Sustainability Report

FISCAL YEAR 2023

GROUPE CCF

GROUPE CCF

Collaborate to advance and achieve your Goals

Edito

Dear employees, customers, partners and investors,

2023 has been a very busy year for our Group, with the successful completion of the CCF acquisition and rebirth, the upturn of our specialised financing activities, and the strengthening of our commitment to social and environmental responsibility.
I am very proud to present Groupe CCF's Sustainability Report Statement (formerly My Money Group) and to share with you the progress achieved in terms of social and environmental responsibility and corporate governance.

We have continued to implement and strengthen our sustainability strategy, which is based on 4 pillars:

• We act as a committed employer (towards society and our employees) by promoting personal fulfilment, caring and by promoting social commitment: We have organised over 25 masterclasses in 2023 on topics such as diversity and inclusion and education. The group has also set up partnerships with charities promoting inclusion and organised sports challenges to raise funds.

• We support ethical practices by working in a fair and ethical manner, in particular with the introduction of a responsible purchasing charter in 2023.

• We are committed to the planet by measuring and reducing our environmental footprint. The Group has calculated its carbon footprint for all of its 3 scopes in 2021 and 2022.

• We innovate to support our customers and partners in their environmental transition through high-quality advice and innovative offers and services. This is an area we intend to strengthen in the future.

You will find details of our actions in our report hereafter.

All these achievements are possible thanks to the commitment and remarkable work of all employees, and I would like to extend my warmest thanks to all our Group's employees.

Finally, I would like to thank our Chairman and all the members of the Board of Directors, and our shareholder for their support, their time and their sharing of expertise on all these topics.

I hope you enjoy your reading.

Niccolo UBERTALLI
CEO - Groupe CCF

KEY FACTS 2023

JANUARY

Mentoring Month

This is an opportunity for Cap Pluriel, our diversity and inclusion network, to initiate a meaningful partnership with Proxité, through a mentoring scheme for secondary school pupils and students.

FEBRUARY

World Cancer Day

For 1 month, our employees took part in the Km for Change sports and solidarity challenge in aid of Imagine for Margo - Children without Cancer. Thanks to all the kilometres covered, they raised over €3,858.26 for the charity.

APRIL

Olympic and Paralympic Week and World Health Day

As part of Olympic and Paralympic Week and Health Day, we welcomed Thibaut Legrain, founder of the "Hope sportif et solidaire" association, and Camille Prigent, a professional kayak slalom athlet.

MAY

World Biodiversity Day

We were delighted to welcome Philippe Grandcolas, ecologist, systematist and evolutionary biologist, for a Master Class on biodiversity.

JUNE

World Hunger Day

More than 30 employees took part in the ACTION CONTRE LA FAIM challenge on the Parvis de la Défense. The event included running, walking, zumba, an immersive experience and yoga.

JUNE

Quality of Life at Work at Work

These few days provided an opportunity for our employees to learn about key QHCT issues: work/life balance, caring, new management methods and stress management.
Activities: MasterClass, round table, massage sessions, Kids Day, 1 fruit/1 idea operation.

JULY

World Oceans Day

On this occasion, we were lucky enough to welcome Roland Jourdain, Navigator, for a Master Class and we also took part in our first biodiversity fresco.

SEPTEMBER

World First Aid Day

During the week, our employees were introduced to life-saving gestures and behaviour by taking part in a Civil Protection training course.

SEPT-OCT

European Sustainable Development Week

For 2 weeks, CCF Group employees were able to get involved and raise awareness through a number of initiatives: escape game sessions, a Master Class on 'Understanding the Challenges of Climate Change' and a Soft Mobility Forum.

OCTOBER

Pink October

Like every year, CCF Group has once again committed itself to #OctobreRose through a number of initiatives. More than 4,500 km were covered, and thanks to the efforts of our employees, €2,837 was donated to the Ligue Contre le Cancer and €5,000 to the Institut Curie.

NOVEMBER

European Week for the Employment of People with Disabilities

As part of the European Week for the Employment of People with Disabilities, we were delighted to welcome Dimitri Jozwicki (an athlete with cerebral palsy specialising in sprinting) for a Master Class.

DECEMBER

World Climate Day

To mark World Climate Day on 8 December, we organised a Masterclass with Benjamin Martinie (Hourrail co-founder and youtuber) on his experience in encouraging people to travel responsibly.

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Statements of non-financial performance

1. The regulatory environment

The legal bases of requirement for a statement of non-financial performance

Since the financial year ending on 31 December 2018, the requirement for a statement of non-financial performance has replaced the report on corporate social responsibility (CSR) in order to enable dynamic reporting appropriate to each economic player.

The Order 2017-1180 of 19 July 2017 transposed the European CSR directive (Directive 2014/95/EU on disclosure of non-financial and diversity information by undertakings) into French law, and defined the content and scope of the statement of non-financial performance. The Order reviewed the scope of the entities concerned and simplified the arrangements for verification of the published information by focusing on large undertakings. Subsidiaries are now exempted individually where their information is presented by the parent company in a consolidated repor.

As a financial holding company, CCF Holding (formerly Promontoria MMB) ("the Company"), the parent company of the CCF Group, (formerly My Money Group) is therefore subject to these disclosure obligations regarding its non-financial performance, since it exceeds the consolidated threshold established by article R.225-104 of the Commercial Code.

The scope of the present statement of non-financial performance consequently corresponds to the financial consolidation scope of CCF Holding show below, and with the limitations presented for each indicator in the note on methodology.

In consequence, the obligations set out in articles L.225-102-1 and L.511-35 of the Monetary and Financial Code (amended by Order 2020-1142 of 16 September 2020), R.225-104 (amended by Decree 2020-1742 of 29 December 2020), and R.225-105-1 of the Commercial Code (amended by Decree 2017-1265 of 9 August 2017) are applicable to CCF Holding as the consolidating reporting entity, and to the entities within its consolidation scope, together forming "CCF Group" (the Group).

The company CCF Holding has appointed KPMG S.A. as an independent third party charged with verifying, in accordance with the provisions of article R.225-105-2 of the Commercial Code, the compliance of the present statement of non-financial performance and the accuracy of the 2023 information it contains.

This statement will be appended to the CCF Holding consolidated management report for 2023, submitted for validation to the Board of the reporting Company on 24 April 2024. It will be available for consultation on the Company website for a period of five years.

Statement contents and procedure

In accordance with the requirements for the statement of non-financial performance, the Company presents its business model along with the main non-financial risks and challenges facing its activities.

he CCF Group has desired to strengthen its approach to non-financial responsibility by integrating it more closely with its activities. To this end, the Group produced its materiality matrix in 2022 to identify the non-financial risks to which it is exposed throughout its value chain.

This step is additional to the risk mapping already conducted by the Group (strategic, credit, financial, operational and compliance risks, etc.) in accordance with the applicable banking regulations.

Details of the whole process are given in Part III. 4. Strategic outlook of this document. Non-financial risks and challenges have been identified in four stages:

- **definition of the scope of non-financial risks and challenges:** identification of the risks and challenges that could have a significant impact on the Group, or which the Group entails for society in the broad sense. Identification was based on the results of the group's CSR reporting, the challenges facing the sector, emerging global issues and a list of sustainablity challenges taken from ISO 26000, in consultation with the group's various departments.

This work enabled the Groupe to ensure the consistency of the risks identified with the Group's business sector, geographical locations and key issues.

- **prioritisation** of non-financial risks and challenges through talks with internal and external stakeholders.

