SUSTAINABLE DEVELOPMENT BOND PROGRAM
Green bond – Sustainable Agriculture
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1. SUSTAINABILITY AT THE CORE OF GROUPE BPCE’S DNA

2. SUSTAINABLE DEVELOPMENT BOND PROGRAM

3. GREEN BONDS / SUSTAINABLE AGRICULTURE
1
SUSTAINABILITY AT THE CORE OF GROUPE BPCE’S DNA
The group is making climate change an area of priority action for all its business lines and companies in its new strategic plan BPCE 2024

<table>
<thead>
<tr>
<th>2024 Objectives</th>
<th>Areas Of Strategic Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alignment of the Group on a “Net Zero” emission trajectory</strong></td>
<td>COMMITMENT TO ALIGN THE GROUP’S PORTFOLIOS WITH A &quot;NET ZERO&quot; EMISSION TRAJECTORY by prioritizing the portfolios where the bank can have the greatest impact, i.e., those that concentrate the most greenhouse gas-intensive sectors</td>
</tr>
<tr>
<td>✓ 2050 Target for corporate financing portfolios (^{(1)})</td>
<td><strong>SUPPORT FOR ALL CUSTOMERS IN THEIR ENVIRONMENTAL TRANSITION</strong></td>
</tr>
<tr>
<td>✓ 2030 target for the Natixis Insurance general fund (^{(2)})</td>
<td>Project financing, privileged advisory services and strategic dialogue about the transition, offer of dedicated ESG savings solutions</td>
</tr>
<tr>
<td><strong>Loan outstanding for energy renovation, renewable energy, and green mobility:</strong> €+12bn</td>
<td><strong>EXTENSION OF THE GREEN REFINANCING STRATEGY</strong></td>
</tr>
<tr>
<td>Asset Management: &gt;€600bn, i.e. 50% of AuM in the sustainable or impact investing category</td>
<td>Expanded issuance policy (theme of energy transition alongside green &amp; social bond issues), ESG savings and investment products for customers, O2D approach in financing new production of green &amp; social assets</td>
</tr>
<tr>
<td>≥ 3 issues of green &amp; social bonds / year</td>
<td><strong>ACCELERATED REDUCTION OF THE GROUP’S OWN ENVIRONMENTAL FOOTPRINT</strong></td>
</tr>
<tr>
<td>Group's own carbon footprint : -15% vs. 2019</td>
<td>4 priority areas – real estate, employee mobility, purchasing, digital practices</td>
</tr>
</tbody>
</table>

\(^{(1)}\) Intermediate milestones: 2.5°C in 2024, 2.2°C in 2030, 1.5°C in 2050 • \(^{(2)}\) Intermediate milestone: 2°C in 2024 • \(^{(3)}\) Equivalent to article 8 of the Sustainable Finance Disclosure Regulation (SFDR) • \(^{(4)}\) Equivalent to article 9 of the SFDR
Commitment to a "net zero" emission trajectory supported by dedicated measurement tools

<table>
<thead>
<tr>
<th>2024 Objectives</th>
<th>Areas Of Strategic Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rollout of the &quot;Green Evaluation Models&quot; methodology on 100% of the portfolios</td>
<td></td>
</tr>
</tbody>
</table>

**MEASUREMENT OF CLIMATE IMPACTS AND DEFINITION OF AN ALIGNMENT TRAJECTORY FOR ALL THE GROUP’S PORTFOLIOS**

Green Weighting Factor Methodology developed since 2018 to score the climate and environmental impact of each Corporate & Investment Banking financing

- Extension of the approach to establish the temperature trajectory of the portfolios by sector
- Setting of alignment targets based on robust and granular methodological principles
- Systematized use of the "Green Evaluation Models" methodology to allow other balance sheet activities to be given a climate score
- Extension of measurement and alignment work to other Group portfolios on the basis of internal models enhanced by specific data – corporate loans (use of the CDP\(^{(1)}\) supplier), home loans (partnership with CSTB\(^{(2)}\) to obtain energy performance reviews for financed assets), loans to local authorities (government data), etc.

