Another way to grow
Review of operations and sustainable development report 2015
ORGANIZATION CHART OF GROUPE BPCE
AT DECEMBER 31, 2015

GROUPE BPCE
Bankers and insurers with a different perspective

8.9 MILLION COOPERATIVE SHAREHOLDERS

100% 100%

50% 50%

BPCE SA

100%

CRÉDIT FONCIER

71%

NATIXIS

29%

* Indirectly through local savings companies.
Groupe BPCE is the second largest banking group in France, one of the ten largest European banking groups and one of the top twenty worldwide. It employs 108,000 people serving 35 million customers, and finances more than 20% of the French economy.

Created in 2009 from the merger of the Banque Populaire and Caisse d’Epargne regional cooperative banks, Groupe BPCE is owned, via these two retail banking networks, by 8.9 million cooperative shareholders.

The Group pursues a full range of banking and insurance activities working through:
- the retail banking networks of the Banque Populaire banks and Caisses d’Epargne present throughout all of France;
- Natixis, an international corporate, asset management and financial services company, listed on Euronext Paris;
- Banque Palatine, a bank dedicated to mid-sized firms and high-net-worth individuals; Crédit Foncier, a specialist in real-estate financing; BPCE International for retail banking in the international arena.

Making a difference by drawing on the complementary strengths and synergies between our companies, by combining cooperative values with business efficiency: this is the goal of our ‘Another way to grow’ strategic plan and the meaning of our new corporate tagline: “Bankers and insurers with a different perspective”.

Thanks to our results, we were nominated 2015 bank of the year in France by The Banker magazine. This is a source of pride and encourages us to continue reinventing ourselves in order to satisfy the new expectations of our customers and society in general, to create greater value and share it.
Halfway through our 2014-2017 strategic plan “Another way to grow”, our results speak for themselves. The Banque Populaire banks and Caisses d’Epargne have continued to pursue buoyant commercial activities. Crédit Foncier, Banque Palatine and BPCE International enjoyed a dynamic year. Natixis put up a robust performance that was driven by all its core business lines: asset management, which had a record year; life and non-life insurance, a sector gathering momentum with its single production platform; specialized financial services that experienced strong growth in our regional banking networks; corporate and investment banking, with a resource-efficient business model focused on consultancy services and intermediation.

Our net banking income grew by 4.5%, to reach €23.8 billion. Thanks to tight control over expenses and a slight decline in the cost of risk, our net income rose by 11.6% to a total of €3.2 billion. Groupe BPCE’s financial strength has been further consolidated. Our Tier-1 capital has more than doubled since 2008 to reach €52 billion with a Common Equity Tier-1 ratio (under Basel III) of 13.2% in late 2015. Our employees are actively involved in this progress: three out of four fully support the Group’s strategy and are optimistic about its future.

These results enhance our strategic flexibility in an extremely demanding environment: more stringent regulations continue to be imposed, at a high cost; very low interest rates are depressing our margins; the upheavals caused by technology and digital technology are gathering momentum. To meet these challenges, all the projects included in our strategic plan “Another way to grow” will be pursued vigorously: the transformation of our banks to offer the best of interpersonal and digital relationships; the development of our insurance business, private banking activities and revenue synergies with Natixis to diversify our sources of income; the consolidation of our position as a major player in savings enabling us to finance our clients; the development of cost synergies; the swifter pace of our expansion to international markets.

We must, however, go faster and further. We need to reinvent our product offerings and organizational structures to meet new expectations, to increase our agility, and seize new opportunities. We must give ourselves the means we need to support our customers in all their projects: the local regions in their development, our employees in the acquisition of new skills and ability to adapt to change. We need to do more to share and pool our resources to improve our performance for the benefit of all our stakeholders and to further our values of social solidarity.

The regional banks will speed up the pace of their transformation, adapt their retail networks and proceed with the mergers necessary to attain the critical size required for their local and regional action, to satisfy regulatory requirements, to achieve economies of scale against a background of low interest rates, to finance their investments notably in digital solutions. The Banque Populaire Côte d’Azur and the Banque Populaire Provençale et Corse have done the same to create the Banque Populaire de la Méditerranée. The Banque Populaire des Alpes, the Banque Populaire Loire et Lyonnais and the Banque Populaire du Massif Central are merging to create the large Banque Populaire of the new Rhône-Alpes region.

“Reinventing, accompanying, sharing: we must go faster and further in our transformation.”
We are going to step up our digital and technological transformation. This is our priority. Our aim is to provide the Group with powerful digital capability to make it a front-ranking player in digital banking and insurance and to involve our employees actively in this ambition. In our favor, we have our deep understanding of our customers, the expertise of our business lines, the mastery of the regulations, and our financial strength. Our culture as a cooperative group open to diversity also allows us to multiply different forms of collaboration with new market players such as the Fintech companies.

We will continue to promote the strength of our cooperative business model with our cooperative shareholders and customers as well as with our EU supervisory bodies, less familiar with mutual banking. To continue to convince, we must strive for excellence, the highest level of professional standards, rigor of execution, and unity... without which, no winning strategy can prevail.

François Pérol
Chairman of the Management Board
Groupe BPCE
**Challenges**

New ways of...

**consuming**
The sharing economy is becoming increasingly popular: 22% of French people questioned already use one of its services, and 30% intend to do so in the next twelve months.


**funding**
Loans, donations, equity financing: the Internet makes it easy to bring people together, and crowdfunding is enjoying worldwide success. In France, the number of funders has grown by 750,000 in just one year to more than 1.75 million.

-Barometer of crowdfunding, CompinnoV for Financement Participatif France, 1st half-2015.

**doing business**
Responsibility and effectiveness are the values most highly prized by business leaders. More socially aware and mindful of their impacts, future managers will focus on innovation, deemed important (if not essential) to 3/4 of all top executives.


**working**
Born with the advent of the digital revolution, the Millennials (born between the early 1980s and mid-1990s) are looking for greater meaning in life and call for a new flexible, inclusive management style. As for generation Z (aged 20 in 2015), half of them dream of setting up their own companies and many will do so in their professional lives: freelancers(1) already outnumber people on permanent contracts in the US.

-Positive Economy Forum, September 2015.

**seeing the world**
*Demain* (Tomorrow), a French documentary that takes a positive approach to climate change – and owes its very existence to a crowdfunding campaign – exceeded 500,000 admissions in less than two months... People’s attitudes are changing! Combating climate change, which they see as a threat, is a priority for 83% of French people, and 71% think they can do something about it themselves. Their expectations? Access to concrete solutions to take action.


(1) Self-employed people including, in France, the status of *autoentrepreneur*.
Digital revolution and smart data
People are also using their banks differently. The Internet is the preferred channel for day-to-day banking but customers expect expert guidance from their financial advisors before making important decisions. Digital innovation and the use of big data will lead to a revolution in the customization of services and solutions.

Fintech and creativity
Whether the aim is to raise funds, pay for goods or services or transfer money, Fintech companies are making technology serve the needs of ordinary people, inventing services to make life easier, satisfying unmet needs and mobilizing local communities. Their success is opening up new possibilities, stimulating creativity and speeding up innovation throughout the entire financial industry.

Management 2.0
Enterprise 2.0, an open, collaborative, agile type of company, sees its employees as its no. 1 resource, liberates their innovative ability, promotes the entrepreneurial spirit, mobilizes collective intelligence via the Internet (social networks, communities, platforms for shared resources and innovation, etc.) and gives everyone reasons to join in.

CSR, SSE and SRI
Making a positive impact on the world, creating new value and sharing it: these ambitions are shared by growing numbers of entrepreneurs, savers and investors. The involvement of very large companies in corporate social responsibility (CSR), the dynamism of the social and solidarity economy (SSE), the rise of business incubators, dedicated platforms and socially responsible investment (SRI) all bear witness to the development of a new, more enterprising and socially supportive society.

Green growth
In France, investment needs for renewable energy production and energy efficiency are estimated at almost €375 billion between now and 2035. The financial sector has a major role to play in funnelling capital and savings towards a low-carbon economy and enabling the French to reduce the carbon footprint of their everyday activities. This is one way for the bank to be faithful to its defining principles: financing the future!
Reinventing
Reinventing our products and services, harnessing the digital revolution to better understand and satisfy our customers.

Reinventing our working methods and our organizational structures, giving free rein to our creativity, enhancing our agility and driving innovation in all its different forms.

Imagining and creating simple and efficient services tailored for new personal and professional uses.

Developing new financing, investment and insurance solutions to accompany the development of new business models, satisfying new aspirations, covering new risks.
Reinventing customer relations

How to enhance the dialogue with our 35 million customers?

By using every channel. Local branch, telephone, online via smartphone, tablet device or PC, e-mail, face-to-face or virtual presence: our customers can contact us when they like, how they like.

Offering a more accessible, more practical and easier-to-use bank, promoting high-quality dialogue with account managers prepared to offer solutions and advice tailored to each situation: this is our ambition.

By becoming friends. Our partnership with Facebook forms part of this strategy. Thanks to it, Groupe BPCE’s brands and businesses will be able to offer innovative services in line with the way people use the world’s largest social network.

By 10
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By sharing a tablet device.
What could be simpler to read and sign a contract, to establish a smooth, customized local relationship? More than 14,000 iPads have been distributed to advisors working in Banque Populaire branches.

Through a diagnosis.
With Diag Entrepreneur, craftsmen, retailers and small companies can appraise and compare their performance online, simply and free of charge. This improves discussions between entrepreneurs and their dedicated Caisse d’Epargne account managers about ways they can progress or surpass themselves.
Why are our cooperative shareholders best placed to test our innovations?

As cooperative banks, the Caisses d’Epargne belong to their cooperative shareholder customers. The first to use our services, they are actively involved in our innovation approach. The 100% innovative branch of the Caisse d’Epargne Lorraine Champagne-Ardenne, just next to the Pompidou cultural center and the TGV high-speed train station in Metz, is a perfect example of this collaboration. External interactive display, tablet bar, touchscreen table: 100 cooperative shareholders tested and appraised this new technology beforehand. 4,000 cooperative shareholders subsequently approved these decisions at a general meeting.
The new generation branch is expanding throughout the Banque Populaire network. In the Banque Populaire de l’Ouest (BPO), the advantages of a local branch are combined with the benefits of an e-branch in the same physical space: dynamic displays in the windows and reception area, tactile tablet devices available for customers in waiting areas, a tablet dedicated to customer interviews, and revised ergonomics to facilitate side-by-side sharing of the same screen. 70 branches will be transformed on the Rennes model by 2017, almost half the entire BPO network.

How to offer the best in interpersonal and digital relations?
How to stimulate our people's creativeness and entrepreneurial passion?

2nd Banque Populaire hackathon event
One theme, four teams comprised of people with new business projects and in-house developers, two days to transform ideas into applications, everything organized in a lighthearted, friendly environment: the Banque Populaire hackathon event is staged to speed up the emergence of innovative solutions. The program of the 2015 event included: “Tablets at the service of customer advisor efficiency.” The prize-winning application facilitates the completion and approval of professionals’ financing files at the bank’s or customer’s premises.

1st e-novation marathon of the Caisse d’Epargne
42 hours, 19 minutes and 5 seconds was the time given to a dozen teams made up of employees from the Caisse d’Epargne Rhône Alpes, software developers from IT-CE(1), customers, designers, start-ups and students to imagine the banking services of the future. Three projects received prizes at the end of this 1st e-novation marathon staged at the TUBA(2) in Lyons.

(1) IT organization of the Caisses d’Epargne.
(2) Association of private and public entities that have decided to combine their expertise to foster the development of innovative services with input from members of the public.
5th in-house Innovation Awards
The 5th in-house Innovation Awards ended on an extremely positive note with no fewer than seven prizes awarded and 19 prizewinners from a dozen different Group companies. 41 entities took part in this year’s competition, 113 entries were filed by 320 project leaders, and almost 7,500 employees cast votes for their favorite “Hopes” and “Success” projects.

Digital Week, season 2
Total digital immersion for everyone for a week at BPCE! The program included round tables and lectures on big data, hacking, data protection, the latest digital applications and connected objects, demonstrations staged by in-house Group laboratories, an innovation challenge – “Working together more effectively thanks to the digital dimension” –, and practical exercises on the social networks. Facilitation kits were provided to facilitate the Digital Weeks or Digital Days cascading down process to the Group’s different companies.
Groupe BPCE is a major partner of new business creators or buyers of existing companies. The no. 1 professional microcredit banking operator and no. 1 partner of the Adie, France Active or Initiative France business support networks, it is also one of the most active financial partners of SMEs and mid-sized firms.