- **risk assessment:** each risk was subjected to an assessment using the same approach as that applied by the Group's risk department. All risks were therefore assessed against two criteria: the inherent likelihood of the occurrence of the risk, and the extent to which this risk is controlled.

- **prioritisation of risks:** based on these risk assessments, we then worked together to identify and rank several priority non-financial risks which are summarised in the present statement. The Group's risk map (RCSA) is reviewed and validated annually by the Executive Directors and then by the Boards of each CCF Group entity on the recommendation of the Risk Committee.

To address the risks and challenges thus identified, the Group relies on existing policies and those introduced in 2023, and on targeted initiatives, an integral part of its Sustainability strategy, leading to general or specific measures, the methods and results of which are presented in this report.

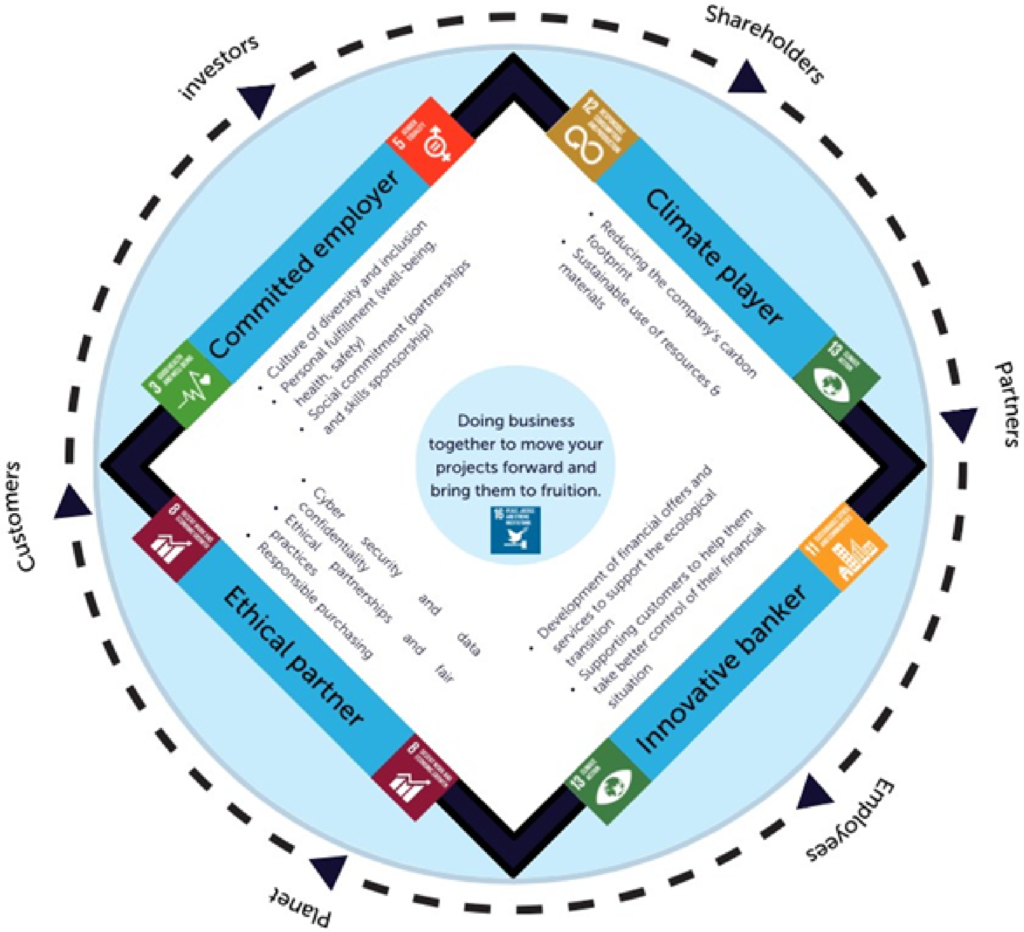
The information is then expanded under four headings, covering the main non-financial risks and challenges facing the Group in employment, social and environmental terms.

- **Committed employer:** This section presents the group's internal employment policy designed to attract and retain talented staff, supporting them throughout their careers and enabling them to develop. An ambitious training policy enables the Group to ensure that its staff are trained so as to guarantee the highest service level, the dissemination of its values and ethics, and their personal development.

- **Ethical partner:** This section covers the risks and challenges associated with market activities and environments. Exposed to the new dynamics of the financial industry, the Group is continuously adapting to the new ways in which banking products are consumed, inter alia through digitalisation.
Desirous of distributing its products with respect for the regulations and for its codes of conduct in terms of ethics and values, the Group is a responsible player in the banking world.

- **Climate player:** The environment section addresses environmental issues, measuring the Group's carbon footprint and its sustainable use of resources and equipment.

- **Innovative banker:** Here we look at the issues involved in supporting our customers and partners in their environmental transition.



The present statement only addresses aspects applicable to the Group's activities and business model. Consequently, the following topics are not developed:

- waste and food insecurity: at the Tour Europlaza site at Paris La Défense, housing the registered offices of the Company and some of its subsidiaries, the inter-company restaurant is managed independently of the Group. For the other sites or entities, dedicated and equipped cafeterias are provided for staff.

- responsible, fair and sustainable food choices: the inter-company restaurant at the Paris La Défense site is managed independently of the Group, so measures to encourage responsible, fair and sustainable food choices are taken by the site manager, and in some cases in association with user companies.

- circular economy: this does not directly affect the Group, which nevertheless ensures that its activities are conducted in a way that limits the consumption and waste of raw materials, such as paper and non-renewable energy sources.

- respect for animal welfare: the Group has no direct nor indirect reason to deal with animal issues.

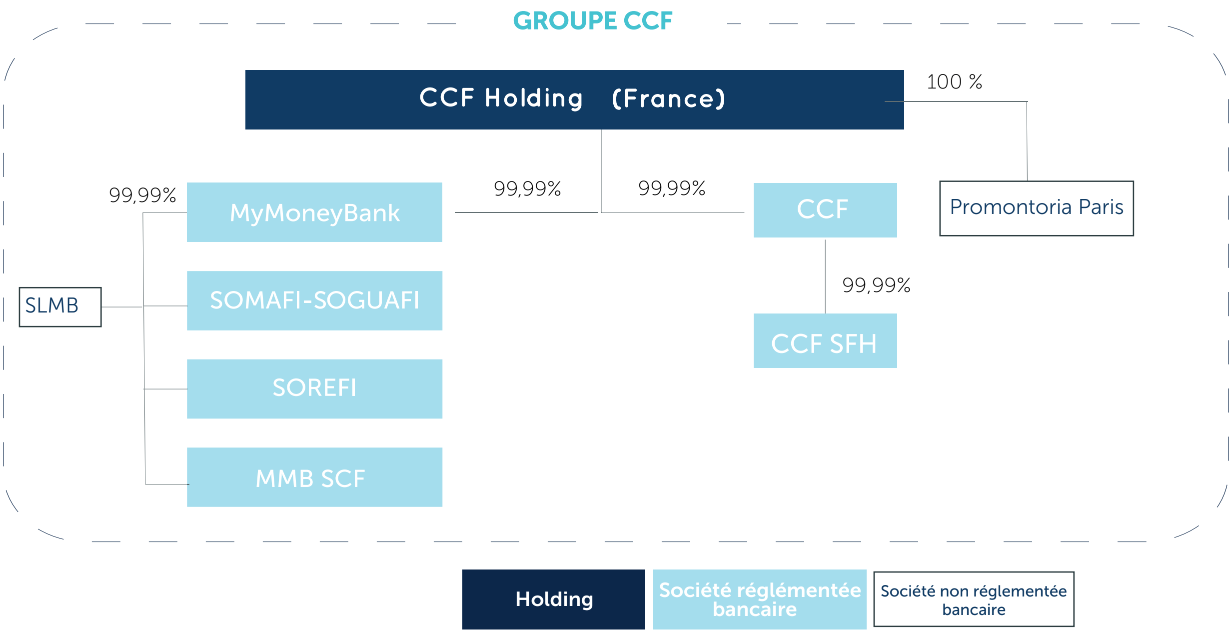
Although these topics are not expanded in its non-financial performance statement, the Group acknowledges their importance in general terms.

