainment sector**

INDICATORS FOR 2026

A LEADING GROUP

Winning corporate clients:
+1,000 new clients

Winning private banking clients:
≥3,000 senior executive clients

A GROUP THAT ENABLES

Co-ownership syndicates in portfolio: **≥115,000**

A GROUP THAT SIMPLIFIES

NPS* corporate and private banking clients: **≥25**

FINANCIAL SOLUTIONS & EXPERTISE

New horizons for a leading provider of specialized financing solutions

BPCE

Solutions & Expertises financières

VISION 2030

Leading position asserted for the benefit of Banque Populaire and Caisses d'Epargne clients

More open and diversified distribution model

Enhanced operational efficiency

Innovation driven by our expertise, in order to support environmental transition and design the solutions of tomorrow

GOALS FOR 2026

Comprehensive deployment of a **range** of **enhanced-expertise** products and solutions by the retail networks
Develop **specialized equipment financing solutions** in France

International diversification, notably through the successful integration of SGEF
Broaden the distribution of solutions by setting up **partnerships** or **platforms** (BPCE Financement, BPCE Lease) or by **winning business** directly from non-clients of the Banques Populaires and Caisses d'Epargne networks

Urbanize and **simplify** our products and solutions
Deploy AI to increase **industrialization** of our key client pathways

Provide financing and support for **changes in the real-estate development business model** (renovation, conversion of use, etc.)
Develop **allocated loans** by BPCE Financement

INDICATORS FOR 2026

A LEADING GROUP

Percentage of Financial Solutions & Expertise NBI earned internationally
≥25%

A HIGH-PERFORMING GROUP

Additional contribution to the networks' NBI
+€500m (cumulative 2024-26)

Penetration rate:

+20 pts for BPCE Solutions Immobilières

+15 pts on loan guarantees (CEGC) for CE professional clients

+8 pts in personal loans to BP principal active banking clients

CORPORATE & INVESTMENT BANKING

A CIB driven by talent and asserting its status as a global leader in its key areas of expertise, through a diversified growth, a positioning at the heart of transitions and an adapted model



VISION 2030

Sustained growth of our franchises to assert ourselves as one of the global leaders in our key areas of expertise

Positioned at the heart of transitions, thanks to reinforced know-how

Augmented Originate-to-Distribute model

GOALS FOR 2026

With our clients

Deepen **overall relationships** with our clients
Enhanced mobilization for more **synergies** with the group

On our products

Scale up our **Global Markets** activities
Transform and expand our **Global Trade** activities
Develop our **M&A and Advisory** franchise worldwide

In our geographic regions

Accelerate our international development, particularly in **APAC** and the **Middle East**
Expand in **North America**, with a focus on financial sponsors

Develop **ESG-related strategic dialog and advisory**
Opportunistic adoption of **technological advances**

Raise the **potential of the O2D model**, by leveraging **expanded distribution capacity** in order to boost our origination capacity, particularly in **infrastructure**

INDICATORS FOR 2026

A LEADING GROUP

Revenue growth with clients outside France:
+8% CAGR

Growth in the number of Global Markets active clients:
+230 active clients

Growth in volume of originated financings: **+25%**

A GROUP WITH A POSITIVE IMPACT

Accelerated growth in green revenues: **1.5x the rate of CIB growth**

ASSET & WEALTH MANAGEMENT

Be the preferred choice of every client by meeting their comprehensive need through active and conviction-based investment strategies and solutions



VISION 2030

Expand our reach and adapt our distribution model

Strengthened investment offering to meet our clients' objectives

Critical size attained in each area of strategic expertise, particularly by setting up new partnerships

Improved client service, thanks to organizational rationalization and the industrialization of our infrastructure

GOALS FOR 2026

Increase our **market share in France**

Expand **in the US**

Become a go-to player on a selection of other markets in **Europe** and **Asia**

Expand our **private assets platform**

Support our clients in all their **transitions** and their allocations on **sustainable investment solutions**

Be a **leader** in **traditional investment themes**

Strengthen our **solution-based offerings** for institutional and retail clients

Access clients of **new distribution networks**

Open our know-how to the management of **captive assets**

Increase financial efficiency by **simplifying our model**

Continuously reinforce our control framework, by **broadening it to new asset classes**