1. **The Global Fintech Challenge** is the first international innovation competition dedicated to Fintech companies, and Groupe BPCE is the first European banking group to get involved. Our pitch for the start-up companies: reinvent private banking by designing the analytical and decision-support tools capable of helping our advisors provide their customers with expertise and increasingly relevant solutions to advance their projects.

2. **The Socama Création loan** distributed by Banque Populaire has completed the Socama Transmission-takeover loan since May 2015. Aimed at companies aged two years old or less, this reduced-rate loan enables entrepreneurs to limit their personal commitment to 50% of any borrowed amounts. These advantages are made possible thanks to the European Investment Fund and the exclusive historic partnership forged with the Socama(1).

3. **The Fonds de garantie à l’initiative des femmes** (FGIF, Women’s initiative guarantee fund) makes it easier for women to obtain bank loans to finance plans to create, take over or develop a company. The Caisses d’Epargne fund almost 20% of the projects guaranteed by FGIF and submitted by France Active.

4. Because meeting the right person at the right time is often decisive, the Banque Populaire’s **Project Room** provides a dedicated platform for recognized entrepreneurs to share their experience with people with a new business project. Another idea to encourage budding entrepreneurs: **L’XPérience**, in which the public discovers the secrets of tradespeople banking with the Group via events and demonstrations.

5. **néoBusiness**, launched in 2015 by the Caisse d’Epargne, provide comprehensive support to start-ups and innovative companies: a network of specialized account managers; in-house business incubators, spaces with partners or dedicated branches depending on the region; an offer ranging from everyday banking to equity raised from crowdfunding with Happy Capital, via venture capital or growth capital structures; a collaborative platform, neo-cluster.fr, to develop synergies, find expertise and forge ties between start-ups and mid-sized companies.

6. **Seventure Partners** is one of Europe’s leading innovation capital specialists with more than €600 million under management at December 31, 2015(2). An active partner of innovative companies that, in its opinion, enjoy strong growth potential, this subsidiary of Natixis Global Asset Management invests in two promising sectors: digital technology in France and Germany, and the life sciences throughout Europe.

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(1) Small-business mutual guarantee companies.
(2) Source: Seventure Partners.
Reinventing

responsible
investment

How to invest in companies that create jobs in France?

With *Ecureuil Bénéfices Emploi*. This fund distributed to all Caisse d’Epargne customers since 2015 and managed by Mirova, the Natixis Asset Management subsidiary dedicated to SRI(1), invests at least 90% of its funds in listed companies creating jobs in France according to Mirova’s analysis and ranking among the most efficient using ESG criteria(2). It also invests up to 10% in solidarity-based, high-social-utility companies selected with France Active. *Ecureuil Bénéfices Emploi* is approved by Novethic for its SRI management and by Finansol for its solidarity-based management.

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(1) Socially responsible investment.
(2) Environmental, social and corporate governance.
(3) Investment having a positive social, societal or environmental impact.
How to boost the capital funds of companies active in the social and solidarity-based economy?

With *Impact Coopératif*, a fund jointly created in 2015 by Crédit Coopératif, with available funds of €74 million, that enables companies active in the SSE to change the scale of their operations, to support their development – notably by acquisition-driven growth – and to facilitate the transfer of companies to their employees in cooperative form. Managed by Esfin Gestion, *Impact Coopératif* has won the Impact Investing(3) label awarded by Bpifrance.
Reinventing

: customization

How can we help our customers succeed by providing them with tailor-made solutions?

The adjustable offerings from Natixis Factor are designed to finance, manage and secure business loans granted to companies of all sizes, at every stage in their development in France and in the international arena. They are tailored to each individual profile, from professionals to major accounts. An example: Maestria. This rapid financing solution, with no maximum ceiling, is specifically designed for companies with turnover exceeding €5 million and an in-house invoice reminder and recovery department.

Club deal operations are offers rarely made available, enabling a small number of private investors to acquire high-value real-estate assets, which could be hotels, commercial properties, or office buildings. These assets - in theory reserved for institutional investors - offer the prospect of high financial returns. These extremely sought-after operations form part of the high value-added diversification offering developed by Banque Privée 1818.
The **BTP Impact Local** fund provides SMEs in the construction and public works sector access to public procurement in the form of public-private partnerships (PPP). Too frequently, the complexity of PPPs excludes local firms from public facility construction or renovation projects. **BTP Impact Local** rises to this challenge by making it possible to accompany the development of SMEs in PPPs for infrastructure projects of less than €30 million. It was set up by BTP Banque and BTP Capital Investissement, Crédit Coopératif group subsidiaries, with Mirova.

**Banque Palatine** has set up for regulated real-estate professionals a dedicated team boasting extensive experience of their specific needs. It supports real-estate managers and brokers throughout France with 19 specialized advisors, a single point of entry, rapid loan commitment decisions, simplified opening of condominium bank accounts and tailored solutions for the payment of expenses and rent, making it a front-ranking player in this market segment.

**ENFI**, the national school for real-estate financing, was founded by Crédit Foncier. The only one of its kind, it helps to enhance the professionalism of the financial and real-estate sectors. In January 2016, it launched an Executive Master’s program entitled “Real-estate strategy and finance” in partnership with Sciences Po, and develops made-to-measure in-service training programs for companies and local and regional public authorities.
Groupe BPCE draws on the creativity of its people, codevelopment and shared innovation to create services in phase with changing behavioral patterns and the digitalization of society. A few examples.

1. More secure. The bank card boasting a dynamic security code makes it easy for customers and merchants to secure their online transactions. How? By replacing the 3-digit security code with a mini screen that displays a code changed automatically several times a day. Banque Populaire and the Caisse d’Epargne, in partnership with Natixis Payment Solutions and Oberthur Technologies, are pioneering the first trials of this innovation worldwide.

2. More simple. SEPAmail makes it a safe and simple matter to send and settle invoices. This new interbank service, initiated by Groupe BPCE, enables customers to send payment requests and invoices via a secure messaging system and to have them paid in a click. Notified by their online banking application, customers settle their bills using the same system. Payment is automatically wired on the agreed date: a practical and inexpensive digital alternative to paying by check or interbank payment order.

3. More digital. Launched by Global Transaction Banking, myContrôles is a new digital service designed to secure domestic and international money transfer transactions. It detects and blocks any operations deemed atypical in the light of criteria defined by the customer as well as any beneficiary account used for the first time. Alerted by e-mail, the client decides whether to reject or authorize the transaction by connecting to Natixis’ Internet portal. Objective: to combat social engineering-style fraud.

4. More efficient. Thanks to izly, Groupe BPCE’s electronic wallet adopted by all the Crous(1) in France, students can settle their on-campus expenses using their ID cards or mobile phones: restaurants, cafeterias, photocopies, etc. And with geo-tracking, loyalty programs, hot tips, cash transfers between students, izly offers new low-cost services for the Crous and universities.

5. More straightforward. With Avance de rentrée and premiersurledossier.fr, Banque Populaire is making the start of the new academic year easy for students, helping them find accommodation, thanks to its partnership with the no. 1 student rental website that offers them privileged access to ads matching their search criteria. The bank also helps them with back-to-school expenses with no-charge, three-month loans of up to €1,000.

6. More generous. Livrets À connecter passbook savings accounts make savings participative. Parents simply open an electronic piggy bank on the Caisse d’Epargne website and link it to a savings account in their children’s name. Via this piggy bank shared on the social networks, friends and relatives can transfer money into the accounts to celebrate their birth, Christmas or a birthday and leave a message on their guestbook.

(1) Centres régionaux des œuvres universitaires et scolaires: regional centers providing student support services.
Accompanying
Advancing hand in hand with our customers, providing them with useful advice, facilitating the achievement of their projects, forging trusting, long-term relationships.

Supporting, in France and elsewhere, those who set off to capture new markets, those who pioneer new approaches or forge new solidarities.

Accompanying change, giving our employees the means to acquire new skills and offering them a wealth of opportunities to exercise their talents.

Financing the energy transition, supporting green growth, contributing to the development of our regions and growing with them.
ALTHOUGH OUR AMBITION IS GLOBAL, OUR ROOTS REMAIN REGIONAL. TO STRENGTHEN OUR SHAREHOLDER BASE, WE RAISED MORE THAN €800,000 AND LAUNCHED PRO. SPEED UP THE PACE OF OUR DEVELOPMENT IN FRANCE AND OVERSEAS.

Founded in Nantes in 2012 by three wine lovers, 10-Vins won the prize for the best start-up awarded by the techCo online media at the 2016 Las Vegas Consumer Electronics Show with its D-Vine connected sommelier: simply insert into the machine a 10-centiliter bottle fitted with an RFID chip and one minute later, you can enjoy a perfectly aerated glass of wine at the right temperature. “This device enables people to discover high quality vintage wines under the best possible conditions and to serve different wines at home without opening an entire bottle.” After an initial fundraising campaign, 10-Vins chose Proximea to expand its shareholder base. “We wanted to maintain the support of a community and keep our production at a regional level. Proximea allowed us to meet both objectives, and the fact that it’s supported by a bank was an additional reason to win our trust.” Created by Banque Populaire Atlantique and Crédit Maritime Atlantique in 2015, Proximea is the no. 1 regional platform for equity crowdfunding, enabling 10-Vins to raise more than €800,000 and to launch with regional subcontractors the production of 500 D-Vine that have already been sold. The young company, which employs about twenty people, is preparing a new fundraising campaign. “Our prize has attracted buyers from all over the world. We have distributors in Belgium, Great Britain and Singapore. We want to speed up the pace of our development in France and overseas. Although our ambition is global, our roots remain regional in nature.” A customer of Proximea.
Laurent Couronne, Deputy General Manager of the Centre France Group. Clermont-Ferrand.
“We are a regional multimedia group. Our business development depends on the development of our region, a conviction shared by the Caisse d’Epargne d’Auvergne et du Limousin, itself a major regional bank. Being able to enjoy constructive discussions, knowing that we are both involved in this adventure of future development is vital to our banking partnership,” says Laurent Couronne. Centre France Group, one of the leading independent press groups in France, controls some twenty publications, including eight dailies circulating in the Auvergne, Limousin, the Centre region and Burgundy. It also runs an event-management PR agency. The whole Group employs more than 1,700 people and generates a turnover of about €300 million. The Caisse d’Epargne d’Auvergne et du Limousin, the foremost banking partner of the Centre France Group, has been supporting its digital transformation and other projects. “In 2015, the Caisse d’Epargne helped us to set up a new online payment system and to take over the De Borée publishing house to strengthen our book publishing division. Finalized on Christmas Eve, this transaction demonstrated the bank’s responsiveness! Beyond serving our everyday needs, the Caisse d’Epargne analyzes our prospects and plays its advisory role to perfection. In this dialogue, it’s the quality of the individual men and women that makes the difference.” Customer of Caisse d’Epargne d’Auvergne et du Limousin.

Éric Lesieure, entrepreneur. Rennes.
Since setting up his first business in 1994, Éric Lesieure has continuously created, acquired and sold businesses in the same area of activity: the manufacture, trading and installation of electrical equipment for industrial electricians. “I first began banking with the Caisse d’Epargne when I was looking for a second bank for my company in 1997. I was guided towards a professional account advisor with whom I got on really well. I am still a customer at the business center in Rennes but it’s with my private banker that I maintain the strongest ongoing relationship today: a relationship that is trusting, easy-going and extremely pleasant.” Sandra Fressier has been doing this work for several years. “It’s like the conductor of an orchestra: I do my best to offer the best solutions from a global asset-management point of view, to anticipate things so as to provide a rapid response for a new need.” Éric Lesieure appreciates having a privileged contact in the bank who thinks ahead of the curve and who brings in the services, whenever necessary, of the wealth-management specialists from Banque Privée 1818 and experts in acquisition financing. An example? “Property tax optimization. I was impressed by the degree of customization and quality of the recommended financial arrangements. Never on my own would I have embarked upon an operation so complex to implement at the beginning yet so profitable at the end.” Customer of Caisse d’Epargne Bretagne Pays de Loire.
Jérôme Salvador, 32, has been plying his trade for fifteen years, first working in premium brand dealerships in Monaco. But he didn’t feel that his work as a mechanic was given the recognition it deserved and set up his own business in Bandol in 2012. A year later, his wife Mélanie found some premises in Beausoleil on the Monaco border. It wasn’t a garage and they had to start working quickly to pay the rent. “It was a real gamble: we didn’t even have a place to live with our two children but we took the premises, with a partner to clinch the deal.” The garage opened in 2013 and, very quickly, vintage car enthusiasts were swapping the address. But the partner wasn’t happy working with classic cars and, in 2015, decided to leave. “It was a nightmare because we were buying some land to build a house. Our accountant drew up a business plan but we still had to find a bank willing to accept it.” Banque Populaire was the only one to do so. “The customer advisor believed in our dynamism and supported our project.” This is how Jérôme, Mélanie – responsible for the garage’s paperwork – and the Garage des Moneghetti became customers of the Banque Populaire Côte d’Azur in late 2015. They are depending on their bank to continue expanding their business, hire new staff, find other premises and, possibly, buy them, and develop their presence in the vintage car market “without losing our craftsman values,” emphasizes Jérôme. Customer of Banque Populaire Côte d’Azur.
We have a great many projects: we share them to anticipate our funding needs. Human relations. The understanding.
Luc Péligry, Deputy General Manager, Finance and Operations of Pierre Fabre Group. Castres. “Natixis has been supporting our growth for more than thirty years, and our partnership is developing continuously. We have a great many projects, which we share with Natixis to anticipate our funding needs.” Created in 1962 by Pierre Fabre, a dispensing pharmacist in Castres, Laboratoires Pierre Fabre is the second largest independent French pharmaceutical and cosmetics company. The Group has a broad portfolio of complementary activities dedicated to wellness, ranging from health to beauty products. It employs over 10,000 people, mainly in southwest of France, where it has based its research and production activities. It generates €2.2 billion in turnover, 58% of which is realized internationally in 130 different countries. “The humanistic values of the man, Pierre Fabre, and his passion for nature are rooted in our corporate culture. In our banking relationship, too, human relations, the understanding of our business model and the sharing of our values are essential.” In 2015, the Group reorganized its funding structure from scratch to seize external growth opportunities. It entrusted Natixis with arranging a major syndicated loan and the refinancing of the leasing arrangement of its oncology research center, set up in Toulouse in 2009. “Natixis came up with an innovative solution and managed the feat of convincing the entire pool in record time to finalize this renegotiation in July.” Customer of Natixis.