2. Scope of the statement

As explained above, the regulatory scope of the statement of non-financial performance is the consolidation scope of the financial holding company CCF Holding and all of its operational subsidiaries, subject to the limitations described in the note on methodology below.

As the present statement relates to the 2023 reporting period, it will consequently include all the operational entities included in the Group's consolidation scope as of 31 December 2023. These entities are:

- The credit institution CCF (formerly Banque des Caraïbes), and
- The credit institution My Money Bank and its overseas subsidiaries (Sorefi and Somafi-Soguafi) approved as finance companies, and its subsidiary MMB SCF, an issuer for covered bonds (société de credit foncier).



-At 31 December 2023, staff numbers in the CCF Group stood at 989, distributed as follows:
-

- CCF Holding: 11 staff members,
- My Money Bank: 602 staff members
- Somafi-Soguafi: 123 staff members,
- Sorefi: 101 staff members,
- The CCF (formerly Banque des Caraïbes): 152 staff members.

The entity MMB SCF has no employees.

3. Presentation of the CCF Group

The CCF Group (the "Group"), relying on a century of existence and know-how, operates as an independent entity. It is affiliated with the private investment company Cerberus Capital Management L.P., founded in 1992 and based in New York.

For several years, the Group has been developing a strategy for growth, both organic and external. Historically active in the specialised finance market, the Group has entered the retail banking world since its acquisition of CCF (formerly Banque des Caraïbes). The CCF Group has confirmed its intention of diversifying its activities by strengthening its presence in this larger-scale market with the acquisition on 1 January 2024 of the French retail banking arm of HSBC in France.

2023 saw the renegotiation and finalisation of the process for acquiring the retail banking activities of HSBC Continental Europe ("HBCE") in France, its 100% stake in HSBC SFH (France), its stake of approximately 3% in Crédit Logement and certain assets and liabilities, as described in the contribution agreement entered into between the parties on 27 September 2023 (the "Transferred Business").

During 2023, HBCE, CCF Holding and CCF decided to conclude a new Memorandum of Understanding (MoU), signed on 14 June 2023, and to amend the associated draft contracts previously negotiated in 2021, in order to enable the CCF Group to comply with its prudential ratios at the close of the operation.

The renegotiated contracts included the Framework Agreement signed on 25 November 2021, which was revised on 20 September 2023 to reflect the new MoU.

On 27 September 2023, the parties entered into a Contribution Agreement formalising and structuring the transfer of the Transferred Business.

The Group's organisation is therefore now built around two divisions:

· the retail banking division, currently consisting of CCF.

· the "Specialised finance" division, consisting of My Money Bank and its subsidiaries.

These two divisions are supported by shared central services (Finance, Legal, Compliance, Audit, etc.) but are managed independently and autonomously in order to preserve the specific nature of each.

To promote sound governance within the Group, the Boards of the various Group entities have a duty, as well as determining the direction of the business and overseeing its implementation, to be the guarantors of a shared ambition: to achieve excellence in terms of regulatory compliance and customer protection. To this end, the CCF Group has adopted the governance standards of the French and European banking supervisors, establishing, alongside the CCF Holding audit committee, a risk committee, an appointments committee and a remuneration committee operating at CCF Holding and My Money Bank level.

On 19 December 2023, following decisions by CCF's Board of Directors, three additional specialist committees were created at CCF level, namely a Risk committee, an Appointments committee and a Remuneration committee.

The CCF Holding Board of Directors has eight members representing three different nationalities. 75% of them are women, and most are independent directors.

Since 2021, the Group has also had an ESG committee. This committee brings together several members of the Group's Board and Executive Committee. It meets quarterly.

Also in 2022, a Sustainability department was created in order to structure and implement the Group's CSR strategy. CSR (Corporate Social Responsibility) refers to the contribution of business to the challenges of sustainable development.

The role of this department is to contribute to the inclusion of environmental, social and governance criteria in the bank's major policies, in a manner consistent with ISO 26000 reference.

Whether in the financial or the non-financial field, all the companies within the Group share standards of operational excellence, regulatory compliance and professional ethics. These aspects are reflected in the values that guide the Group's administrators and staff in their day-to-day actions.

4. Group values and identity

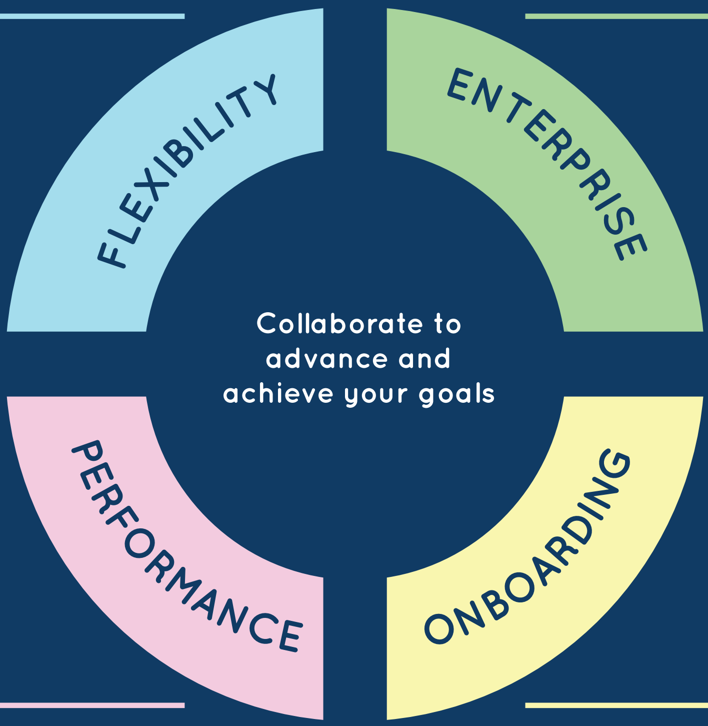
The Board of Directors and the Group Executive Committee share the same conviction: the success of the CCF Group depends on the behaviour of each and every one of its staff. The objective is to benefit from the commitment of all the staff and to earn the confidence of its customers, partners, investors and shareholders. To do so, it is necessary to be scrupulous in the application of laws and regulations. However, the Group aims to go further, ensuring that every decision demonstrates a deep awareness of ethical responsibility, thanks to a corporate culture built on solid values and applied with rigour.

This is the spirit underlying the Group's Code of Conduct. It sets out the values and principles which guide the enterprise. It was drawn up through a collaborative approach with contributions from staff in mainland France and in the overseas territories. The aim is to encourage adherence to these values by all, management team and staff alike, in order to pursue our efforts for transformation and growth while remaining the worthy heirs of our hundred-year old history.

Affirming its strong commitments in its Code of Conduct illustrates the Group's desire to continue to be a responsible financial player, building its future and its successes on a solid basis of professional ethics and integrity.