**GROUPE BPCE IS ALREADY ABLE TO MANAGE AND DEMONSTRATE THE ALIGNMENT ON A "NET ZERO" EMISSION TRAJECTORY** of the portfolios whose impact is potentially the most significant

To this end, BPCE has joined the "Net Zero Banking Alliance", coordinated by the United Nations Environment Programme Finance Initiative (UNEP FI)

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(1) Carbon Disclosure Project • (2) Centre Scientifique et Technique du Bâtiment (Scientific and Technical Center for the Construction Industry)
An increasing commitment and recognition towards sustainable finance

Recent upgrades by Sustainalytics, MSCI and Vigeo Eiris respectively to low risk, AA and advanced, in addition to A-rating awarded by CDP following 1st assessment

A STRATEGY BASED ON STANDARDS

Level « Advanced »

EQUATOR PRINCIPLES
Assessment of CSR risks and impacts in funded projects. Natixis has been a member of the EP since 2010.

PRINCIPLES FOR RESPONSIBLE BANKING
Incorporation of criteria for institutional investors in the investment decision-making process. Natixis has been a member of the PRI since 2008

A SOLID ETHICAL AND SOCIAL FOUNDATION

Group Code of Conduct and Ethics
http://guide-ethique.groupebpce.fr/

Signed by BPCE since 2010

27 companies of the BPCE Group have received the AFNOR Professional equality label Women / Men

Charter for Lifetime Balance (2017)
Cancer@work Charter

COMMITMENTS AND PROGRESS RECOGNIZED BY NON-FINANCIAL RATING AGENCIES

Performance judged “Advanced” by Vigeo Eiris
(62/100 in 2021, 60/100 in 2020)

BPCE is among the top 10% in the sector ("Prime")
(C+ in 2021, C in 2020)

“Low Risk”, 111th/1011
17.94 in 2021; 23.1 in 2020
(medium risk),

Among the top 16% in the sector
(AA in 2021, AA- in 2020)

For its 1st assessment in 2020, CDP awarded Groupe BPCE a rating of A-, one of the highest in the banking sector and kept this rating in 2021.

PROVEN AND EVALUATED PROCESSES

9 banks evaluated by an external third party according to ISO 26000 in 2020

14 companies certified since 2015 on their responsible practices towards their suppliers.
Signatory since December 2010

Glasgow Financial Alliance for Net Zero
Net-Zero Banking Alliance (NZBA) charter signatory since July 2021

14 companies certified since 2015 on their responsible practices towards their suppliers.
Signatory since December 2010
Groupe BPCE's commitments to society
Groupe BPCE, committed to a responsible transition

October 2021: publication by Groupe BPCE and Natixis of their first TCFD reports

Alignment of portfolios with a 'Net Zero' trajectory
The Group joined the Net Zero Banking Alliance in July 2021

Insurance portfolio
Sustainable investment policy aimed at achieving alignment with a 1.5°C trajectory as of 2030

Lending portfolios of the Corporate & Investment Banking division
Aim of aligning portfolio temperature with Net Zero trajectory as of 2050 through ambitious sectoral reallocations

Implementing the commitments of the Paris financial market

Strategy for terminating exposure to thermal coal
Total withdrawal for Europe and OEDC 2030
Total withdrawal for the rest of the world 2040

Financing of oil/gas exploration-production activities
2024 target -15%

Discontinuation of financing
- Projects dedicated to the exploration-production of shale oil/gas, or tar sands
- Companies: when the proportion of shale oil/gas or tar sands in their exploration-production activities is >25%

Favoring the energy transition

Financing of renewable energy/energy renovation of buildings/green mobility

Incl. €9bn
New renewable energy financing for major corporate customers

Inaugural green RMBS for a total of €1.5bn earmarked for financing low energy consumption housing (October 2021)