Jacques Mozzi-Ravel, General Manager of the GPA 79-16 association. Niort. More than 1,500 children and adolescents from the Deux-Sèvres and Charente départements in difficulty or suffering from disabilities are accompanied by the 200 employees of GPA 79-16. “Our association’s aim is to allow these children to stay in a normal school environment, or to return there as soon as possible.” GPA was founded in 2008 by two associations, one of which already banked with the Caisse d’Epargne: “Several years ago, we contacted the Foundation run by the Caisse d’Epargne Aquitaine Poitou-Charentes (CEAPC), which financed the acquisition of a vehicle. To express our gratitude, we went to this regional cooperative bank to inquire about a mortgage. It responded to our request much more rapidly and with better conditions than our financial institution at that time. Today, it’s GPA 79-16’s sole partner for financial services, including investments, payment terminals or the leasing agreement taken out in 2015 to finance mobile homes.” GPA 79-16 has expanded its activities with other associations entrusting it with the management of their institutions, and CEAPC has financed other projects, notably the transformation of an old holiday camp in the Vendée into a 4-star outdoor hotel accessible to people with all kinds of disabilities. The key value of this relationship is “trust nurtured by fifteen years of dialogue with the same customer advisor, reinforced by a deep understanding of our medical and social care sector.” Customer of Caisse d’Epargne Aquitaine Poitou-Charentes.
Michel Dumont, Chairman of Lebronze Alloys Group. Suippes.

Michel Dumont and his associates took over Lebronze Alloys in 2006. He turned the company around and launched, as of 2011, a determined acquisitions policy. With activities ranging from smelting to component manufacture, Lebronze Alloys (LBA) today offers a unique range of special alloy processing solutions tailored for industry. Employing 1,400 people and operating 16 sites in six countries, LBA generates a turnover of €250 million. “Three years ago, I started working with Banque Palatine, which helped me to finance an initial acquisition of shares held by minority associates, and then a second. In the private banking sector, it’s not easy to find a bank prepared to make this type of loan, and to do it well. Banque Palatine has specialized in helping both the senior manager and the company itself. It has developed positions related to the preoccupations of a company chairman: shareholder base, retention of key executives, development financing. It plays an extremely constructive role in the banking pool to support our projects. At the shareholder level, it helps us to plan for the long term and, regarding asset building, to consider various diversification solutions. This is a real expertise that mid-sized firms need, and I would like this activity to be further developed, notably in the regions. It’s very important for mid-sized firms to stay in their regions, where we know who their leaders are and what they do.” Customer of Banque Palatine.

Sylvain Caberty, science teacher. Orléans.

“Ten years ago, I needed a vehicle for my work as a supply teacher and I knew that CASDEN offered favorable loans to young teachers. That’s how I became a cooperative shareholder.” Originally created by and for the benefit of teachers, CASDEN is an affinity-based cooperative bank open to all French civil servants. Owned by more than one million cooperative shareholders, its network of activists lends further strength to its cooperative spirit. CASDEN provides its members with local banking services in partnership with the regional Banque Populaire banks and is committed to supporting their private and professional projects under the best possible conditions. For this reason, CASDEN encourages its members to save before borrowing. In exchange, it guarantees them lower interest rates and generally requires no collateral. “A few years later, with my partner, we obtained a loan to buy our main residence.” CASDEN supports operations in the interest of members of the French education system and civil service, particularly in the area of training. “I’m a member of the biology and geology teachers’ association and in 2015 we organized a conference. CASDEN’s support simplified the preparatory work and made it possible, above all, for young teachers to attend free of charge.” Cooperative shareholder of CASDEN Banque Populaire.
Colette Gallinaro, ophthalmologist. Sète.

When you’re a self-employed professional, private and professional interests frequently go hand-in-hand and working with two different banks is not always the best solution. Colette Gallinaro, an ophthalmologist based in Sète, discovered this when she wanted to buy a house. “My plan was to set up small family-owned limited liability company to buy my apartment. This would provide me with a down payment to finance the purchase of a house as my principal residence. Both projects, therefore, were intimately linked. The bank I use for my professional activities wasn’t interested while the bank I use in a private capacity initially said yes but, apparently, everything was very complicated. It failed to respect the deadlines and, in the end, everything fell through.” This was a major disappointment for Colette Gallinaro who then made contact with the Caisse d’Epargne Languedoc-Roussillon thanks to an acquaintance. “I met a real professional. She managed to organize, settle and complete my plan in record time. After obtaining this home loan, I transferred all my professional and private accounts. So here I am, happy to be completely wedded to the Caisse d’Epargne, and I hope our relationship will last for a long time!” In the future, Colette Gallinaro wants to invest in her own professional premises: “You can be certain that I’ll be looking to the Caisse d’Epargne for support in this.” Customer of Caisse d’Epargne Languedoc-Roussillon.
In North and South America, Africa, Asia, in the Pacific and Indian Oceans, Groupe BPCE banks make it easier for entrepreneurs to enter new markets. They also raise public or private European or multilateral funding to help develop their activities. A few examples.

China
Supporting major public enterprises
Natixis has transformed its Beijing representative office, opened in 1997, into a banking branch. This will allow it to accompany its Chinese customers more closely in the internationalization of their business, notably that of public corporations headquartered in the Chinese capital. New progress was achieved in the global expansion of the Corporate and Investment Banking division, with 21% growth in the international market in 2015.
**Tunisia**

**Boosting foreign trade**
The EBRD\(^{(1)}\) has awarded BTK a prize, recognizing it as the most active bank in Tunisia for its contribution to the “Aid for Trade” program. BTK has obtained a $10 million line of credit for this very purpose, allowing it to offer its customers longer-term funding solutions.

\(^{(1)}\) The European Bank for Reconstruction and Development.

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**Southeast Asia**

**In support of exporting SMEs**
In 2015, Vietnam signed an ambitious free-trade agreement with the European Union. The country is also opening up for business in Africa where Groupe BPCE is well established. This led BPCE International to take over the banking business previously conducted by Natixis in Vietnam in order to support exporting companies and fuel the dynamism of an economy growing by more than 6% per year. BRED, a Group subsidiary active in Laos via Banque Franco-Lao, plans to create in late-2016 a commercial banking subsidiary in Cambodia, a country boasting average growth of more than 7% per year. BRED will be the only European bank operating in the country.

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**Cameroon**

**Funding agricultural development**
The Cameroon Government has launched a development project for the production of maize, cassava and sorghum to meet the needs of local agribusinesses. BICEC and IFC (a member of the World Bank group) have signed a risk-sharing agreement for a total of FCFA2.5 billion to support the Groupe BPCE subsidiary’s lending activities to agricultural cooperatives involved in this project.

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**Emerging countries**

**Investing in high-growth SMEs**
Emerise – a new division of Natixis Asset Management launched in June 2015 – sets out to offer the best of emerging markets by picking small- and mid-cap companies with high growth potential. The fund range offers four areas of equity expertise: Global Emerging, Asia excluding Japan, Emerging Europe and Latin America. Based in Singapore and Paris, Emerise boasts assets under management worth more than €700 million\(^{(1)}\).

\(^{(1)}\) Figure at end-December 2015.
Anticipating transformations
More than 550 people attended the summer school organized in Paris for the senior managers of Groupe BPCE. After Biarritz in 2014 devoted to digital technology, the theme of this new training session was devoted to transformations. Several senior managers from major groups and captains of industry took turns to speak during the two-day seminar about the factors of adaptation and success in a rapidly changing environment.

New approaches, new tools, new content: training activities are evolving to meet the challenges facing Groupe BPCE, to support changes in our banking businesses, and to allow our employees to be involved in charting out their own career paths.

Accompanying our talents
Digit’All: the Group devotes its 1st MOOC to digital technology
This first online training course, open to all Group employees, invited participants to debate, discuss, understand and appropriate the impacts of digital transformation over a four-week period. Videos, articles, forums, quizzes, collaborative work, etc., this new form of training helps employees to understand the digital world through a wide range of practical exercises. More than 10,000 employees of Group companies have completed this program.

Mobiliday: boosting mobility
Diversifying career paths, changing one’s profession, discovering other working environments and points of view are excellent ways to enhance one’s skills. The Group’s employment exchange offers an average of 500 mobility opportunities every month. For the first time in 2015, representatives from the six regional intercompany mobility committees attended a Group-wide Mobiliday event. Projects developed by 70 employees were examined and new tools were tested, including video presentations of professional mobility projects delivered by the candidates themselves. In 2015, more than 10,800 employees moved to new functions in their company and more than 600 moved to another Group enterprise.

Groupe BPCE won the 2015 Randstad Award(1) as France’s most attractive employer in the service sector, a distinction first awarded in 2012.

(1) 12,759 people aged 18 to 65 rated 215 employers in an online survey.
Accompanying

energy transition

Mobilizing the strength economic agents alongside State authorities to combat climate change is the global challenge of the agreement signed by 195 countries at the end of COP21. Groupe BPCE actively supports energy transition, an essential tool in this struggle, both as a company and as a pioneering bank.

We are cutting our direct impacts starting with our own consumption of energy. The first branch to be awarded the BBC(1) label, the first HQE Excellence(2) banking headquarters, the first regional bank certified ISO 5001(3) compliant, more than 1,000 branches managed remotely with potential energy savings of 15% to 20%, an annual carbon audit adopted as a best practice by Ademe(4), carpooling platforms, initiatives to promote employees' use of bicycles (e.g. by paying them mileage allowances) are just a few examples of concrete progress. Others will follow thanks to innovations and better practices shared across the Group under the leadership of our Energy Club.

We are financing green growth. A pioneer in the distribution of eco-loans, a leader in the funding of renewable energy projects serving nearly one-third of the French market in this area with internationally acknowledged expertise in large-scale initiatives, committed to sustainable cities, innovative in the creation of sustainable infrastructure investment funds and carbon assessment methods used in asset management, we develop solutions for all our customers and for all types of projects. Regionally based cooperative banks, the Banque Populaire banks and Caisses d’Epargne serve the needs of their respective territories. And, because we practice what we preach, Natixis is the first major bank to discontinue funding the coal industry worldwide.

We mobilize the support of investors and savers. With Natixis, we select eco-friendly projects for our institutional investor partners and we support green bond issues launched by major corporations. In 2015, the Group’s central institution, BPCE, issued green bonds for a total of €300 million to finance renewable energy projects in the different French regions. Mirova, our fund management company, offers responsible investment solutions in all asset classes: listed equities, general infrastructure, renewable energy, bonds with the first green bonds fund awarded the Fonds Vert label by Novethic. And, in order to channel capital to companies making the greatest contribution to the fight against global warming with their products, services and management style, Mirova developed(5) and shared Carbon Impact Analytics in 2015, an innovative approach to measuring the carbon impact of investment portfolios.