- Managing change
- Being on the lookout
- Investing in talent and training

- Seizing each growth opportunity.
- Testing, sharing and deciding with agility
- Innovating with both our employees and our clients



- Capitalising on our results oriented culture.
- Placing profitability at the heart of value creation.
- Meeting and exceeding the company's objectives.

- Recognising our employees commitment
- Communicating in complete transparncy
- Committing ourselves to respect and diversity

INTEGRITY & EXPERTISE

These values are also perfectly reflected in the CCF Group's Mission:
Collaborate to Advance and Achieve your Goals

02

Our business model

1. A model that creates value

The Group's business model is developed in consultation with the various CCF Group departments (Finance, Communication, Human Resources, Sustainability, Compliance, Legal, Trade, Marketing, General Services, etc.). It is then reviewed by Executive Management before being submitted to the Board of Directors for approval following recommendation by various committees, including the Audit and ESG Committees.

Today, the Group is based on two core business activities. Firstly, it has been developing its specialised financing activities for many years, in mainland France with debt consolidation and professional real estate loans (mortgage), and in the French overseas departments with vehicle and consumer loans. Secondly, the Group has entered the retail banking world since the acquisition of CCF. This business represents a pillar of its growth, particularly following the acquisition of HSBC France's retail banking business.

The Group has demonstrated its ability to optimise and increase the profitability of its various activities, drawing on the expertise of its teams and simplified operational processes. This simplification has been achieved in recent years through the far-reaching digitalisation of its operational methods, as the Group strives to remain at the forefront of technological developments in the banking world.

For the distribution of its products, the Group has long given preference to the development of partnerships with leading players in each of its markets. In mainland France, it relies on a network of more than 300 independent brokers to distribute its debt consolidation and savings products. In the French Overseas Departments, its vehicle finance is marketed directly through dealerships. For savings, the Group has also developed partnerships with FinTechs in France and Germany to diversify its distribution channels beyond its historical partners. Finally, in conjunction with its acquisition of HSBC's retail bank network in France, the Group has signed a partnership agreement with the major specialist Arkéa Banking Services to handle operations on its IT platform in order to offer customers and partners the best standards in terms of quality of service at the best cost. The Group thus remains at the forefront of the transformation of distribution channels in the banking industry.

Our figures 2023

16%
Solvency ratio

176 M€
NBI[1]

989
Employees

6 733 M€
in outstanding loans

19 200
Depositors

201 700
Customers

[1]NBI: Net Banking income

Our business lines

Debt consolidation
Debtconsolidation solutions, with or without mortgage guarantee

Consumer credit
Solutions to help customers realise their plans

Savings
A range of savings products distributed through a partner network of wealth management advisers

Car finance
A comprehensive range of finance products for individuals and businesses

Professional property financing
A range of financing solutions designed to help professionals realise their projects

Our distribution channels

Direct distribution in branches Head Office and 5 Agencies (DOM)

Direct remote distribution
48 advisers

Intermediated distribution
697 Distributors

Our value proposal

- Simple, personalised credit solutions
- A group of experts with many years' experience. A close, responsive partner that adapts to its customers' needs
- A renowned player contributing to the development of credit in mainland France and the French overseas territories.

Our sustainability pillars

Commited employer
Committed to society

Climate player
Investing in the planet

Ethical partner
Promoting ethical practices

Innovative banker Innovating for your projects

Our investors

Actionnaire
cerberus

Sources de financement

Dépôts : 64%

Financements structurés : 36%

Our business

2. Our business lines

The Group offers its finance and savings activities to both private individuals and corporate customers. Its growth is focused on the financing of the real economy both in mainland France and overseas, via a network of almost 400 business provider partners or directly to its customers. Outstanding customer loans amounted to 6.7 billion euro at 31 December 2023 (not including CCF loans, as the acquisition of HSBC's retail banking business took place on 1 January 2024).

Total deposits in the Savings branch stood at 4.5 billion euro (excluding CCF).

The CCF Group's main sites are:

- Paris La Défense (registered office of PMMB-MMB) with more than 253 staff,
- Nantes (MMB Centre for Operational Excellence) with more than 375 staff,
- Antilles, Guyana and Réunion, with almost 295 staff.

The CCF Group is active in the following business lines:

DEBT CONSOLIDATION

A significant player in the debt consolidation business, My Money Bank offers individual consumers, directly or through its distribution partner banking intermediaries, a complete range of debt consolidation schemes for housing and consumer loans, with or without mortgage guarantee, with customised loan repurchase schemes (older people, independent professionals, life events, finance for new projects). Debt consolidation solutions are available in France and overseas.

PROFESSIONAL REAL ESTATE FINANCE

The Group offers its finance and savings activities to both private individuals and corporate customers. Its growth is focused on the financing of the real economy both in mainland France and overseas, via a network of almost 400 business provider partners or directly to its customers. Outstanding customer loans amounted to 6.7 billion euro at 31 December 2023 (not including CCF loans, as the acquisition of HSBC's retail banking business took place on 1 January 2024).

SAVINGS DEPOSITS

Deposit-taking enables My Money Bank to meet its banking licence obligations, but also contributes to the refinancing of its lending activities.

The products offered to individual customers and professionals are Term Accounts and "Livret" Accounts (known as Interest-bearing Savings Accounts and available to individuals and non-profit organisations).

In mainland France, My Money Bank relies on numerous partnerships with independent asset management advisers (CGPI). In Germany its products are offered to the customers of various banks through a partnership with a FinTech.

RETAIL BANKING

CCF performs all the tasks of a retail bank, i.e. current operations management, cash management and financing needs, by offering a range of standard banking products.

The deposit-taking and loan distribution activities are intended for individual customers, professionals and local enterprises (SMEs, family groups) and/or subsidiaries of large national or international groups.

The CCF also operates as an investment services provider, mainly managing securities accounts and distributing insurance products. However, these two business lines are not significant.

INSURANCE POLICIES

The Group companies, in their capacity as insurance agents or brokers, offer insurance policies and additional services to support their financing for private individuals, professionals and business:
- Borrower's insurance,
- financial loss insurance,
- the mechanical breakdown and assistance guarantee (repairs, towing assistance, replacement vehicles)

VEHICLE AND EQUIPMENT FINANCE

As a major operator of vehicle financing in point-of-sales, with its overseas subsidiaries, Sorefi in La Réunion and Somafi-Soguafi in Martinique, Guadeloupe, and Guyana, the CCF Group offers the following services through the intermediary of its distribution partners:

- consumer financing solutions in credit sales and leasing with a purchase option,
- financing solutions for business and professionals, with a range of products enabling decision-makers to carry out the investments essential to business growth: industrial and agricultural equipment, IT and office equipment, transport, handling, building and public works, and vehicle fleets (credit sales, finance and long-term leases, and defiscalised products).

CONSUMER CREDIT

Overseas, the Group's entities offer a wide range of personal loans to satisfy all the needs and projects of its private customers:

- motor vehicles,
- household appliances,
- works,
- travel.

3. Integration of the CCF Group in the banking industry

The CCF Group is active in the banking industry specialising in finance for private individuals and businesses and in retail banking overseas as well as debt consolidation, deposit-taking and business real estate finance in mainland France.

This scope of activity constitutes a specific segment in the French banking and finance industry.

In terms of competition, this segment is shared between large French banking institutions operating through their retail banking network, or through subsidiaries specialising in these activities, and specialist independent players such as the Group in mainland France and/or overseas.

The Group's particular geographical locations, due to its background in the overseas departments, therefore makes it more difficult to conduct a strategic and competitive analysis.

Activities in mainland France:

- Debt consolidation is a very specialised segment on which My Money Bank has partly based its reputation. As a major independent and historical player at national level, My Money Bank justifies its specialist status in this segment.