INDICATORS FOR 2026

A LEADING GROUP

Growth in private assets under management:
+6%

Growth in gross inflows *via* centralized distribution between 2023 and 2026:
+15%

NBI growth outside France and the US:
+10% CAGR

A HIGH-PERFORMING GROUP

Growth in assets distributed in the BPCE networks:
+6% CAGR

A GROUP WITH A POSITIVE IMPACT

Growth in AuM in transitions:
+5% CAGR

04

A MOBILIZATION OF ALL, TO MEET OUR GOALS

HUMAN RESOURCES

Thrive and take pride in the banker-insurer profession

VISION 2030

100% of our staff* to be clients and ambassadors of our cooperative and ESG COMMITMENTS
(*France)

Embody a PEOPLE-BASED MODEL and CULTURE serving as a source of commitment, confidence and performance

An employer that changes life

Capitalize on AI to simplify our business-line models and enhance the QUALITY OF WORK of our employees

Offer one of the best SKILLS ecosystems, through proactive management in terms of sourcing and developing expertise

INDICATORS FOR 2026

A GROUP WITH LIFELONG INFLUENCE FOR ITS MILLIONS OF AMBASSADORS

Recommendation rate:
65%

Percentage of women among managers/leaders:
50%

Balance between generations:	
Percentage of juniors under 30 >15%	Percentage of seniors over 55 >15%

Percentage of staff trained in ESG issues:
100%

TECHNOLOGY

Strong IT serving a resilient, innovative, efficient and ethical group

VISION 2030	GOALS	ACTIONS
Guarantee of durability and resilience	<p>Robust and high-performing technological platforms continuously improved to respond to new needs</p> <p>Continuity and quality of service ensured in all circumstances</p> <p>Clients protected against increased cyber-risk and data losses</p>	<p>Continued large-scale investments in the security of our IT systems</p> <p>Extensive plan to migrate our services to the cloud, with priority assigned to the internal cloud</p> <p>Optimized datacenters to respond to the double challenge of resilience and the growth in clients' uses</p>
The future made possible	<p>Technological innovations (AI, open banking, quantum) benefiting client and employee experiences</p> <p>Trajectory geared to simplifying and modernizing our core systems to adapt to new business challenges</p>	<p>Proactive introduction of AI-ready open banking architectures at the heart of our platforms</p> <p>Accelerated sharing development of IT systems by our retail banking platforms</p>
Performance	<p>High-quality technological services delivered to our clients at the best price</p>	<p>Committed deployment of AI for tech purposes (software development, operations security)</p>
Positive impact on society	<p>IT services at the forefront of energy sobriety</p> <p>Ethical approach to digital, in line with our cooperative values</p>	<p>Continued improvement in the energy performance of our technological activities</p> <p>Improvement in the accessibility of our digital products and services</p> <p>Teams anchored in our regions</p>

INDICATORS FOR 2026

A HIGH-PERFORMING GROUP

Rate of obsolescence of IT facilities: **<10%**

A GROUP THAT PROTECTS

NIST* security rating (including in-house tools): **3.5**



ARTIFICIAL INTELLIGENCE

AI serving performance and simplicity for our clients and employees, used ethically and responsibly

VISION 2030

THREE CONVICTIONS:

Human: AI will yield benefits if the degree of appropriation is maximal

Usage: creating lasting value will depend on the quality of uses, with ethical AI

Selection: a highly selective approach to deployment in terms of business-lines, with a quick return on investment

ACTION PLAN FOR 2026

TRANSFORMATIVE AI creating economic value

A selective approach focused on 5 priority areas: the highest value-creating and in terms of avoiding costs

AI to serve bank advisors and simplify front-to-back processes (priorities: Assistance and Loans)

Simplify the digital experience for 13 million users and expand mobile app services

Transform specialized client relationship centers (10 million calls p.a.)

Fight against fraud (11 billion payment transactions p.a.)

AI for IT support functions (5,000 developers)

AI FOR ALL

Training policy: AI Academy

AI in day-to-day tools

Enhancement of desktop and internet tools

Easier access to document databases and automated generation of content, for all functions (HR, Finance, Risks, etc.)