(1) The Crêches-sur-Saône branch of the Caisse d’Epargne is the first low energy consumption building (BBC or bâtiment basse consommation) of the French savings bank network.
(2) High Environmental Quality – Banque Populaire Alsace Lorraine Champagne in Metz.
(3) Caisse d’Epargne Bourgogne Franche-Comté, also certified ISO 14001 compliant.
(5) With the Carbone 4 company: greenhouse gas emissions induced and avoided. Scopes 1, 2 and 3.
“Banks are playing an increasingly important role, especially in their role of channeling savings toward green growth and renewable sources of energy. Everywhere, banks must help us and help companies to move in this direction.”

Brice Lalonde, the UN special advisor on sustainable development.
Akuo Energy’s Bardzour photovoltaic power plant, winner of the Nicolas Hulot Foundation’s My Positive Impact competition, combines the production and storage of electricity (9 MW), the production of greenhouse crops (6,000 m²), a botanical conservatory with social reintegration: detainees from Le Port detention facility are trained in gardening and beekeeping. “We are developing renewable energy facilities in line with local and regional development from an environmental, social and economic point of view. This may reduce short-term profitability but, in the long term, this way of designing projects is more productive and creates greater value for the community,” says Éric Scotto, chairman of Akuo Energy.

This vision is shared by the Groupe BPCE companies funding this project: the Banque de La Réunion, Caisse d’Epargne Provence-Alpes-Corse and Natixis Energéco. Bardzour supplies electricity to 12,000 people and avoids the release of 8,000 metric tons of CO₂ equivalent per year.
At the end of 2015, Groupe BPCE’s green growth funding outstandings stood at €8 billion, with 77.5% of this total awarded to renewable energy projects, equal to €6.2 billion divided between Natixis (52%), Banque Populaire and Caisse d’Epargne (20% each), Banque Palatine and BPCE International to the tune of 4% each. Since 2006 for example, BPCE International has funded more than 800 photovoltaic, wind turbine, biomass and hydroelectric power plants in overseas French territories and around the world. Confident in their expertise and the strength of their local presence, the EIB has involved our regional banks and Natixis Energéco with its energy transition funding programs. One good example is France Renewable Energies. This subsidized rate €750 million funding envelope over three years makes it possible to finance selected regional projects under excellent conditions.
Good news for condominiums wanting to save energy: they can now benefit from interest-free loans for common interest construction work. Already the no. 1 distributor of interest-free eco-loans to individual customers, Crédit Foncier is the first bank to offer this new loan launched in July 2015. The interest-free eco-loan is granted to condominium owners’ associations on behalf of their members. Once approved at the general meeting, it can be as much as €10,000 to €30,000 per unit for a maximum period of ten to fifteen years depending on the type and volume of construction work. This loan concerns primary residences built before 1990. The work must be carried out by qualified RGE(1) companies.

(1) Recognized guarantor for the environment.
Buildings account for 44% of the energy consumed in France. In our capacity as pioneering distributors of green loans, we offer funding solutions for companies, associations and local communities. Some loans include energy audits, technical options, or the exploitation of energy efficiency certificates. The first banking group in Europe chosen by the European Commission and KfW(1) to finance regional energy efficiency projects with pilot regional councils, we are also the leading banking institution in public-private partnerships (PPP). We support local communities deciding to undertake the energy renovation of public facilities, middle and high schools. And, as transportation accounts for almost one-third of energy consumption, our green loans and PPP also finance clean vehicles and public transport, such as green buses and trams.

(1) A German Government-owned development bank, ELENA-KfW program.
Marcona and Tres Hermanas, two neighboring wind farms run by Cobra (Grupo ACS) in the Ica region, represent the country’s largest wind farm with a combined generating capacity of 129 MW. With Marcona up and running since April 2014 (32 MW) and since December 2015 for Tres Hermanas (97 MW), they will avoid the emission of 428,000 metric tons of CO₂ per year. Natixis acted as financial advisor and mandated lead arranger alongside CAF(1), underwriter of the structured tranche for institutional investors, exclusive agent for the placement of the subordinated loan and sole provider of the interest-rate hedge. The two funding solutions, for a total of $254 million and including a long-term maturity tailored to the length of the concession, combined both junior and senior debt – including a fixed-rate tranche – and contributions from an export credit agency of several multilateral institutions and a commercial bank. This twin project received the prize for the Best Renewable Energy Financing Solution in 2015 awarded by the magazine Latin Finance.

(1) Corporación Andina de Fomento.
Natixis provides integrated financial solutions enabling its customers to complete major renewable energy projects worldwide. Thus, Natixis has financed 14 initiatives in EMEA and North and South America for a total of nearly €1 billion. At the same time, it has forged partnerships with insurance companies wanting to expand their loan portfolios to include infrastructure financing. In 2015, Natixis signed a cooperation agreement with Swiss Life (this agreement was given concrete expression in initial co-funding awarded to an offshore wind-farm project) and launched SuRe®, the first label for sustainable infrastructure systems.

(1) In the structured finance business line.
(2) Europe, Middle East and Africa.
(3) With the Swiss foundation Global Infrastructure Basel (GIB): 14 themes and 76 criteria appraised.
Sharing
Sharing and pooling resources, cooperating to invest more, more efficiently, working for the benefit of all our stakeholders.

Promoting solidarity-based savings and microcredit, assisting support networks, facilitating crowdfunding, voluntary service and generosity.

Supporting, directly and via our foundations, the values that make life more intense, more fulfilling, more beautiful: solidarity, culture and our cultural heritage, sport practiced in the family or at the highest level.
Pooling… our expertise, working together to satisfy the customers of the Banque Populaire banks and Caisses d’Epargne ever more effectively and more completely: this is the approach we have chosen to secure customer loyalty, gain market share and generate additional revenues between Natixis and the retail banking networks. During the life of the 2014-2017 strategic plan, we aim to achieve €870 million in revenue synergies; at the end of 2015, we had already achieved 47% of this total. Payment solutions, consumer loans, factoring, leasing, guarantees and sureties, employee savings schemes, insurance, asset management, etc., the contribution of Natixis’ businesses is gathering momentum as it forges closer ties with the retail banking networks and new product offerings are rolled out. Two examples: the production of consumer loans rose by more than 16% for the two networks in 2015, and guarantees for home loans granted to individual customers grew by 72%, with strong penetration in the Caisses d’Epargne and fine growth prospects in the Banque Populaire network!

Jean-Yves Forel Member of the Management Board Chief Executive Officer Commercial Banking and Insurance
within Natixis Assurances all the Group’s life, non-life and provident insurance production activities, pooling expertise for the benefit of our retail banking customers and mobilizing the strengths of the networks’ 45,000 sales advisors: here again, we are building on the sharing and pooling of skills and resources to drive our growth.

This single platform now exists and, in 2016, will produce life insurance and individual provident insurance contracts for the Caisses d’Epargne, as it already does for the Banque Populaire banks. The creation in 2015 of a range of life and provident insurance products, of a transactional website and a center of expertise and customer relations dedicated to the Caisses d’Epargne have enabled Natixis Assurances to accelerate its digital revolution, to rethink its processes and methods related to how its personal insurance teams work together.

Our ambition: to provide one third of our individual customers with non-life, provident and health insurance products in 2017 (23.5% at end-2015) and to boost our share of the life insurance market with wealth management customers.

Laurent Mignon
Member of the Management Board
Chief Executive Officer of Natixis
to boost our efficiency and enhance our competitiveness is one of the major goals of our corporate project. We set ourselves the goal of achieving €900 million in cost synergies by the end of 2017. We achieved 50% of this goal in 2015 with significant savings in IT and desktop publishing. At the end of July, we set up BPCE Infogérance et Technologies to bring together the IT production activities of virtually all of the Group’s different entities. By cutting costs while simultaneously improving the quality of service, we are further strengthening our investment capacity. We are also combining our desktop publishing and multichannel document management activities within DocOne, a state-of-the-art joint venture created in partnership with two specialized French companies: Groupe Diffusion Plus and Groupe Numen. DocOne will optimize the management of incoming and outgoing documents and assist with their digitization. These two examples demonstrate the Group’s ability to generate industrial synergies allowing us to rise to the challenge of increased downward pressure on our future interest income!

Daniel Karyotis
Member of the Management Board
Chief Executive Officer
Finance and Operations
A modern and constructive social dialogue plays a key role in enabling us to adapt our organizations and support our employees in a world undergoing more rapid and more far-reaching change than ever before. The new Group-wide agreement on the forward management of jobs and skills, signed with the employees’ representatives in January 2015, reflects our shared desire to anticipate changes in our business environment and to foster the professional growth of the men and women working for our Group. For our companies and all our employees, this agreement also provides a general framework for a series of key issues such as skills development, professional mobility, and training. More than ever, our priority is to support each and every employee in developing fulfilling careers capable of enhancing their employability, in strengthening their motivation and skills in the pursuit of their activities. We will continue to innovate to realize the Group’s ambitions and foster the professional growth of our employees for our customers’ evergreater satisfaction.

Catherine Halberstadt
Member of the Management Board
Chief Executive Officer
Human Resources, Group Internal Communications and Corporate Secretary's Office of BPCE SA
our digital and technological transformation to make Groupe BPCE a leader in digital banking and insurance is our top priority. Digital technology is a positive revolution capable of creating a host of opportunities: new services, simpler and more efficient offerings and customer procedures, a more detailed understanding of our clientele to whom we will be able to offer the right solutions at the right time... in addition to new activities in France and the international market.

In 2015, two-thirds of our customers had signed up for online banking services: we are aiming at 80% by 2017. Half of connections are made from mobile devices: we are optimizing our applications and expanding the range of accessible products and services. Nearly 80% of our products could be taken up electronically by the end of 2015. We have teamed up with Facebook to enrich our relationship-building activities and launched a customer data analysis initiative. We are testing innovative digital services such as a payment card with a dynamic security code for secure online shopping, and we have launched several crowdfunding platforms. Finally, we are launching multiple joint initiatives with Fintech companies to innovate together, to bring greater value to our customers and develop new business models and new revenue streams.

Marguerite Béard-Andrieu
Deputy Chief Executive Officer
Strategy, Legal Affairs
and Group Company Secretary
Groupe BPCE has achieved fine results, obtained by building on the strength of our cooperative and federal business model. Our 8.9 million cooperative shareholders at the end of 2015 testify to this strength. Just like nature and the countless symbiotic and social solidarity systems that allow species to thrive and evolve\(^1\), cooperation is an effective strategy enabling an entity to adapt to a changing environment, to transform and reinvent itself. Cooperation is given concrete expression in our Group through the sharing of assets, financial resources, risks and expertise. The pooling of investments and skills is a major advantage enabling us to speed up the pace of our digital transformation. Our cooperative business model also allows us to retain the greater part of our earnings. The strength of our balance sheet reinforces our resilience and gives us leeway for future action. Our cooperative culture is yet another asset in an environment of open, collaborative innovation. It encourages contributions from our cooperative shareholders and our employees, facilitates the creation of partnerships, notably with Fintech companies. Lastly, our cooperative values, the sharing of a code of ethics founded on responsibility, equity and solidarity are a valuable source when combined with an intense requirement for efficiency. They inspire our strategic project and guide our ambition: Bankers and insurers with a different perspective.

\(^1\) Jean-Marie Pelt, \textit{La Solidarité chez les plantes, les animaux, les humains} (Solidarity among plants, animals and humans).
In 1818, the first Caisse d'Epargne was founded in Paris by two philanthropists to enable the most financially modest members of society to set aside a nest egg against the vagaries of life, to realize projects, or build a better life. At a time when there was no form of social protection and banks only existed to serve the wealthy, the creation of the first savings bank was a groundbreaking event. The only deposit-taking institutions open to all, the Caisses d'Epargne put financial education at the very heart of their action and helped to improve the financial literacy of the French. Since the late 19th century, they have used their own capital to fund a host of socially useful initiatives: low-rent housing, retirement homes, nursing homes, etc.

In 1878, the first Banque Populaire bank was founded in Angers, allowing tradespeople and craftsmen to finance their businesses by guaranteeing one another’s loans. Until then, bank loans had been beyond the reach of these small entrepreneurs; their only options were mortgages (at best) or, most often, pawn-broking at extortionate rates. The Banque Populaire banks provided them with financial resources at affordable rates and would expand, half a century later, their customer base to include SMEs. The values of solidarity, mutual assistance and sharing inspired the creation of the cooperative banks, financial institutions owned by their customers-cum-cooperative shareholders and invest with them in a more open, entrepreneurial and mutually supportive society.

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1818

Benjamin Delessert: The passbook savings account is open to all, including women and children, starting at 1 franc.