By offering private individuals debt consolidation solutions both with and without a mortgage guarantee, My Money Bank meets the needs of a wider customer base than some of its direct competitors.

- Professional real estate finance is offered by many banking institutions. My Money Bank stands out from its competitors through its advisory expertise, enabling it to support its customers in implementing innovative and high-performing packages. Its rapid performance, the expertise of its teams and the quality of its service make it a recognised market player for professionals in the sector.

Activities overseas:

- Consumer credit is a market shared between generalist banking institutions acting with their retail banking networks or dedicated subsidiaries, and specialist players such as our entities Sorefi and Somafi-Soguafi.

The consumer credit segment is strongly correlated with the level of household consumption.

With a wide range of consumer loans, the overseas subsidiaries support their customers to finance equipment purchases and personal events, and have become leading players, recognised by local households.

-Lending to professionals, mainly for professional equipment, is heavily dependent on levels of activity in the local economy.

TheIn the overseas departments, because of the historical involvement which has accompanied the growth and development of economic activity in these territories, each of the CCF Group's specialised entities is a major player, with a local market share of more than 20%.

Thanks to their proximity to customers and distributor partners, the subsidiaries are familiar with the specifics of their markets. This means that they can offer adapted products, and provide flexible support to their finance customers, not least in the event of the extreme climate events which occur in these geographical areas.

In the various markets discussed above, the Group faces disruptive trends from FinTech players, as do all its competitors. This name covers innovative enterprises which, using the new technologies, are reshaping banking and finance offerings and consumer habits.

In response to the challenges represented by the new technologies in terms of both implications and risks, the Group has been conducting a controlled technological shift over the past two years. It is a responsible, modern digital player in a fast-changing industry.

4. Strategic outlook

The Group's strategic plan is based on four strategic priorities:

1. PURSUING OUR GROWTH
2.CONSTANTLY SUPPORTING OUR PARTNERS AND CUSTOMERS
3.PREPARING TO INTEGRATE HSBC FRANCE'S RETAIL BANKING OPERATIONS AND STAFF INTO THE GROUP, AND THE REBIRTH OF THE CCF BRAND
4.ACTING AS A CORPORATE CITIZEN TOWARDS OUR STAFF, CUSTOMERS AND PARTNERS

1Pursuing our growth

This priority depends on four lines of approach:

a. Continued growth and commercial activity

The growth of the Group is a strategic priority. It aims to improve the Group's operational efficiency, as measured by the cost to income ratio. The challenge is to increase the Group's revenue base while capitalising on the existing infrastructure, the exceptional expertise of our teams and our technological investments.

This growth naturally relies on the Group's organic development, resulting from the structural growth of the markets in which it operates, on its commercial dynamism enabling it to gain market share, and on the diversification of the financing offer in order to expand the range of products and services offered.

The Group also wishes, in a disciplined manner and subject to the opportunities, to achieve external growth via targeted acquisitions. The challenge is to invest in activities that complement the existing business lines, are drivers of growth, and meet the profitability targets and rigorous risk management criteria in order to optimise value creation over the long term.

The drive for external growth can be seen even more significantly in the acquisition of HSBC's retail banking business in France.

In its debt consolidation market, the Group is targeting controlled growth by consolidating its already-high market shares in the with-mortgage guarantee loan segment and strengthening its positions in the without-mortgage guarantee segment.

This commercial dynamism goes hand in hand with a strict risk policy and the preservation of the Group's commercial margins and profitability.

b. Continuing to improve our refinancing capacity

The Group has implemented a strategy aimed at ensuring its complete independence in refinancing terms, diversifying its investor base and reducing its financing costs. The aim is to support the commercial growth of its business lines. This strategy takes the form firstly of continuous growth in the deposit base, and secondly of regular issues in the capital markets.

In 2018 the Group established a covered bond issuing entity (MM SCF), which by the end of 2022 had issued 2.1 billion euro in covered bonds to external investors, with maturities of between 7 and 20 years. The CCF Group is also an active issuer in securitisation markets through its Auto ABS SapphireOne Auto programme.

Deposits account for nearly two-thirds of the Group's refinancing. and are characterised by:

- the diversification of distribution channels through partnerships with FinTechs (Cashbee in France), enabling it to expand its international individual customer base (RAISIN-Deposit Solutions in Germany),
- the appeal of our saving products to individual and corporate investors;
- high-quality and long-standing partnerships with a rich network of asset management advisors (CGP).

c. Improving the cost/income ratio

The Group has set a target of optimising its organisation and procedures while increasing its revenue base in order to bring its operating ratio into line with the best market standards (60%). To this end, the Group has made significant investments in the modernisation of its information systems and digitalise its processes in order to increase operational efficiency and commercial responsiveness. Simplifying both the activities and the organisation should also lead to significant productivity increases, and is a strategic priority.

With the acquisition of HSBC France's retail banking business, the Group will be able to accelerate the expected economies of scale. It allows significant growth in the Group's balance sheet and revenues. At the same time, the Group aims to ensure sound cost control: firstly by capitalising as much as possible on its existing infrastructure and teams, already sized to handle a higher volume of activity; and secondly by establishing collaborations with external partners that are recognised in the French banking market and capable of providing an excellent quality of service under optimum financial conditions.

d. Increasing profitability (return on equity)

Profitability is a priority for the Group, which aims to raise the return on equity above 10% in the medium term. This priority given to profitability of our business lines has led us to withdraw from some activities in recent years in order to focus on more profitable areas. This priority given to the profitability of activities is also reflected in the particular attention devoted to the following essential aspects:

• Strict pricing: the Group aims to achieve commercial growth and increase market share while maintaining its trading margins,

• Competitive financing costs: the Group has introduced tools for each of its business lines enabling them to refinance under favourable conditions (covered bonds, securitisation, etc.)

• The growth of ancillary income (insurance, etc.)

• Ongoing control of credit risk, scale efficiencies and simplification of the organisation and internal procedures,

• Investment in new technologies and in digital.

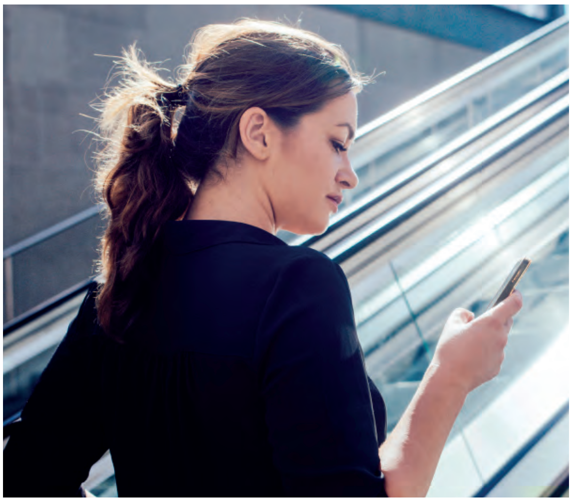
Serving our partners and customers better than ever

To serve our customers and partners ever more effectively, the CCF Group is acquiring the resources to achieve its ambitions, not least in the field of digitisation.

It has launched a technological transformation programme, prioritising the digitalisation of sales processes, the roll-out of AGILE methodology and the creation of the Data Factory.

In general, the Group is working continuously on:

- Technological innovation and transformation projects to simplify processes and thus serve its customers better;
- Technological investments;
- Close relationships with our partners.