2022 “RMBS Deal of the Year” award by Global Capital’s European Securitization

Issuance of social bonds
October 2021: inaugural public issue by a French bank of social bonds denominated in US dollars for a total of USD1bn

Groupe BPCE, committed to a sustainable development bond program

Incl. €9bn
New renewable energy financing for major corporate customers

Inaugural green RMBS for a total of €1.5bn earmarked for financing low energy consumption housing (October 2021)

2022 “RMBS Deal of the Year” award by Global Capital’s European Securitization
Climate change / ESG: a long-term commitment and clear strategic priorities
Groupe BPCE's climate-change commitments: strong initial momentum

**ALIGNMENT OF OUR PORTFOLIOS WITH A "NET ZERO" EMISSIONS TRAJECTORY**

<table>
<thead>
<tr>
<th></th>
<th>End-2020</th>
<th>End-2021</th>
<th>2024 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Assurances main fund</td>
<td>2.7°C</td>
<td>2.4°C</td>
<td>2°C</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1.5°C in 2030</td>
</tr>
<tr>
<td>✓ Corporate &amp; Investment Banking financing portfolios</td>
<td>3.2°C</td>
<td>3.2°C</td>
<td>2.5°C</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2.2°C in 2030</td>
</tr>
<tr>
<td>✓ Proportion of portfolios appraised using the Green Evaluation Models approach</td>
<td>33%</td>
<td>43%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**SUPPORT FOR ALL OUR CUSTOMERS IN THEIR ENVIRONMENTAL TRANSITION**

<table>
<thead>
<tr>
<th></th>
<th>€0.2bn</th>
<th>€1.7bn</th>
<th>€12bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Retail Banking: financing of energy renovation, renewable energies, green mobility (financing granted expressed in €bn)</td>
<td></td>
<td></td>
<td>2021 to 2024</td>
</tr>
<tr>
<td>✓ Asset management: proportion of responsible, sustainable and impact investments</td>
<td>33%</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

**EXTENSION OF THE GREEN REFINANCING STRATEGY**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th>≥ 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Number of green &amp; social issues / year</td>
<td>2</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

**REDUCTION IN THE GROUP’S OWN ENVIRONMENTAL FOOTPRINT**

<table>
<thead>
<tr>
<th></th>
<th>-10%</th>
<th>-9%</th>
<th>-15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Change in Groupe BPCE’s carbon footprint vs. 2019</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2
SUSTAINABLE DEVELOPMENT BOND PROGRAM
Groupe BPCE intends to act as a regular issuer and foster innovation in the sustainable bond market

**Sustainable Development meets the needs of the present without compromising the ability of future generations to meet their own needs**

As expressed in the Paris Agreement on Climate Change and the UN Sustainable Development Goals, there is need for private capital to help finance sustainable development objectives

**Groupe BPCE’s Sustainable Development Bond Programme:**
- Supporting Groupe BPCE’s contribution to the United Nations Sustainable Development Goals, and
- Aligned with the Green and Social Bond Principles published by ICMA which relies on clear concepts supporting repeat transactions

**METHODOLOGY**
Based on external research and Green & Social Bond Principles, ensuring transparency and common understanding of concepts

**SCALABILITY**
Dedicated issuance targets supporting regular issuance and repeat transactions
BPCE intends to issue 3 green or social bonds / year during the 2021-2024 strategic plan

**INNOVATION**
Regarding eligible assets and impact metrics

**GOVERNANCE**
Dedicated Sustainable Bond Governance Committee tasked with governance of issuances under the Sustainable Bond Development Programme
Program aligned with Green & Social Bond Principles

Sustainable Development Bond Framework built on the four core components of the Green & Social Bond Principles (GBP/SBP)

Annual reporting on:
- Allocations by eligible project category and examples of loans refinanced
- Environmental and/or social performance indicators (outputs / impacts)

Assurance report provided by external auditor

Green / Social Bond proceeds not fungible with any other source of wholesale funding
- Pool of earmarked eligible loans quarterly updated / screened for potential changes
- Lookback period of max 3 years