1878

Ludovic de Besse: Banque Populaire at last offers craftsmen an alternative to the pawnshop and loan shark.
The Cooperative Dividend & CSR metric of the Banque Populaire banks

This metric measures the social responsibility and cooperative activities of the Banque Populaire banks in terms of cooperative governance, customer relations, and social commitment. Every year, a Cooperative & CSR audit reviews their commitments in this area. In 2015, the main thrust of this “cooperative spirit” were actions taken to involve and inform the cooperative shareholders, to promote culture and heritage, and the efforts made by the banks in favor of sustainable or socially supportive products, for a total of €30.4 million. The Banque Populaire banks also express their commitment through eleven Corporate Foundations active at both a regional and national level.

The philanthropy of the Caisses d’Epargne

A philanthropic commitment is central to the history of the Caisses d’Epargne that rank today among the leading patrons in France. Each savings bank pursues a policy tailored to its local region. They operate directly or via foundations working under the aegis of an umbrella organization, their corporate foundations and charity funds. In 2015, the Caisses d’Epargne sponsored 1,080 primarily solidarity-based projects for a total of €20.7 million, without counting their contribution to the Caisses d’Epargne Foundation for Social Solidarity. Recognized in the general public interest, this is one of the foremost private foundations in France.

Having a major social impact, promoting local development: an ambition shared by the Caisses d’Epargne.
No. 1 for solidarity-based savings

The regional Banque Populaire banks, the Caisses d’Epargne, Crédit Coopératif and Natixis Interépargne (the no. 1 for employee savings plans) enable their customers to invest a part of their savings in solidarity-based companies or to share interest earnings with associations. At the end of 2015, the Group managed a total of €2.4 billion in solidarity-based and shared-return savings, more than half of their kind in France.

No. 1 for microloans

Professional or personal microcredit solutions allow people excluded from traditional financing channels to realize their projects with the help of support networks. Groupe BPCE is the no. 1 banking group for microcredit solutions in France with more than 15,000 beneficiaries in 2015 for a total of nearly €100 million.

In the personal microcredit segment, guaranteed by the social cohesion fund, the Group boasted a 44% market share at September 30, 2015. In the professional microcredit segment, it accounts for almost one-third of the activity at the end of 2015.

The Banque Populaire banks have forged close ties with networks fostering business creation such as Adie or the Entreprendre pour Apprendre (undertaking to learn) association. The Caisses d’Epargne, the leading banks for personal microcredit, are the only institutions to offer a dedicated support service with the Parcours Confiance and Créa-Sol associations. 70 advisors are devoted to microcredit solutions.
Alpes in November 2015 brings people with good ideas together with motivated donors. Entrepreneurs, associations, individuals, and students may all apply if their economic or cultural project is 100% Alpine-based, innovative or socially supportive. In both cases, these platforms were created in start-up mode: at the initiative of the bank’s employees for Proximea, or following a call for projects addressed to all employees for Kocoriko. For its part, Crédit Coopératif’s Agir&Co crowdfunding platform helps to concretize projects designed to build a more people-centric and responsible, more socially supportive economy thanks to the generosity of Internet users.

www.proximea.net
www.kocoriko.fr
www.agirandco.com

(1) Loire-Atlantique, Maine-et-Loire, Vendée, Morbihan and Finistère.
(2) Savoie, Haute-Savoie, Isère, Drôme, Ardèche, Ain, Hautes-Alpes and Alpes-de-Haute-Provence.

Espace Dons: generosity 2.0

Fundraising is something of vital importance for associations, but traditional methods are already reaching their limits. Espace Dons (Gift Space), the Caisse d’Epargne’s new digital platform, offers an innovative, user-friendly and secure solution. Accessible to all individual customers via computer, tablet or smartphone, Espace Dons allows associations and foundations to showcase their projects (using video if they choose) with a view to the online collection of cash donations or linking up with people wanting to offer objects or give a little of their time. Donors can select associations and their projects in line with their personal preferences and geographic proximity, and share their commitment on the social networks. The associations, in turn, can reach out to new contributors more cheaply, speed up the collection process and reduce management costs.

www.espacedons.com

Supporting projects with Proximea, Kocoriko or Agir&Co

This is what two Banque Populaire banks are doing at regional level with two crowdfunding platforms devoted to local projects. Taking an investment approach with Proximea: launched in May 2015 by Banque Populaire Atlantique, Proximea is aimed at high-potential local start-ups and companies wanting to raise between €150,000 and €1 million in equity while simultaneously benefiting from professional advice and visibility. Taking a pre-licensing or donations approach with Kocoriko: the platform opened by the Banque Populaire des Alpes in November 2015
Banque Populaire Foundation. The work of the Foundation is driven by a sense of solidarity and the desire to act, with a focus on three areas: music, arts and crafts, and disability. It sponsored 42 initiatives in 2015 for a total of €430,000 and renewed 54 winners from previous years for a total of €464,500. www.fnbp.fr


Cancer. The Caisse d’Epargne supports the association Le Cancer du Sein, Parlons-en! (Breast cancer, let’s talk about it!). Natixis is a patron of the Gustave Roussy Foundation, and S-money simplifies the “A daffodil for Curie” donation process via a simple tweet!

Demain (Tomorrow). Reinventing the world of tomorrow by using the best solutions of today: this is the subject of the film made by Cyril Dion and Mélanie Laurent. Banque Palatine and the Akuo foundation partnered the preview before the film was screened to the COP21 delegates.

Financial education. Finances & Pédagogie, an association created by the Caisses d’Epargne in 1957, serves a diverse public (school and university students, apprentices, people on job integration programs, financially vulnerable members of society, etc.) on topics related to money management and budgeting. In 2015, in association with 840 partners, it trained a total of 38,550 people. www.finances-pedagogie.fr

Solidarity-based procurement. The sheltered sector can count on Groupe BPCE procurement. Sourcing from this sector grew by 20% and amounted to €14.9 million in 2015, helping to employ 518 disabled people.

Sharing: is in our very DNA
Crédit Coopératif Foundation. One of the first foundations committed to promoting another type of economy and gaining recognition for the social and solidarity economy. In thirty years, it has sponsored nearly 2,000 projects.

Caisses d’Epargne Foundation for Social Solidarity. With 119 homes and facilities serving the needs of elderly, infirm or disabled people, the Foundation is one of the main non-profit operators in the health, medical and social care sectors. 13,000 vulnerable people living in their own homes benefit from its innovative advanced remote assistance services. Recognized as a charitable foundation with a staff of more than 6,300, the Foundation combats all forms of dependency in an area where the needs of society are constantly growing.

www.fces.fr

Mentoring. Partners of the Nos quartiers ont des talents (Talent in disadvantaged urban areas) association, several Group companies encourage their employees to help young graduates from priority neighborhoods to find jobs.

Responsible supplier relations. In association with BPCE Achats, four Group companies obtained this State-sponsored label for their sustainable, well-balanced relationships with their suppliers.

Solidarités Nouvelles pour le Logement. Crédit Foncier has teamed up with the Solidarités Nouvelles pour le Logement (New Solidarity for Housing) association to help people in need to find accommodation “as long as necessary”, and to receive support from volunteers. In 2015, the association worked with local residents and future tenants to build 12 social and environmental housing units in La Plaine Saint-Denis featuring solar thermal collectors, shared spaces and a vegetable garden.

Natixis Foundation for quantitative research. Supporting research into financial mathematics at the highest level means contributing to a better control over risks for the benefit of all.
Sharing: our passions and emotions
1. The Belem Foundation, created by the Caisses d’Epargne, maintains and sails the last French three-masted sailing barque from the 19th century. In 2015, 1,200 people set sail on the Belem and 40,000 visitors discovered this historic monument.

2. Manuel de Los Santos, the first one-legged golfer to compete with able-bodied players in high-level competitions, wants to become a professional. The Banque Populaire Foundation is supporting his ambition.

3. With Esprit musique, the Caisse d’Epargne enables its customers to enjoy special offers for more than 10,000 concerts every year throughout France.

4. Banque Populaire VIII, the new Imoca-class monohull launched in June 2015, came 2nd in the 2015 Transat Jacques Vabre two-handed transatlantic race with Armel Le Cléac’h and Erwan Tabaly, and preparing to face the 2016 Vendée Globe.

5. The Paris Opera Academy, founded in 2015, offers residency periods for young singers, musicians and stage directors. Natixis is a founding patron of the Opera Academy and the main sponsor of the “Resident musicians” program.

6. The 15th Pacific Games included 365 athletes who came to defend the colors of New Caledonia in 22 sporting disciplines: a team naturally sponsored by Banque de Nouvelle Calédonie.

7. A partner of the French men’s and women’s handball and basketball teams: the Caisse d’Epargne is proud to support these four great teams and their outstanding performance and winning record.

8. Caisse d’Epargne Team: each of the 17 Caisse d’Epargne has chosen an athlete in the French Olympic Team to support as a representative of its specific region at the Rio 2016 Olympics.

9. Picasso.mania in the Grand Palais exhibition center. Natixis is the official sponsor of this exhibition featuring 100 Picasso masterpieces compared to works of the greatest masters of contemporary art.


11. With Votre coach by Groupe BPCE, enjoy exclusive insight into how Romain Barnier, the coach of the French swimming team, prepares his athletes for the Rio 2016 Olympics in the Cercle des Nageurs de Marseille facility.

12. The Racing 92 rugby club, sponsored by Natixis, was joined in December 2015 by Dan Carter, the legendary All Blacks fly-half voted the world’s best player three times, who will stay for three seasons.

13. The young jeweler Marie Grimaud is one of three craftspeople selected by the Banque Populaire Foundation in 2015 for their creativity, founded on extensive training and their strong entrepreneurial spirit.

14. Factories and People reveals French industrial expertise through a series of photos by Thierry Bouët: an exhibition sponsored by Banque Palatine. The photo above is from Thuasne, the no. 1 technical medical textiles specialist in Europe.
Design and production: Havas Worldwide Paris, Groupe BPCE, Corporate Communications department.

Editorial consultants and text: Information & Conseil.

Artwork: Vincent Mahé/Costume 3 pièces (front cover, back cover, front cover of the Group snapshot, p. 22 of the Group snapshot, pp. 32-33, pp. 36-37, pp. 39-40, p. 43); Jay Cover (p. 6, p. 11, p. 14, p. 16, p. 21, pp. 34-35); Alice Tye (pp. 8 to 10, pp. 12-13, pp. 17 to 19); Emmanuel Romeuf/Illustrissimo (p. 22, p. 24, pp. 26 to 31); Federica del Proposto/Agent 002 (p. 44, pp. 52-58).

Photos: Greg Gonzalez/BPCE (pp. 2-3, pp. 46 to 51, p. 5 of the Group snapshot; Félix Ledru/Picturetank (pp. 24 to 31); CC_Balleydier_Akuo Energy (p. 38); Matej Kastelic/Shutterstock (p. 41); Cobra Perú (p. 42); Benjamin Decoin (p. 58, p. 60); Bertrand Vacarisa (p. 58, p. 60); Brodbeck and de Barbuat/OnP (p. 58, p. 60); Cédric Jacquot/L’Est républicain (p. 58, p. 60); Thierry Martinez/BPCE (p. 58, p. 60); Banque de Nouvelle Calédonie (p. 58, p. 60); Stéphane Pillaud/Sportissimo (p. 58, p. 60); KMSP/Agence Zoom (pp. 59-60); Fabrice Vallon/Natixis (pp. 59-60); Plein Axe (pp. 59-60); Metylis 2013/Banque Populaire Foundation (pp. 59-60); Christophe Launay/FFVoile (pp. 59-60); Thierry Bouët (pp. 59-60).


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Key figures 2015

Summary income statement

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net banking income</td>
<td>23,868</td>
<td>23,257</td>
<td>22,826</td>
</tr>
<tr>
<td>Gross operating income</td>
<td>7,620</td>
<td>6,927</td>
<td>6,691</td>
</tr>
<tr>
<td>Income before tax</td>
<td>6,123</td>
<td>5,279</td>
<td>4,889</td>
</tr>
<tr>
<td>Net income attributable to equity holders of the parent</td>
<td>3,242</td>
<td>2,907</td>
<td>2,669</td>
</tr>
</tbody>
</table>

Business lines contribution

<table>
<thead>
<tr>
<th></th>
<th>to Group net banking income(1)</th>
<th>to Group income before tax(1)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>69%</td>
<td>64%</td>
</tr>
<tr>
<td>Retail banking</td>
<td>64%</td>
<td>59%</td>
</tr>
<tr>
<td>Natixis core business lines</td>
<td>33%</td>
<td>17%</td>
</tr>
<tr>
<td>Commercial Banking and Insurance</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Specialized Financial Services (SFS)</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>Corporate and Investment Banking (CIB)</td>
<td></td>
<td>37%</td>
</tr>
<tr>
<td>Equity Interests</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Investment Solutions</td>
<td>3%</td>
<td>5%</td>
</tr>
</tbody>
</table>

(1) Excluding the Corporate Center.