Preparing to integrate HSBC France's retail banking operations and staff into the Group, and the rebirth of the CCF brand

With a view to expanding its footprint in the competitive world of retail banking, the Group finalised the acquisition of HSBC's retail banking activities in France on 1 January 2024.

At the same time, My Money Group was renamed the CCF Group.

Thanks to this acquisition, the Group has taken over an extensive network of around 800,000 customers, more than 240 physical branches and 3,500 employees, along with assets worth nearly 24 billion euro, a 15 billion euro loan book and 20 billion in deposits.

The Group has been working on this acquisition project since 2021, with many people involved. The programme was based in particular on:

o Structuring of the programme with significant investments in internal and external expertise

o Completing the design phase for all aspects of the programme,

o Building up the necessary capacity to operate the business

o Signing the strategic partnership with Crédit Mutuel Arkéa, giving access to their banking platform.

The Group aims to:

o relaunch the CCF brand as a wealth management bank serving its customers with a human scale. This idea of human scale is essential. It promotes close proximity between the teams, guaranteeing exceptional responsiveness.

o leverage the expertise of existing teams and offer innovative solutions to customers

o simplify processes to meet customer needs faster and more effectively.

Between 2021 and 2023, the project teams carried out intensive work to ready the new CCF in terms of human resources and technology, as well as securing the switchover and IT migration operations.

To secure the migration, four dry runs (dress rehearsals) have been organised over the past year.

Acting as a responsible corporate citizen for our staff, customers and partners

Sustainability lies at the heart of the Group's ambitions and strategy. Acting as a responsible corporate citizen towards all our staff, customers and partners is therefore a strategic priority for the Group.

Eager to fully integrate social, societal and environmental considerations, to respond to the challenges of the banking sector and to meet the expectations of its stakeholders, the CCF Group sought to formalise its sustainability strategy in 2022.

To this end, the group set up a sustainability department which has held discussions with its internal and external stakeholders. Using a list of identified issues and risks (applying the ISO 26000 list for sustainability), each stakeholder consulted contributed to prioritising the issues to be taken into account by the Group and to identifying the major structuring trends for the Group's sector.

The CCF Group was thus able to build its materiality matrix and formalise its sustainability strategy.

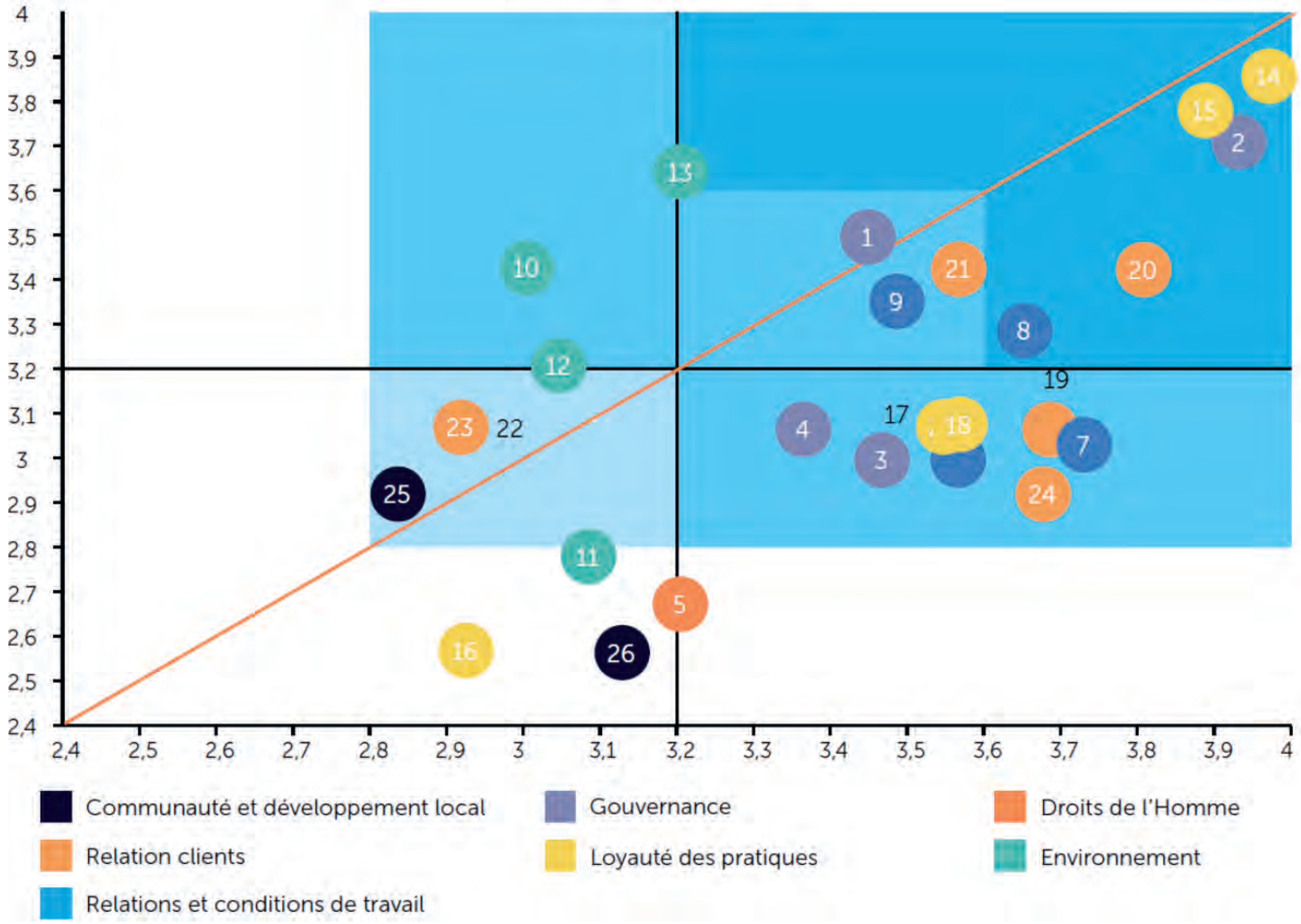
The list of issues was drawn up after:

- Benchmarking the challenges of the sector

- Benchmarking emerging global issues

- A documentary review.

Matrice de matérialité



N	Sujet/Enjeu
	Employeur engagé
1	Développement responsable
3	Développement responsable
6	Bien-être des collaborateurs
7	Santé & Sécurité des collaborateurs et visiteurs
8	Diversité, non-discrimination et inclusion
9	Formation et développement du capital humain
26	Enagagement sociétal
	Partenaire éthique
2	Lois, règlemnentations & reporting
4	Dialogues Parties Prenantes
5	Achats responsables & droits humains
14	Éthique dans les affaires
15	Cyber sécurité & confidentialité des données
17	Concurrence loyale
18	Loyauté Partenaires
19	Traitement égalitaire des clients
20	Communication transparente
23	Accompagnement des clients et formations

	Acteur climatique
10	Changement climatique
11	Gestion durable des ressources
	Banquier innovant
12	Refinancement responsable
13	Transition énergétique
16	Promotion de la RS
21	Conseil & satisfaction clients
22	Crédit & épargne responsable
24	Innovation technologique et digitalisation
25	Dévelopement économique dans les territoires

This materiality matrix made it possible to prioritise the Group's non-financial risks and challenges, and to define four strategic pillars, enabling the Group to respond to the priority challenges and risks identified as well as to the UN's Sustainable Development Goals.

The Group's objective is at once simple and ambitious: to incorporate the UN's Sustainable Development Goals (SDGs) into all of its business lines and processes, thereby meeting the expectations of its customers and employees, and strengthening its position in the banking market.