INDICATORS FOR 2026

A HIGH-PERFORMING GROUP

**1 euro invested,
1 euro gained**
in 3 years on identified priority projects

A GROUP THAT SIMPLIFIES

50% of staff users by 2026

MOVEMENT UNDERWAY IN 2024

10 million
leads generated
by AI (x4 in 1 year)

8 million
documents
handled
automatically by
AI (x4 in 1 year)

05

A TRAJECTORY, FOR 2026



EXTRA FINANCIAL TRAJECTORY

GOALS FOR 2026

EXTENDING OUR IMPACT SOLUTIONS TO ALL OUR CLIENTS, BY ACCELERATING ACROSS ALL ESG DIMENSIONS

A GROUP MOBILIZED TO DECARBONIZE THE ECONOMY BY MAKING IMPACT ACCESSIBLE TO ALL

Support **energy renovation** with solutions designed to preserve the value of households' real estate assets

Number of unique visits
- Sustainable Advisory
and Solutions digital
module:
6 million

Deliver local advisory for the **transition of our B2B clients' business models** via dialog devoted to this subject and by providing expertise to incorporate ESG issues according to size and business sector

ESG dialogs:
100% of clients*

Support changes in the **energy mix** and assist with reducing use of carbon energies

Renewable energy
financings**:
+15%

Steering of **decarbonization trajectories** of the highest carbon-emitting sectors

11 sectors

An initiative to preserve **local natural assets**

over 30 natural
ecosystems protected

A GROUP WITH POSITIVE SOCIETAL IMPACT

A key player in territories

Financings for the social & solidarity economy, public housing and public actors:
+8%

Social entrepreneurship
number of local projects
supported: **11,000 p.a.**

BP :
cooperative
and societal
footprint

CE :
« contrat
d'utilité »

A pioneering and ambitious approach in sustainable finance

Number of green, social,
healthcare bond issuances
p.a.: **5**

IMPACT INSIDE





A TRANSFORMATION OF GROUPE BPCE AND ITS COMPANIES AT ALL LEVELS

Employees and board
members with ESG training:
100%

Reduction in our carbon
footprint: **-6%**

MACROECONOMIC SCENARIO

GDP growth (%)

2.9	3.2	3.2	World	
		2.1	US	
1.2	1.8	1.6	France	
0.7	1.4	1.5	Euro zone	
0.5				
2024	2025	2026		



Growth to rebound from 2025, at different speeds depending on the region

Main rates and economic metrics expected to normalize (%)

2.7	2.8	3.0	10-year OAT
2.4	2.1	2.1	3M Euribor
2.4	1.9	1.9	French inflation
2024	2025	2026	



Measured reduction in inflation in 2025 and 2026

Projected decline in the 3M Euribor, in line with expectations for moves in central bank monetary policies

Long-term rates to remain relatively stable (10-year OAT)

SUSTAINED GROWTH IN OUR BUSINESS LINES

Retail Banking & Insurance

CAGR* in NBI
24-26

~6%

Growth fueled by the two retail networks, Insurance and Financial Solutions & Expertise

Global Financial Services

CAGR* in NBI
24-26

~5%

Growth balanced between the two GFS businesses

Groupe BPCE

CAGR* in NBI
24-26

>5%

Strong growth in Group NBI

* CAGR: compound annual growth rate

ACCELERATION IN INVESTMENT AND IN OPERATIONAL EFFICIENCY

€1bn in cumulative transformation investments over 2025-2026, representing a 30% acceleration in our technological investments

Further **digital transformation** and support for the **increase of AI**

Deployment of **technological advances** and opportunities linked to **open banking**

Implementation of flagship card payments and other **payments** projects

Support for transitions to reinforce our impact for society, our clients and our employees

Response to escalating regulatory requirements

Harnessing the full potential of technology and applying the principles of subsidiarity and efficiency

More **secure operations** and greater **operational efficiency** illustrated by tangible achievements:

100% of middle-back-office **processes automated** in 2030

Greater **pooling of expertise** (payment methods, loans, insurance, successions)

Integration of **AI into banking processes** (bank advisors' assistance, loans, recovery, fraud)