Business

<table>
<thead>
<tr>
<th></th>
<th>12/31/2015</th>
<th>12/31/2014</th>
<th>12/31/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance sheet total</td>
<td>1,166.5</td>
<td>1,223.3</td>
<td>1,123.5</td>
</tr>
<tr>
<td>Customer loans (gross loan outstandings)</td>
<td>629.8</td>
<td>623.3</td>
<td>590.7</td>
</tr>
</tbody>
</table>

35 million customers

8.9 cooperative shareholders
Network activity

Banque Populaire banks

*in billions of euros*

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Off-balance sheet</td>
<td>67.4</td>
<td>66.3</td>
<td>65.9</td>
</tr>
<tr>
<td>deposits and savings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>On-balance sheet</td>
<td>162.0</td>
<td>150.8</td>
<td>141.2</td>
</tr>
<tr>
<td>deposits and savings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer loans</td>
<td>172.6</td>
<td>167.4</td>
<td>165.5</td>
</tr>
</tbody>
</table>

Caisses d’Epargne (1)

*in billions of euros*

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Off-balance sheet</td>
<td>128.8</td>
<td>125.8</td>
<td>122.4</td>
</tr>
<tr>
<td>deposits and savings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>On-balance sheet</td>
<td>270.2</td>
<td>261.7</td>
<td>251.9</td>
</tr>
<tr>
<td>deposits and savings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer loans</td>
<td>224.6</td>
<td>213.8</td>
<td>200.9</td>
</tr>
</tbody>
</table>

(1) 2014 outstandings pro forma of the disposal in Q3 2015 of all of BPCE International’s holdings in Banque de la Réunion, Banque des Antilles Françaises and Banque de Saint-Pierre-et-Miquelon to Caisse d’Epargne Provence-Alpes-Côte.

Financial structure

*in billions of euros*

<table>
<thead>
<tr>
<th></th>
<th>12/31/2015</th>
<th>12/31/2014</th>
<th>12/31/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity attributable to equity holders of the parent</td>
<td>57.6</td>
<td>55.3</td>
<td>51.3</td>
</tr>
<tr>
<td>Common Equity Tier-1 capital</td>
<td>50.9</td>
<td>46.6</td>
<td>42.3</td>
</tr>
<tr>
<td>Tier-1 capital</td>
<td>52.2</td>
<td>50.0</td>
<td>46.5</td>
</tr>
<tr>
<td>Total regulatory capital</td>
<td>65.8</td>
<td>60.5</td>
<td>53.6</td>
</tr>
</tbody>
</table>

Under Basel III, taking into account CRR/CRD IV phase-in measures; 2013 data pro forma.

Capital adequacy ratios

<table>
<thead>
<tr>
<th></th>
<th>12/31/2013</th>
<th>12/31/2014</th>
<th>12/31/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total capital adequacy ratio</td>
<td>13.1%</td>
<td>15.4%</td>
<td>16.8%</td>
</tr>
<tr>
<td>Tier-1 ratio</td>
<td>11.4%</td>
<td>12.7%</td>
<td>13.3%</td>
</tr>
<tr>
<td>Common Equity Tier-1 ratio</td>
<td>10.3%</td>
<td>11.9%</td>
<td>13.0%</td>
</tr>
</tbody>
</table>

Under Basel III, taking into account CRR/CRD IV phase-in measures; 2013 data pro forma.

Credit ratings

*at February 10, 2016*

<table>
<thead>
<tr>
<th>Rating Agency</th>
<th>Rating</th>
<th>Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitch Ratings</td>
<td>A</td>
<td>stable</td>
</tr>
<tr>
<td>Moody’s</td>
<td>A2</td>
<td>stable</td>
</tr>
<tr>
<td>R&amp;I</td>
<td>A</td>
<td>stable</td>
</tr>
<tr>
<td>Standard &amp; Poor’s</td>
<td>A</td>
<td>stable</td>
</tr>
</tbody>
</table>

108,000 employees

8,000 branches

(2) Life insurance outstandings for 2015 are now presented at their year-end balance; outstandings for 2013 and 2014 have been restated accordingly.
2015 CSR indicators

Regions and society

Label
“Responsible supplier relations” label for four Group entities (1)

36%
The Banque Populaire banks and Caisses d’Epargne are present in 36% of the French Government’s priority neighborhoods

88% of the Group’s suppliers are SMEs

(1) Banque Populaire Atlantique, Caisse d’Epargne Bretagne Pays de Loire, Caisse d’Epargne Lorraine Champagne-Ardenne in addition to BPCE, in cooperation with BPCE Achats.

Solidarity and socially supportive products

No. 1
for microloans in France with:
44% granted to individual customers
34% granted to professional customers

€21 billion of assets under management in SRI and solidarity-based funds +26% vs. 2014

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

Climate change

€300 million of green bonds issued (1)

€8 billion in funding outstanding devoted to the energy transition

-4.4% greenhouse gas emissions since 2013 for the Group as a whole

(1) Final subscription: €1.2 billion.
Cooperative DNA

4 million Banque Populaire cooperative shareholders

4.9 million Caisse d'Epargne cooperative shareholders

44% of Banque Populaire customers are cooperative shareholders

20% of Caisse d'Epargne customers are cooperative shareholders

Employees/HR

4,319 new hires on permanent contracts

65,977 employees received training

Breakdown of headcount

55% Men
45% Women

6% Fixed-term contracts
94% Permanent contracts

59% Managerial staff
41% Non-managerial staff
Corporate governance of Groupe BPCE

Supervisory Board at January 1, 2016

The role of BPCE’s Supervisory Board is to oversee the decisions taken by the Management Board of the Group. This oversight monitors the appropriateness of actions taken. It is comprised of 19 members: seven members representing the Banque Populaire banks, seven members representing the Caisses d’Epargne, three independent members, and two members representing Group employees. The Supervisory Board also includes six censeurs (non-voting directors) acting in an advisory capacity.

Pierre Valentin(1)
Chairman
Chairman of the Steering and Supervisory Board of the Caisse d’Epargne Languedoc-Roussillon

Stève Gentili(1)
Vice-Chairman
Chairman of the Board of Directors of BRED Banque Populaire

Representatives of the Banque Populaire banks

Thierry Cahn(4)
Chairman of the Board of Directors of Banque Populaire Alsace
Lorraine Champagne

Alain Condaminas(5)
CEO of Banque Populaire Occitane

Pierre Desvergnes(2)(3)
Chairman of the Board of Directors of CASDEN Banque Populaire

Yves Gevin(1)(2)(3)(4)
CEO of Banque Populaire Rives de Paris

Michel Grass(5)
Chairman of the Board of Directors of Banque Populaire Bourgogne Franche-Comté

André Joffre(2)(3)
Chairman of the Board of Directors of Banque Populaire du Sud

Representatives of the Caisses d’Epargne

Catherine Amin-Garde(2)(3)
Chairwoman of the Steering and Supervisory Board of the Caisse d’Epargne Loire Drôme Ardèche

Astrid Boos(2)(3)
Chairwoman of the Steering and Supervisory Board of the Caisse d’Epargne Alsace

Françoise Lemalle(5)
Chairwoman of the Steering and Supervisory Board of the Caisse d’Epargne Côte d’Azur

Stéphanie Paix(5)
Chairwoman of the Management Board of the Caisse d’Epargne Rhône Alpes

Didier Patault(1)(2)(3)(4)
Chairman of the Management Board of the Caisse d’Epargne Ile-de-France

Nicolas Plantrou(4)
Chairman of the Steering and Supervisory Board of the Caisse d’Epargne Normandie

Independent members

Maryse Aulagnon(2)(3)
Chairwoman and CEO of Affine

Marwan Lahoud(4)(5)
Chief Strategy and Marketing Officer of Airbus group

Marie-Christine Lombard(4)(5)
Chairwoman of the Management Board of Geodis

Employee representatives

Vincent Gontier(3)
Frédéric Hassaine

Censeurs (non-voting members)

Jean Arondel(1)(6)
Chairman of the Fédération Nationale des Caisses d’Epargne

Pierre Carli
Chairman of the Management Board of the Caisse d’Epargne de Midi-Pyrénées

Alain Lacroix
Chairman of the Management Board of the Caisse d’Epargne de Provence-Alpes-Corse

Pascal Marchetti
CEO of Banque Populaire des Alpes

Dominique Martinie(5)(6)
Chairman of the Fédération Nationale des Banques Populaires

Gonzague de Villèle
CEO of Banque Populaire Val de France

The following also attend Board meetings

Jean-Luc Débarre
Representative of the BPCE Works Council

(1) Member of the Corporative Committee.
(2) Member of the Appointments Committee.
(3) Member of the Remuneration Committee.
(4) Member of the Audit Committee.
(5) Member of the Risks Committee.
(6) Non-voting director as of right.
Representatives of the cooperative shareholders
The cooperative shareholders of the Banque Populaire banks and of the Caisses d’Epargne (via their local savings companies for the latter) are represented by the Chairmen/women of the Banques Populaires Boards of Directors and by the Chairmen/women of the Caisses d’Epargne Steering and Supervisory Boards.

Censeurs (non-voting directors)
The Fédération Nationale des Banques Populaires, represented by its Chairman, and the Fédération Nationale des Caisses d’Epargne, represented by its Chairman, are censeurs as of right. The Ordinary General Shareholders’ Meeting appoints the four other censeurs, two from the Banque Populaire banks and two from the Caisses d’Epargne.

Employee representatives
Two representatives of Groupe BPCE are Board members as of right. One representative from the BPCE Works Council attends Board meetings in an advisory capacity.

Five specialized committees
These committees assist the Supervisory Board in its deliberations and in reaching its decisions. The Banque Populaire and Caisse d’Epargne retail banking networks are represented on these committees on a 50/50 basis. All the committees are chaired by an independent member, with the exception of the Cooperative Committee.
• The Appointments Committee is chaired by Maryse Aulagnon, an independent member.
• The Remuneration Committee is chaired by Maryse Aulagnon, an independent member.
• The Audit Committee is chaired by Marwan Lahoud, an independent member.
• The Risks Committee is chaired by Marie-Christine Lombard, an independent member.
• The Cooperative Committee is chaired by Dominique Martinie, Chairman of the FNBP.

New appointments were made to the General Management Committee in May 2016. Chaired by François Pérol, the new General Management Committee is comprised of seven members: Laurent Roubin, Chief Executive Officer, in charge of the Commercial Banking and Insurance division; Jean-Yves Forel, Chief Executive Officer, responsible for Transformation and Operational Excellence; Marguerite Bérard-Andrieu, Chief Executive Officer, responsible for Group Finance, Strategy, Legal Affairs and Group Company Secretary; Laurent Mignon, Chief Executive Officer of Natixis; Catherine Halberstadt, Chief Executive Officer, responsible for Human Resources and Group Internal Communications, in charge of the Corporate Secretary’s Office of BPCE SA; Jacques Beyssade, Deputy Chief Executive Officer responsible for Risks, Compliance and Permanent Control.

The Management Board, chaired by François Pérol, is comprised of Marguerite Bérard-Andrieu, Catherine Halberstadt, Laurent Mignon, and Laurent Roubin.
The 2014-2017 “Another way to grow” strategic plan

Regulatory pressure, new customer behaviors, the digital revolution and big data, new competition, low interest rates, volatility... Our strategic plan must enable us to meet these challenges, speed up the pace of our transformation, promote new growth models, and emphasize our essential difference.