A dedicated methodology note for each eligible category (eligibility criteria, ESG risk criteria and reporting indicators), subject to second party opinion

A Sustainable Development Bond Governance Committee to oversee the Program
Innovation is at the heart of Groupe BPCE’s funding policy
≈€11.3bn BPCE’s outstanding ESG bonds as of end-March 2022

GREEN & TRANSITION
€7bn
- Renewable Energy
- Green Building
- Sustainable agriculture

GREEN AND TRANSITION BOND ISSUES

2019
GREEN BONDS: €500mn
Renewable Energy
GREEN COVERED BONDS: €1.25bn
Green Buildings
TRANSITION BONDS: €100mn

2020
BPCE MHL Green UoP: €1.5bn
Green Buildings
GREEN COVERED BONDS: €1bn
Green Buildings
AGRICULTURE GREEN BOND: €750mn
Sustainable Agriculture

2021
GREEN COVERED BONDS: €1.5bn
Green Buildings

2022
GREEN COVERED BONDS: €1.5bn
Green Buildings

SOCIAL
€4.3bn
- Human Development: Education, Healthcare and Social Services
- Local Economic Development

SOCIAL BOND ISSUES

2017-2018
SOCIAL BONDS: €1.5bn equiv.
Human Development

2018-2020
SOCIAL BONDS: €1.68bn equiv.
Local Economic Development
SOCIAL BONDS: €250mn equiv.
Local Economic Development/Covid-19

2021
SOCIAL BONDS: €0.9bn equiv.
Local Economic Development
3
GREEN BONDS / SUSTAINABLE AGRICULTURE
SUSTAINABLE AGRICULTURE: Rationale for issuance

Banques Populaires strategy for supporting Europe's leading agricultural market is centered around the major environmental, societal & economic challenges facing the French farming industry.

Support the ongoing transformation process towards sustainable agriculture, help adapt to climate change, support healthy food production, and work to preserve resources and the environment.

Contribute to the development of the local & regional economy, help to ensure that France regains high-quality food sovereignty, and participate in the preservation of resources.

Support agricultural entrepreneurship, strengthen the financial resilience of individual farms, support the change of scale towards SMEs, ensure the diversity of actors at a local and regional level, and enhance the momentum driving the renewal of generations.

Sources: https://chambres-agriculture.fr/ & https://agriculture.gouv.fr/
## SUSTAINABLE AGRICULTURE: Main principles and definition

BPCE’s definition of sustainable agriculture is based on FAO key concepts, including all sustainable development dimensions.

BPCE’s financial services addresses both green and social objectives, with a contribution to the UN Sustainable Development Goals.

<table>
<thead>
<tr>
<th>Principles</th>
<th>Objectives &amp; Benefits</th>
<th>UN Sustainable Development Goals</th>
</tr>
</thead>
</table>
| Resources management | - Optimized natural resources management, including water  
- Vegetal & animal waste recycling and use for land quality and fertilization  
- Waste-to-energy conversion from agricultural biomass  
- Forest preservation with sustainable land management practices | |
| Biodiversity and natural areas protection | - Pollution prevention and control by limiting the use of herbicides and pesticides and maximizing the use of natural predators and pollinators  
- Preservation of natural ecosystems, biodiversity and the genetic diversity of livestock and crops  
- Sustainable landscape planning and fight against desertification | |
| Territoriality and social well-being | - Local production and development of rural territories  
- Transparency and product traceability to ensure food safety  
- Equity, affordability and fair trade, integrity and animal welfare  
- Healthcare and nutrition: health improvement for humans, animals, plants, lands or any living system; limitations on toxic and polluting substances and promotion of natural treatments; maximization of the nutritive quality content | |
| Climate change mitigation and adaptation | - Reduction of chemical fertilizers and chemical treatments  
- Energy efficiency and renewable agro-energy development  
- Promotion of responsible consumption, such as short channels, packaging reduction, protein-based food production, limitation of agro-processing  
- Agricultural practices reducing carbon dioxide release (carbon sinks)  
- Sustainable forest management and fight against deforestation | |
SUSTAINABLE AGRICULTURE: Main Principles and definition