Implementation of a **means of measuring the 'effort'** made by clients and employees by 2025

INDICATORS FOR 2026

A HIGH-PERFORMING GROUP

Cost income ratio
~**66%**

Net income (group share)
~**€5bn**



Steady improvement in the cost-income ratio and a positive jaws effect

GROWTH MOMENTUM WITH CONTROLLED RISKS

Support for business-lines development

Growth in all our business lines by serving our clients' projects, including their adaptation to major transitions

Average organic growth in **RWA of 2% p.a.** until 2026, thus supporting business-lines goals

Moderate risk appetite

Funding and level of risk enabling sustainable development

Cost of risk contained between 2024 and 2026:

~ 25 bps of outstandings

Moderate level of risk on capital market activities

Strong and shared risk control culture at the heart of all our business lines, entities and locations

Integration of new risks

Reinforced risk management mechanism with particular attention paid to emerging risks

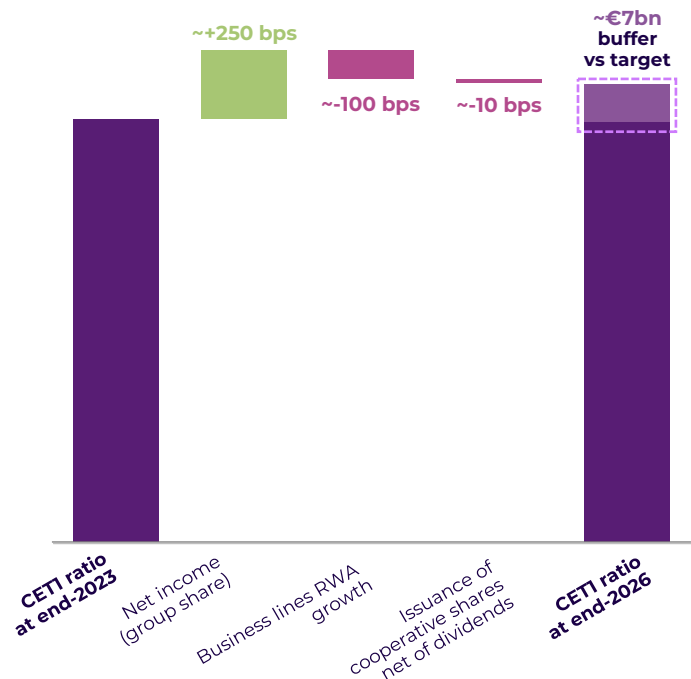
Deployment of a group framework for managing **ESG risks**, with a particular focus on reputational risks

Strengthened **digital risk** management mechanism to reflect the increasing digitalization of our activities

A robust risk management mechanism serving the group's growth ambitions, notably in real estate

ONE OF THE HIGHEST LEVELS OF SOLVENCY IN EUROPE

Trajectory for the Common Equity Tier 1 ratio



One of the strongest financial structures in Europe

- **Very high level of solvency**, with a CET1 ratio well above regulatory requirements, one of the best ratios in Europe
- **LCR maintained above 130%**
- **TLAC / Subordinated MREL target above 25.5%**
- **Moderate growth in RWA**, taking into account needs related to activity growth and the current estimate of regulatory impacts