By 2017, we want:

<table>
<thead>
<tr>
<th><strong>To create front-ranking local banking institutions for interpersonal and online customer relations</strong></th>
<th><strong>+80% of our solutions and services available for subscription online</strong></th>
<th><strong>+80% of customers subscribing to our online banking services</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>79% at end-2015</strong></td>
<td><strong>66% at end-2015</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>To be a major player in savings to better finance our customers</strong></th>
<th><strong>+6% annual growth in deposits and savings received from private banking customers</strong></th>
<th><strong>+175,000 customers receiving private banking and wealth management services</strong></th>
<th><strong>+€75bn in net asset inflows</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>+17% per year during 2013-2015</strong></td>
<td><strong>+62,400 during 2013-2015</strong></td>
<td><strong>+€58bn at end 2015</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>To become a fully-fledged bancassurance specialist</strong></th>
<th><strong>1 out of 3 individual customers provided with P&amp;C, health and/or provident insurance cover</strong></th>
<th><strong>A single, comprehensive insurance platform for the Group within Natixis</strong></th>
<th><strong>Up and running in 2015</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>23.5% in 2015</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>To speed up the pace of the Group’s international expansion</strong></th>
<th><strong>+50% of the net banking income of the core business lines of Natixis generated in the international market</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>48.5% in 2015</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>To consolidate our key financial ratios</strong></th>
<th><strong>+4% annual average growth in the net banking income of the core business lines</strong></th>
<th><strong>A cost/income ratio for the Group as a whole of 65%</strong></th>
<th><strong>A Common Equity Tier-1 ratio of 12%</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>+5.4% in 2015</strong></td>
<td><strong>67.7% at end-2015</strong></td>
<td><strong>12.9% at December 31, 2015</strong></td>
</tr>
</tbody>
</table>
By enhancing our collective efficiency

- €870 million in revenue synergies between Natixis and the retail banking networks
- €900 million in cost synergies
- €410 million at December 31, 2015
- €452 million at December 31, 2015

By investing in the talents of the men and women in the Group

- Management: 60% of managerial staff feel recognized and appreciated in their company
- Gender diversity: 45% of managerial staff and 25% of company directors are women
- Digital training: 40,000 employees trained in virtual classrooms at end-2017
- 50% in the 1st quarter of 2015
- 40.6% of managerial staff and 22.8% of company directors were women at end-2015
- 28,200 at end-2015

By emphasizing our cooperative DNA

- With cooperative shareholders actively involved in updating our products and services (cooperative shareholders lab).
- With the adoption of a Group CSR action plan.
- With the efficient prevention of exclusion from banking services for our vulnerable customers (training of advisors, customer feedback, proposed solutions).
- With a cooperative business model understood and promoted by the Group’s employees.
Banque Populaire banks

The Banque Populaire banks are cooperative banks created by and for entrepreneurs. They form the fourth largest banking network in France with 16 Banque Populaire regional banks, CASDEN Banque Populaire, which serves public sector workers, and Crédit Coopératif, a major player in the social and solidarity based economy.

In 2015

- No. 1 bank for businesses(1), franchisors and franchise holders(2), no. 2 bank for craftsmen, small retailers(3) and self-employed professionals(4), no. 3 bank for farmers(5), the Banque Populaire banks confirmed their strength: the number of individual customers holding insurance policies increased by 7.5%.
- Customer loan outstandings increased by 3%, driven by home loans, consumer loans and equipment loans for businesses. Deposits and savings rose by 6%.

Banque Populaire continued to pursue original initiatives in line with the new brand identity it launched in 2014: “join forces, expand opportunities”, for example setting up Project Rooms – online meetings between young entrepreneurs and confirmed mentors. It also renewed its commitment to sailing for a further five years.

18 Banque Populaire banks

1/ Alpes
2/ Alsace Lorraine Champagne
3/ Aquitaine Centre Atlantique
4/ Atlantique
5/ Bourgogne Franche-Comté
6/ BRED Banque Populaire*
7/ Côte d’Azur
8/ Loire et Lyonnais
9/ Massif Central
10/ Nord
11/ Occitanie
12/ Ouest
13/ Provençale et Corse
14/ Rives de Paris
15/ Sud
16/ Val de France

And their subsidiaries Banque Chaix, Banque Dupuy, de Parseval, Banque Marze, Banque de Savoie and Crédit Maritime.

National presence:
17/ CASDEN Banque Populaire
18/ Crédit Coopératif

* BRED Banque Populaire also operates in Guadeloupe, Martinique, the Northern Leeward Islands, French Guiana, Reunion Island, Mayotte, New Caledonia, French Polynesia, Oceania, Djibouti, Ethiopia, Cambodia, Laos, Burma, Switzerland.

In mainland France, it is present in the Île-de-France region, the Aisne department and Normandy.

(1) TNS Sofres survey, “Les PME-ETI et les banques” (SMEs/ISEs and their banks), 2015.
### Individual customers

Customer relations are being enhanced, facilitated by the iPads provided to 14,000 customer advisors and by the possibility of signing contracts electronically in all in line branches. With Erasmus+, an agreement signed with the EIF(2), Banque Populaire helps master’s students finance their studies abroad. The simplicity of online product subscriptions and contactless payments, an extended range of credit facilities, customized insurance policies and the renowned high quality product range support the network’s policy of attracting new customers, in particular among young people.

<table>
<thead>
<tr>
<th>Category</th>
<th>Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank branches</td>
<td>3,338 branches</td>
</tr>
<tr>
<td>(and 16 e-branches)</td>
<td></td>
</tr>
<tr>
<td>Deposits and savings</td>
<td>€229 billion</td>
</tr>
<tr>
<td>Employee count</td>
<td>31,331 employees</td>
</tr>
<tr>
<td>Loan outstandings</td>
<td>€173 billion</td>
</tr>
<tr>
<td>New loans</td>
<td>€26.7 billion</td>
</tr>
<tr>
<td>+53.4%</td>
<td></td>
</tr>
<tr>
<td>Life insurance assets under management</td>
<td>€45.2 billion</td>
</tr>
<tr>
<td>+4%</td>
<td></td>
</tr>
<tr>
<td>New contracts signed electronically</td>
<td>1.3 million</td>
</tr>
<tr>
<td>Customers</td>
<td>9.1 million</td>
</tr>
<tr>
<td>New property and casualty insurance policies</td>
<td>306,000</td>
</tr>
<tr>
<td>New provident and health insurance policies</td>
<td>140,000</td>
</tr>
<tr>
<td>“Corbeille d’or” Award for Fructi Flexible 100</td>
<td></td>
</tr>
<tr>
<td>Award for Fructi ISR Obli Euro</td>
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</tbody>
</table>

**CASDEN Banque Populaire**

The cooperative bank for employees of the French education department extended its services to all public sector workers in 2015 and changed its slogan to reflect its new positioning.

Over 1 million cooperative shareholders | 1 in 4 teachers is a cooperative shareholder

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(1) Excluding changes in provisions for regulated home savings plans. (2) European Investment Fund.
**Private banking**

Nearly 16,000 new customers entrusted their wealth to the Banque Populaire banks’ private banking business, which bolstered its teams and resources to provide this demanding customer segment with tailored solutions. Assets under management increased by 6%, and discretionary portfolio management continued to grow.

| 337,500 private banking customers | €1.2 billion in inflows for the high-end life insurance policy Quintessa in 12 months | €65.4 billion in assets under management +6% |

**Professional customers**

With 1.1 million professional customers, Banque Populaire has a strong position among craftsmen, small retailers, franchise holders, self-employed professionals and farmers.

New medium- and long-term loans totaled €6.6 billion, an increase of 11.4%, with €900 million in loans guaranteed by the Socama(1) and the EIF. A new Socama Création d’Entreprise business creation loan with a reduced personal surety requirement complements the Socama Transmission Reprise business takeover loan and the Socama Équipement loan not requiring a personal surety.

Banque Populaire showcases the expertise of its craftsmen and small retailer customers among the general public with the *L’xpérience* events workshops.

| 1.1 million professional customers | €47.1 billion in loan outstandings +1.1% |

**Crédit Maritime**

Five regional banks offering tailored solutions for the fishing industry, businesses involved in the coastal economy and recreational sailors.

| 1 in 4 franchise holders(2) | 1 in 5 farmers(3) |

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(1) Mutual guarantee companies for the small business sector, of which Banque Populaire is the exclusive partner.  
(2) 12th annual franchise survey, CSA 2015.  
(3) 22% penetration rate.
Corporate and institutional customers

The Banque Populaire banks are the leading bank among small and medium-sized enterprises (SMEs), with a penetration rate of 38%\(^{(1)}\), and are also the main bank of a large number of businesses, with a strong presence in payments processing. They are developing their relationships with intermediate-sized enterprises (ISEs) and large regional companies.

In response to the changing structures and requirements of associations and enterprises active in the social and solidarity-based economy, the Banque Populaire banks have adapted their financing and financial engineering services. A number of partnerships have been established with national organizations, in particular in the medico-social, environmental and educational sectors.

Two innovative services were rolled out, including the new SEPAmail solution allowing electronic invoice payment, which Banque Populaire was the first to offer its customers, and Suite Entreprise Watch, the first Apple Watch banking app allowing multi-account, multi-bank, multi-currency payment flow management for company directors – an adaptation of the Suite Entreprise Mobile app.

Crédit Coopératif

Committed to solidarity-based financing for over thirty years: Crédit Coopératif and its customer donated €3.5 million to partner associations through income-sharing products. Ten years of supporting renewable energies (RE): €556 million in loan outstandings.

(1) TNS Sofres survey, 2015.
Caisse d’Epargne

Since 1818, the Caisse d’Epargne cooperative banks have combined confidence, solidarity and modernity. The 17 Caisse d’Epargne form the second largest retail banking network in France, supporting individual customers and all regional economic players. The Caisse d’Epargne serve families and are also the leading provider of funds for the social and solidarity-based economy, social housing and the public sector.

- The Caisse d’Epargne rank among French people’s two favorite banks (1); they successfully continued their strategy of enhancing banking penetration: the number of clients having Caisse d’Epargne as their main bank increased by 2%.
- Deposits and savings increased by 3% to €399 billion; off-balance sheet deposits and savings increased by 2% to €129 billion, driven by life insurance investments.
- The Caisse d’Epargne insured their customers – selling over 1 million non-life, provident and health insurance policies – and actively financed the economy.
- They developed new offers in private banking, for professional customers, in professional real estate, etc. and expanded on all these customer segments.

In 2015

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17 Caisse d’Epargne

1/ Alsace
2/ Aquitaine Poitou-Charentes
3/ Auvergne et Limousin
4/ Bourgogne Franche-Comté
5/ Bretagne Pays de Loire
6/ Côte d’Azur
7/ Île-de-France*
8/ Languedoc-Roussillon
9/ Loire-Centre
10/ Loire Drôme Ardèche
11/ Lorraine Champagne-Ardenne
12/ Midi-Pyrénées
13/ Nord France Europe
14/ Normandie
15/ Picardie
16/ Provence-Alpes-Corse**
17/ Rhône Alpes

* The Caisse d’Epargne Île-de-France is also present in Saint-Pierre-et-Miquelon.
** The Caisse d’Epargne Provence-Alpes-Corse is also present in Martinique, Guadeloupe, Reunion Island and Saint-Pierre-et-Miquelon.

(1) Postemak-Ifop survey, September 2015.
Individual customers

Caisse d’Epargne is pursuing its banking and insurance strategy and continuing to enhance its digital services. It has reinvented the Livret A passbook savings account, with the Livret À Connecter, developed a new version of Howizi for young people, and even allowed customers to view their accounts on smart watches. It has enhanced its services with new attractive loans, in particular for young people, and the release of the Visa Platinum debit card and of the dynamic-cryptogram card. The number of home loans, consumer loans and insurance policies sold increased sharply. Savings inflows were strong, in particular on PEL regulated home savings products and life insurance.

Private banking

As the number two in private banking in France(2), Caisse d’Epargne has nearly 400,000 customers, with an approach tailored to each customer segment: branch wealth managers are supported by specialized account managers, wealth engineers and portfolio managers for discretionary portfolio management services. Private bankers are now available for ultrahigh net worth customers.

(1) Excluding changes in provisions for regulated home savings plans. (2) Xerfi/Precepta survey, June 2014.
Professional customers
The number of professional customers rose by 4%, with strong growth among established professionals and self-employed professionals. Female entrepreneurs are given broad support. New products and services were successfully launched in 2015, including a collective health insurance policy. Payment processing flows and new loans increased by 8.6% and 7.4% respectively.

327,000
craftsmen, small retailer, self-employed professional and small business customers

€2.6 billion in new medium- and long-term loans

€10 billion in total loan outstandings

Corporate customers
The Caisse d'Epargne are continuing to grow in this segment, boosting their activities with innovative firms and start-up companies with the Néo-Business solution dedicated to growing businesses.

In the French regions, they are pursuing their support strategy and have created three new local private equity structures, in Alsace, Côte d’Azur and Loire-Centre, alongside a national structure, Caisse d’Epargne Développement, which was initially endowed with €100 million to invest in regional intermediate-sized enterprises.

+13% in loan outstandings

+22.7% in term deposits

+6.1% growth in active customers

Professional real estate
The Caisse d'Epargne offer financing and signed agreements for all types of projects. They also use dedicated structures to invest capital alongside regional developers.

In 2015, new short-term loans increased by 7.7%. Outstanding medium- and long-term financing for investors and real estate investors increased by 14.4% to €4.1 billion.

€2.8 billion in new short-term loans

€1.2 billion in medium-and long-term financing granted

Public sector
Caisse d'Epargne is a major partner of local authorities and public healthcare providers, accounting for nearly one-third of their outstanding loans. It draws on the complementary resources and services provided by Crédit Foncier and Natixis to provide comprehensive solutions: financial engineering, public-private partnerships, lease financing, real estate management, service vouchers, purchasing and payment cards.

It received around €5 billion from the EIB(1) to provide subsidized financing to projects in the infrastructure, urban renewal, energy savings and hospitals sectors.