Each BPCE eligible project category contributes to at least one of the four principles of BPCE Sustainable Agriculture definition

- **Organic agriculture**
  - **Objectives:** Reduction of agricultural inputs and use of environmentally friendly agro-processing modes
  - **Eligibility criteria:**
    - Loans granted to farms certified in compliance with the EU & national organic farming regulation, such as the "Agriculture biologique" "BioCohérence" and "Demeter" labels
    - Investments dedicated to specific equipment and/or R&D to support the development of organic agriculture and related inputs
    - Loans granted to pure player corporates* in organic agribusiness activities

- **Environmental protection in farms**
  - **Objectives:** Development and/or adoption of sustainable production practices
  - **Eligibility criteria:**
    - Loans granted to farms certified with the 'High Environmental Value' national label
    - Loans granted to farms receiving specific premiums from the European CAP, with Good Agricultural and Environmental Conditions (GAEC) as statutory management requirements
    - Loans granted to farms certified with the Agriconfiance label

- **Forest & Protected areas**
  - **Objectives:** Development and/or adoption of sustainable production practices
  - **Eligibility criteria:**
    - Sustainable forestry - included afforestation or reforestation – FSC or PEFC certified or equivalent
    - Loans granted to protected areas operators (such as natural parks’ operators)
    - Loans or investments to preserve or restore of natural landscapes, soil remediation and coastal, marine and water environment

- **Renewable energy**
  - **Objectives:** Reduction / Avoidance of GHG emissions via renewable energy production
  - **Eligibility criteria:**
    - Loans or investments to promote use of renewable technology in the agriculture sector, such as solar panels, biomass (methanization) – selected in compliance with the renewable energy methodology note

Eligible assets are Banques Populaires loans dedicated to the financing of one of the eligible category project. All loans must be aligned with at least one of the eligibility criteria

*corporates with at least 90% of the turnover in organic business
SUSTAINABLE AGRICULTURE: Process for selection & evaluation

Loans eligible for refinancing via Sustainable Agriculture Bond proceeds will be selected thanks to a specific methodology and selection workflow.

<table>
<thead>
<tr>
<th>Loan pipeline</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lookback period</strong></td>
</tr>
<tr>
<td><strong>Eligibility criteria</strong></td>
</tr>
<tr>
<td><strong>Exclusion</strong></td>
</tr>
<tr>
<td><strong>‘Do no harm’ sustainability objective</strong></td>
</tr>
</tbody>
</table>

Eligible pool of loans validated by the Committee

<table>
<thead>
<tr>
<th>Banque Populaire loans granted to Eligible clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>€3.6bn*</td>
</tr>
<tr>
<td>Of which loans granted during the last three years</td>
</tr>
<tr>
<td>€2.2bn*</td>
</tr>
<tr>
<td>Of which loans dedicated to farms achieving at least one of the eligibility criteria</td>
</tr>
<tr>
<td>€1.2bn*</td>
</tr>
</tbody>
</table>

*as of date 2022/03/31
SUSTAINABLE AGRICULTURE: Management of proceeds

Groupe BPCE will implement dedicated processes to ensure tracking and transparency

The Committee (via the Portfolio Management & Financial Engineering function) ensures the adequate monitoring of the evolution of the Green Portfolio on a quarterly basis and verifies that the issued amount remains significantly lower than the nominal of the green portfolio.