Sizeable room for maneuver to support group growth projects

INDICATORS FOR 2026

A HIGH-PERFORMING GROUP

CET 1 ratio
>15.5%

TLAC / Subordinated MREL
>25.5%

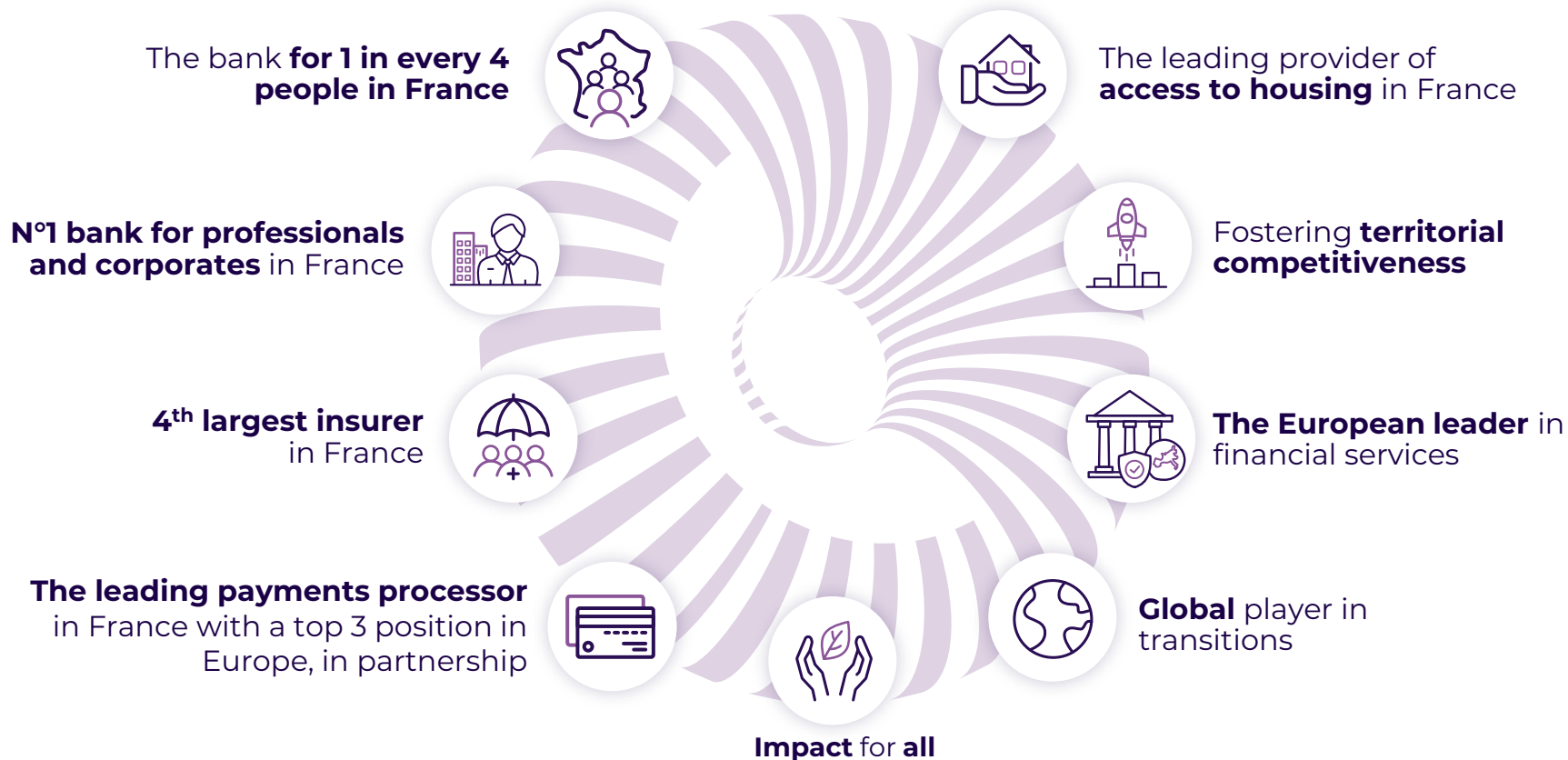
LCR
>130%



**A VISION FOR 2030
OBJECTIVES FOR 2026
ACHIEVEMENTS BY 2024**

VISION 2030

Our markers



OBJECTIVES 2026

A new growth sequence



* CAGR: compound annual growth rate

MOVEMENT ALREADY UNDERWAY IN 2024

Our achievements

Ongoing acquisition of **Société Générale Equipment Finance** (SGEF) geared to becoming the leading provider of equipment lease financing in Europe



Publication of actions plans to decarbonize the highest emitting sectors



Partnership underway to create the **n°1 payments processor** in France, with a top 3 position in Europe



10,000 employees using generative AI



New energy renovation services, thanks to a partnership with the sector leader



Campus BPCE, a professional development program for our 100,000 employees

Le Campus BPCE



'Banque du Sport' and **Premium Partner of the Paris 2024 Olympic & Paralympic Games**
and official sponsors of the Olympic and Paralympic Torch Relays



PARTENAIRE PREMIUM



groupeBPCE.com