In 2015, the UN set out its 17 Sustainable Development Goals (SDGs). The Group has incorporated the most relevant of these into its sustainability policy.

The Group's sustainability strategy is based on four strategic pillars that address our most important priorities:

	Ambition		Issues at stake	Maxtrix correspondence
Acting as a socially responsible business				
Pillar 1	A committed employer	Cultivate personal development, empathy and social commitment.	Culture of diversity and inclusion	Diversity, non-discrimination and inclusion
			Self-fulfilment and self-realisation (welfare, health, security)	Staff well-being Health and safety
			Setting priorities for the integrated CSR policy and mobilisation of teams	Integration of CRS Responsible growth
			Social commitment (partnerships and skills-based sponsorship)	Social commitment
Pillar 2	An ethical partner	Operating in an ethical and fair manner, responsible purchasing.	Cybersecurity and data confidentiality	Cybersecurity and data confidentiality
			Ethical partnerships and fair practices	Business ethics Fair competition Fair practices
			Responsible purchasing	Responsible purchasing
			Transparency of internal and external communication (sharing targets and monitoring indicators)	Laws and regulations Transparent communication
			Dialogue with the MMG ecosystem (taking account of expectations, co-construction)	PP dialogue
Pillar 3	A climate player	Measuring and reducing our environmental footprint.	Reducing the carbon footprint of the undertaking	Climate change
			Sustainable use of resources and equipment	Sustainable management of resources
Pillar 4	An innovative banker	Supporting customers and partners in their environmental transition.	Developing financial offerings and services to support the environmental transition;	Responsible refinancing Energy transition
			Helping customers to take better control of their finances	Advice and customer satisfaction

Alongside its sustainability department, the Group has three active communities that are involved in the implementation of its CSR strategy:

Cap Climat :

Created in May 2022, Cap Climat brings together a group of ambassadors with a commitment to the environment.

This community reinforces the importance of climate and environmental issues within the group and its various entities. It promotes energy saving measures, leads and organises Masterclasses on climate and creates cohesion around these topics.

It meets once a month. It has a Teams channel for sharing best practices and current issues.

All the Group's news about environmental issues and this community are shared with all our staff through a newsletter called "The Cap Climat Gazette".

The community's ambassadors include 15 muralists trained to run the Climate Mural. Workshops are organised regularly in Paris, Nantes and Réunion. In 2023, 180 staff attended climate mural workshops in Paris, Nantes and Réunion.

Cap Bien-etre

This is a programme launched in 2020 to promote commitment and the quality of working life.

The group encourages personal development and promotes well-being at work through a variety of initiatives:

• Encouraging physical activities: walking, solidarity races, triathlon, futsal

• Organisation of My Master Class with external contributors

• Dedicated events throughout the year: Quality of Working Life Week, Mental Health Day, volunteering

Following a survey carried out at the end of 2022 on the CSR initiatives desired by the company's employees, soft mobility' came in first place by a long way. At the time, our company had also just introduced a Sustainable Mobility Package. I looked into the external options we would have for boosting this internal initiative. So we signed a Mobility Partnership Agreement with NAOLIB, a local company that runs public transport in the city of Nantes.
public transport in the city of Nantes, with special rates on travel cards, bike hire, car-sharing car-sharing schemes, etc. We also organised a Soft Mobility Forum at the Nantes site (6 local partners) with a focus on training/overhauling employees' bicycles.

Steve Sauvaget
Cap Climat Ambassador

Cap Pluriel

Created in 2021, Cap Pluriel is an initiative led by women within the Group to promote diversity and inclusion, and open to all employees, women and men alike.
The aim of this network is to bring together a community affected by these subjects to discuss current issues, encourage diversity and make the CCF Group increasingly diverse and inclusive.

The community focuses on four main themes:

• Promoting diversity and inclusion within the Group
• A commitment to disability
• Supporting equal opportunities and social diversity
• Encouraging and developing the talents of women

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• Promoting diversity and inclusion within the Group

• A commitment to disability

• Supporting equal opportunities and social diversity

• Encouraging and developing the talents of women

Cap Pluriel offers the group's women employees a training programme called "ELLE", on leadership, negotiation, personal branding and the work/life balance.

"As an IT enthusiast, I'm convinced that we can reconcile the digital transition with the environment (which includes the climate and social emergency).
digital & environmental transition (which includes the climate & social emergency). As a member of the Cap Climat ambassadors, I'm helping to raise awareness of the fact that digital technology is not immaterial.
that digital is not immaterial. That's why I'm leading initiatives to reduce its ecological and social footprint."

Frederique Lefranc
Cap Climat ambassador

03

Non-financials risks and challenges

PILLAR

1. Committed employer

The Group has around 990 staff vs. 950 in 2022.

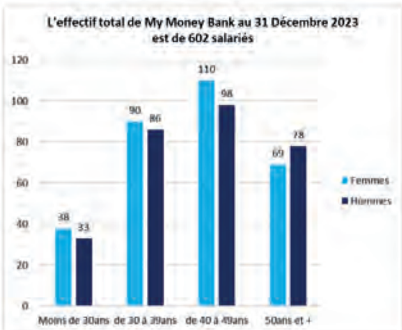
The human element remains at the heart of the Group's concerns, and represents a key challenge, particularly in light of the technical nature of its business and the strict regulatory requirements.

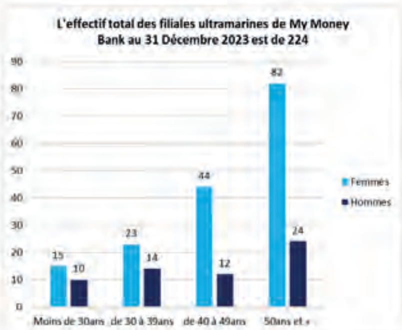
By deciding to give the human element a central place in its identity and values, the Group is endeavouring to position itself as an independent and responsible banking industry player, respectful of its staff, its customers and its partners.

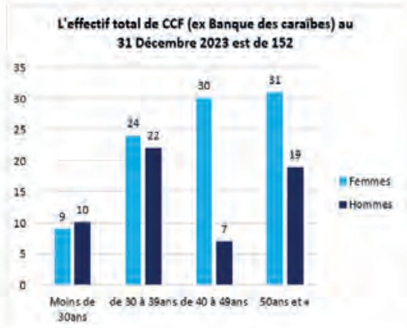
As a committed player in its sector, the Group is developing and disseminating its values both internally and externally.

Guided by the need to provide customers with high-quality support, the Group chooses and trains its staff rigorously to meet these high standards.

The graphics below give a brief outline of the composition of the Group's staff.







The study of the employment risks and challenges faced by entities in the Group consists of three parts:

a) Attracting and retaining talent
b) Staff commitment
c) Diversity and equal opportunities

a) Attracting and retaining talent

By ensuring its status as an attractive employer in its market, the Group can attract new talent to support the growth of its business. Thanks to an ambitious training policy, the Group supports its staff in the acquisition of new skills. In an industry subject to significant turnover, it is essential to retain existing talented staff and support them throughout their careers.

• Recruitment policy

In 2023, My Money Bank recruited 76 employees on permanent contracts and one on a fixed-term contract (in 2022: 102 on permanent contracts and 5 on fixed-term contracts). The overseas subsidiaries have recruited six employees on permanent contracts and 17 on fixed-term contracts (in 2022: three and six respectively), while for CCF the figures are 31 and 19 respectively (vs 40 and three in 2022).

Because of the technical nature of its business and its ambitious growth targets, preserving the diversity and quality of staff profiles is a real recruitment challenge.