1. Sustainable bond issued by BPCE, Natixis, Special Purpose Vehicles, BPCE SFH or Compagnie de Financement Foncier, ISIN tagged as sustainable
2. Treasury collects net proceeds in order to finance or refinance sustainable assets
3. Introduction of a sustainable flag in treasury systems for eligible facilities and matched with the ISINs of sustainable issuances
4. Net proceeds are allocated to existing, ongoing or future eligible sustainable assets
5. Sustainable proceeds audit trail
6. The treasury department* will proceed to intra-group loans equal to the issued amount from the main body to originating entities on a pro-rata basis of the eligible assets provided.

*Specific arrangements are set up case the issuer consists of a Special Purpose Vehicle or a Covered Bond

Sustainable Agriculture Assets

Banks

Project financing

Issuers

Treasuries

Loans (intra-group if necessary)

Sustainable bond investors
SUSTAINABLE AGRICULTURE: Reporting

Groupe BPCE will publish an annual Allocation and Impact Report presented on a portfolio basis.

### Eligible Pool of Loans

- Number and amount of loans granted
- Allocation by geography (%)
- Share of proceeds allocated to financing vs refinancing (%)

### Allocation Reporting

### Output & Impact Reporting

During the life of the bond, completion of a study among our farmer customers who benefited from Banques Populaires financing in order to communicate on the contribution of these financings to the improvement of the practices in favor of sustainable agriculture:

<table>
<thead>
<tr>
<th>Activities</th>
<th>Output</th>
<th>Outcome</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of the customer portfolio</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notably:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Type of crop</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Size of the farm</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profile of the farmer</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Label, CAP premiums</td>
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</tr>
<tr>
<td>What were the funds used for?</td>
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<td></td>
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<tr>
<td>For example:</td>
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<td></td>
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<tr>
<td>Acquisition of equipment</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Expansion of the farm</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Development work</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Planting of hedges</td>
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<tr>
<td>What are the direct impacts of the investments made?</td>
<td></td>
<td></td>
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<tr>
<td>For example:</td>
<td></td>
<td></td>
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<tr>
<td>Reduction in the use of pesticides</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Herbicides</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction in water consumption</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction of GHG emissions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What are the global impacts in the medium to long term?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>For example:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in the number of pollinating insects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved health of farmers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replenishment of water tables</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mitigation of climate change</td>
<td></td>
<td></td>
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</tbody>
</table>

Impact Indicators will be provided on a case-by-case basis depending on the availability data and statistical (where sufficient reliable data exists).
Two types of external reviews publicly available on Groupe BPCE website

**SECOND PARTY OPINION**

ISS ESG provided a Second-Party Opinion on Groupe BPCE’s Green Bond – Sustainable Agriculture Methodology Note.

ISS ESG assessed three core elements to determine the sustainability quality of the instrument:

**EXTERNAL REVIEW**

A recognized auditor will be appointed as External Auditor to annually (and in case of any material changes) verify:

1. the allocation of funds,
2. the compliance in all material aspects, of eligible loans (re)financed with the eligibility criteria, and
3. the pending cash allocation, under the Sustainable Agriculture Methodology Note.
GROUPE BPCE’s ENTITIES participating in the sustainable DEVELOPMENT BOND program

<table>
<thead>
<tr>
<th>ORIGINATING ENTITIES</th>
<th>ISSUING ENTITIES</th>
<th>ELIGIBLE ASSETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Banks</td>
<td>MLT Programs</td>
<td>Format</td>
</tr>
<tr>
<td>Banques Populaires</td>
<td>BPCE SA</td>
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<td>CFF</td>
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GROUPE BPCE - SUSTAINABLE DEVELOPMENT BOND PROGRAM
<table>
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<th>CONTACT LIST</th>
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<tbody>
<tr>
<td><strong>ROLAND CHARBONNEL</strong></td>
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<tr>
<td>Director Group Funding &amp; Investor Relations</td>
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<tr>
<td><strong>JULIEN PHILIPPON</strong></td>
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<td>Director Portfolio Management &amp; Financial Engineering</td>
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<tr>
<td><strong>JEAN-PHILIPPE BERTHAUT</strong></td>
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<tr>
<td>Head of Group Funding</td>
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