15% in new financing for local authorities, groups of local authorities and public-sector hospitals

€54.3 billion in loan outstandings

(1) European Investment Bank.
Social housing and semi-public entities

As the preferred partners of social housing organizations, the Caisses d’Epargne meet all their requirements with everyday banking, investment and financing solutions. They are also private operators in social housing via Habitat en Région, a specialized entity which manages 215,000 homes.

The leading financer of local public sector enterprises, the Caisses d’Epargne invest alongside local authorities in a number of local projects, including digital infrastructure, renewable energies, heating networks and water and waste treatment facilities.

No. 1 private bank in social housing

8.5 billion in loan outstandings

No. 1 leading financer of social housing

7.8 billion in deposits and savings, of which €2.7 billion on Livret A

No. 1 leading financer of local public sector enterprises

€4 billion in new loans for social housing and semi-public entities

Social and solidarity-based economy

The Caisses d’Epargne support nearly 20,000 companies and institutions in the social and solidarity-based economy.

In 2015, they set up Espace Dons, a digital platform allowing associations and foundations to receive donations in cash, in kind or to attract volunteers.

No. 1 leading financer of the social and solidarity-based economy with 20% market share

€666 million in new loans

No. 1 leading financer of the social and solidarity-based economy

+7.9% in deposits and savings

+6.4%

Protected persons

The Caisses d’Epargne strive to offer a different approach to protected persons and their legal representatives, taking into account their profiles and requirements. Their strategy is based on a close local relationship and expertise provided by 150 specialized staff members.

No. 1 bank for protected persons

€7 billion in assets under management for protected persons

No. 1 bank for protected persons

323,000 protected persons are customers

+3%

(1) EPL (local public sector enterprise) financing survey, Fédération des Epl, April 2015. (2) Source: Banque de France. (3) Internal analysis.
Crédit Foncier

As a specialist in real estate financing and services in France for the past 160 years, Crédit Foncier works with individual customers, real estate professionals, investors and local authorities.

Business was strong, with new loans to individual customers up 15%, an increase in intra-group synergies, and growth in margins on new loans and commissions.

Funding sources were diversified with a new public deconsolidating securitization transaction of €1.4 billion and the development of intra-group syndications.

Consolidated income before tax rose sharply, to €95 million.

In 2015

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Individual customers: €8 billion in new loans, +15% in France. Crédit Foncier finances low-income home ownership, in particular with PAS loans for low-income families and PTZ interest-free loans. It is one of the leading distributors of PTZ loans in France. 1st bank to offer an interest-free eco-loan for commonhold associations to finance energy efficiency renovation work in communal areas.

Real estate professionals and investors: €7.7 billion(1) in loan outstandings. The transactions financed include among others, 44,000 m² of shops offices, homes and parking spaces at the old Gare du Sud site in the center of Nice, provided by Socfim (a Crédit Foncier subsidiary) with the support of several Groupe BPCE entities.

Community facilities: €25.6 billion(2) in loan outstandings. The transactions financed include the energy efficiency improvement contract for the Cité internationale universitaire student residence in Paris, representing 30 buildings covering 130,000 m², in partnership with Caisse d’Epargne Ile-de-France.

Real estate services: the significant transactions and support services in 2015 include, among others, the acquisition and reorganization of the new administrative headquarters of Banque Populaire Aquitaine Centre Atlantique in Limoges and the disposal of the Mériadeck building by Caisse d’Epargne Aquitaine Poitou-Charentes.

Financial transactions: €7 billion(2) in covered bonds issued by Compagnie de Financement Foncier.

Global Capital Award for the best bond issuance strategy in September 2015.

(1) Management data adjusted for accounting purposes (IFRS 7). (2) Excluding non-recurring transactions (buy-backs and intra-group issuances).
Banque Palatine

Dedicated to business banking and wealth management, Banque Palatine helps company directors achieve their personal and professional goals. It serves intermediate-sized enterprises and provides wealth management services, leveraging synergies in expertise and across banking businesses to offer bespoke value-added advisory services and solutions.

In 2015

- Banque Palatine continued to develop and modernize its business, with a focus on service quality and efficiency, and it began to review its major processes. It also upgraded its performance-related pay system.
- While the bank’s history dates back 230 years, the “Banque Palatine” brand celebrated its 10-year anniversary. With an active communication and marketing strategy, it reaffirmed its positioning as the bank for intermediate-sized enterprises and their directors.

12,601 corporate customers

1,275 employees

59,296 private banking customers

51 branches

€17.8 billion in deposits and savings +5.5%

€8.3 billion in loan outstandings +7.4%

€325 million in net banking income +2.3%

Corporate customers
Banque Palatine enhanced its presence among intermediate-sized enterprises, drawing on the creation of a syndication platform, interest rate and currency hedging services provided by its trading floor, and improved support for international trade transactions. It served as lead manager on major real estate financing transactions. The structuring of bond issues for ISEs, in conjunction with Palatine Asset Management for placement services, made a very promising start.

Private banking customers
The extension of the offer of services – EMTN investments, Platinum Visa payment card, digital services, etc. – combined with an enhanced presence among company directors reinforced Banque Palatine’s growth in this customer segment, which lies at the heart of its business model.

Asset management
The performance over ten years of French equity mutual fund Uni-Hoche, which was created in 1978 and is managed by Palatine Asset Management, was once again recognized by the Excellences award from Patrimoine Privé magazine. Novethic renewed its certification for the three SRI funds Palatine Actions Défensives Euro, Gérer Multifactoriel Euro and Palatine Or Bleu.
International and overseas commercial banking

Groupe BPCE develops its commercial banking business outside mainland France through BPCE International. Several Banque Populaire banks and Caisses d’Epargne have cross-border activities. Some are active in the French overseas territories, in particular Caisse d’Epargne Provence-Alpes-Corse (CEPAC) and BRED Banque Populaire.

### BPCE International

- **2,670** employees
- **153** branches
- **€6.0** billion in loan outstandings
- **€5.3** billion in deposits and savings
- **€435.8** million in net banking income

BPCE International sold its subsidiaries in the French overseas territories that are part of the euro zone to Caisse d’Epargne Provence-Alpes-Corse, took over the activities of Natixis’ branch in Vietnam, extended its network with the opening of 10 new branches in Tunisia, Cameroon, Madagascar, and New Caledonia, and rolled out mobile banking services.

**Geographical presence:** Africa, Indian Ocean: Banque des Mascareignes (Mauritius), BMOI (Madagascar), BTK (Tunisia), BICEC (Cameroon), BCI (Congo), BNDA* (Mali), BCP* (Morocco), Asia-Pacific: branch in Ho Chi Minh City (Vietnam), Banque de Nouvelle Calédonie, Banque de Tahiti (French Polynesia), Europe: Fransabank France*, Proparco* (France), Banca Carige* (Italy).

**Specialized subsidiaries:** Ingépar (financial engineering), Pramex International (international development advisory services).

* Non-controlling interests.

### BRED Banque Populaire

- **1,800** employees in French overseas territories and worldwide
- **179** branches in French overseas territories and worldwide

International activities and the French overseas territories are a growth driver for BRED Banque Populaire, and occupy one-quarter of its employees. In 2015, it opened a representative office in Ethiopia, progressed with its project to set up a subsidiary in Cambodia, and relaunched its international trade financing business in Switzerland.

**Geographical presence:** Guadeloupe, Martinique, the Northern Leeward Islands, French Guiana, Reunion Island, Mayotte, New Caledonia, Vanuatu, Fiji, Djibouti, Ethiopia, Laos, Burma, Switzerland.

### Caisse d’Epargne CEPAC

- **1,184** employees in the French overseas territories
- **91** branches in the French overseas territories

In 2015, CEPAC acquired Banque des Antilles Françaises, Banque de Saint-Pierre-et-Miquelon and Banque de la Réunion, from BPCE International. The legal merger of the four entities will be completed in May 2016, and in November they will complete their IT migration.

**Employees in the French overseas territories:** 547 in the French West Indies, 586 in Reunion Island and 51 in Saint-Pierre-et-Miquelon.

**Branches in the French overseas territories:** 44 in the French West Indies, 45 in Reunion Island, 2 in Saint-Pierre-et-Miquelon.

8 business centers (including subsidiaries): Guadeloupe, Martinique, Saint-Barthélemy, Saint-Martin, Guiana, Saint-Pierre-et-Miquelon, Reunion Island and Mayotte.
Natixis stepped up the international development of its global Corporate and Investment Banking and Asset Management businesses, essentially in North and South America and Asia.

It completed two acquisitions in line with its strategic plan, “New Frontier”: Leonardo & Co France (since renamed Natixis Partners) and the asset management company DNCA (€19 billion in assets under management at December 31, 2015).

Natixis was the first French bank to announce it would no longer finance the coal industry around the world.

Income before tax was up 17% to €2.4 billion(1), with a decline in cost of risk.

In 2015

Natixis provided international financing, asset management, insurance and financial services to 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 the leading standards on the market.

(1) Pro forma and excluding non-recurring items.
Investment Solutions and Insurance

Natixis' revenues increased significantly across all business lines in 2015: in Asset Management, boosted by the success of the multi-affiliate strategy followed by Natixis Global Asset Management and the geographic diversification of the offer, in Insurance and in Private Banking.

Asset Management

Natixis Global Asset Management recorded net inflows of over €33 billion. It encompasses around twenty investment management companies and a global distribution entity. Emerise, the new expert business line focused on emerging markets, which is based in Singapore, was set up in 2015. Mirova, a major player in responsible investment in France, continued to innovate and communicate to promote socially responsible investment.

Insurance

As the single platform serving Groupe BPCE's networks, and ranked number six among French bancassurance specialists(2), Natixis Assurances ramped up its digital conversion efforts. Non-life insurance inflows amounted to €1.3 billion. Assets under management were up 5% year on year, amounting to €44.1 billion at end-December 2015.

Private Banking

Banque Privée 1818 and Natixis Private Banking, focused entirely on wealth management for private investors, serve the Groupe BPCE networks, independent financial advisors and their own customers. Net inflows amounted to €1.8 billion.

Corporate and Investment Banking

International revenues were up 21% in 2015 as the bank continued to expand its international platforms in North and South America, Asia-Pacific and Europe, the Middle East and Africa.

Advisory

Natixis stepped up its mergers and acquisitions advisory services for mid-cap companies and investment funds in France, in particular with the acquisition of Leonardo & Co France, which was renamed Natixis Partners.

Financing

New structured financing facilities amounted to €30 billion. Aircraft, export, infrastructure and real estate financing activities were particularly strong.

Capital Markets

Equity market activities grew throughout 2015, with remarkable performances in derivatives.

Transaction Banking

MyContrôles, a new secure digital service for international credit transfers and payments, protects companies from fraud.

Specialized Financial Services

Financing and specialized services maintained robust growth, underpinned by enhanced distribution of these products and services in the Groupe BPCE networks.

Consumer Loans
Natixis Financement develops revolving loan solutions and manages consumer loans. New loans amounted to €9.4 billion, up 15% year-on-year, while outstandings totaled €18.7 billion.

Leasing
Natixis Lease provides a full range of non-real estate and real estate leasing, long-term vehicle leasing, IT leasing and renewable energy financing through its subsidiary Natixis Energéco. Natixis Lease manages €11.4 billion in outstandings for 112,000 customers.

Factoring
Natixis Factor develops solutions for companies of all sizes. Factored receivables amounted to €34.8 billion, with an 11% increase in international activities.

Film Industry Financing
Natixis Coficina finances the full range of audiovisual professions. It is the market leader in Europe, with the provision of new loans exceeding €650 million and outstanding loans under management amounting to €788 million.

Employee Savings Schemes
Natixis Interépargne manages 2.9 million employee savings accounts in France, totaling €25 billion. Natixis Intertitres issued 122.7 million service vouchers, representing €976 million. Together they provide a full range of employee benefits.

Payments
Natixis Payment Solutions, which renewed its electronic payment system partnership with BNP Paribas for twelve years, provides full domestic, European and international payment instrument management services, with €20.9 million cards managed, and 3.8 billion transactions processed in 2015.

Sureties and Guarantees
Compagnie Européenne de Garanties et Cautions (CEGC) guarantees €31.8 billion in home loans for individuals and €5.9 billion for real estate managers. It provides over 68,000 guarantees to companies.

Securities
EuroTitres is the number two in retail custody and number one in outsourced external custody services for retail and private banks. It manages 3.6 million securities accounts.

No. 1 in employee savings account administration in France
No. 2 in home loan guarantees
No. 1 in film industry financing in Europe
No. 3 in consumer credit in France

(1) AFG (French Asset Management Association), as at June 30, 2015. (2) Internal source. (3) Natixis Financement.