In 2023, the Group continued its "My Best Colleague" policy, with the aim of encouraging staff to activate their networks to recommend talented applicants with the right profiles for the positions to be filled.

• Remuneration policy

As parent company in the Group, CCF Holding establishes the remuneration policy applicable to all employees, based on the recommendations of the Remuneration committee and the regulatory provisions.

The Group remuneration policy has the following main objectives:

- ensuring that individual interests are congruent with the economic strategy, long-term interests and values of the Group,

- retaining employees by appropriate remuneration,

- discouraging staff from taking excessive risks, avoiding conflicts of interests,

- for staff whose activities may have a significant influence on the risk exposure of an entity or the Group, defining measures to align methods for the determination and payment of risk-related remuneration,

- remunerating staff conducting control activities based on the specific objectives of these missions.

The annual wage settlement programme and the bonus scheme are validated by the Executive Management. The bonus scheme is submitted to a vote in the remuneration committee and the Board of Directors.

During the mandatory annual salary negotiations, My Money Bank allocated a budget of 1% of the payroll to merit rises and promotions. In addition, My Money Bank has allocated general increases of 3% for employees earning up to €50,000 and 2% for employees earning between €50,000 and €80,000.

Almost 93% of employees received a salary rise in 2023 (vs. 86% in 2022)

My Money Bank has confirmed its commitment to professional equality by signing successive company agreements, most recently in 2023.

For the 2023 reporting period, the professional equality index stands at 92 points at My Money Bank, 99 points at Somafi-Soguafi, 92 points at Sorefi and 87 points at CCF, formerly BdC (in 2022: 92/100 points at My Money Bank, 92 at Somafi-Soguafi, 93 at Sorefi and 90 at Banque des Caraïbes).

• Retaining talent

Convinced that the outlook for career progression within its various entities contributes to the retention of talent, the Group shares its results, structuring projects and strategy with its staff in a transparent manner.

The ExCom regularly keeps staff up to date about the Group's activities via video communications and round tables. The Director of Human Resources and the Chief Executive Officer have launched a new discussion format: "My Money Talk", to discuss topical issues and answer questions from employees.

The Group acknowledges the exceptional contributions of some employees by bestowing awards. Almost 241 awards were bestowed in 2023.

Since 2019, the Group has applied an internal classification system enabling all staff to identify the positioning of their roles in the organisation, facilitating intra-Group mobility and highlighting the prospects for career development.

The turnover rate was 13.3% in 2023.

- **Training and support**

For several years, the Group has taken a strategic approach to the identification of the issues involved in staff development and the preparation of an appropriate training policy.

In order to develop the skills appropriate to the new jobs, new technologies and organisational change, in 2023 the Group continued its policy of prioritising day-to-day training to accelerate cultural transformation.

Since 2022 the Group has offered "My Climate School" to all its staff, an online training course explaining the impact of climate change and raising awareness on sustainable development.

It enables all staff to gain a better understanding of climate change and to take action in favour of the climate.

Employees also have the opportunity to take part in a climate mural workshop (fresque du climat), which is led by colleagues trained in the methodology and organisation of such workshops. The climate mural is a collaborative and enjoyable approach, a three-hour session leading to a global vision of the climate and creating a competitive team spirit. 180 employees received awareness training through the organisation of 21 climate mural workshops in Paris, Nantes, Lille and La Réunion. To ensure the quality of these sessions, 15 in-house staff have been trained to run these workshops, reinforcing our impact and commitment to the fight against climate change.

Since 2018, and with the aim of reflecting the new strategic issues facing the banking industry, the Group has continued with its learning enterprise approach, with training priorities focusing on the skills and expertise to encourage adaptation to the job and encourage staff career development.

In 2023, My Money Bank dedicated a budget of over €565,000 to training (up from €515,000 in 2022), with a skills development plan in line with the company's strategic priorities.

Across the Group, this represents more than 17,100 training hours delivered (compared with 14,000 hours in 2022).

b) Staff commitment

Although the Group belongs to an industry tending increasingly towards digitation, its image and its expertise mainly depend on the commitment of its staff, in particular through the following:

• Dissemination and ownership of Group values

All new recruits receive a copy of the code of conduct, which restates and clarifies these values, illustrating them with concrete examples.

The values are framed and displayed on all the sites so that they are part of the everyday environment for our staff.

• Performance reviews

The Group uses the TalentSoft tool for setting targets and for annual and mid-year staff appraisals. It enables both staff and managers to keep a running record, throughout the year, of an employee's outputs, and to record progress towards the achievement of targets. The appraisal is discussed during the annual interview.
Since 2020, TalentSoft has also been used to support professional appraisals.

• Social dialogue and collective agreements

My Money Bank and CCF staff are covered by the collective agreement for the banking sector (IDCC 2120) and by agreements negotiated within each company.
My Money Bank subsidiaries are covered by the finance company collective agreement (IDCC 478).

The Group ascribes great importance to the quality of social dialogue based on transparency, and this is reflected in part in regular constructive meetings with staff representative bodies and trade union officials.

In 2023, My Money Bank and its subsidiaries conducted negotiations with the trade unions which resulted in the signature of enterprise agreements, in particular on the mandatory annual negotiations (NAO), profit-sharing, professional equality, disability and quality of life, and working conditions.

• Health and safety

Health

Prevention of risks to staff health and welfare at work

The single document assessing professional risks and the annual programme for preventing professional risks and improving working conditions are reviewed at each meeting of My Money Bank's health, safety and working conditions committee, in order to ensure that any measures identified are taken promptly and to react fast if necessary.

The Group took the opportunity of Quality of Life at Work week to organise a round-table discussion on how to recharge your batteries and achieve a better work-life balance. Employees were also able to enjoy Amma well-being massages given by qualified practitioners, as well as a masterclass on “appropriate caring”. The Group also offered staff fresh fruit throughout the week.

Psychological support and counselling

Since 2013, My Money Bank has offered its employees psychological support and counselling provided by the Eléas consultancy, specialists in the management and prevention of psychosocial risks and the quality of life at work. There is a psychological helpline available to all employees 24 hours a day, 7 days a week, as well as a support line for managers and HR. This measure has been extended to all the Group's entities.

Sécurity

The Group's entities have key contacts organised around the crisis management officers present on each site.

For example:

The Tour Europlaza, in compliance with the high-rise building regulation (Immeuble de Grande Hauteur, IGH), has a security and monitoring post that is active 24/7. In permanent operation, it ensures security in the building thanks to fire detection and firefighting equipment. The safety officer organises an annual evacuation exercise.

The two buildings on the Nantes site are subject to the regulations on buildings accessed by the public (Etablissement Recevant du Public, ERP). Each has fire detection equipment linked to an alarm control unit supervised by a monitoring service.

The annual regulatory checks (electricity, detection, fire, extinguishers, air extraction, etc.) are recorded in the security record held on each site.

- **Mesures en faveur du bien-être général des collaborateurs**

The existing collective agreements, particularly those concerning professional equality between women and men, disability, quality of life and working conditions contribute overall to the general welfare of staff.

Premises

The measures in the risk prevention plan and the maintenance of the working premises contribute to maintaining pleasant working conditions.

The Paris and Nantes premises are regularly maintained.

The overseas entities also have recent premises providing a modern, adapted working environment.

Opinion Survey

Since October 2019, the Group has used the "SuperMood" tool to conduct regular surveys of employee engagement and their reasons for satisfaction and dissatisfaction.
Two surveys were launched in 2023:

• The first, in April, was on the subject of the entity's objectives and strategy (57% response rate).

• The second, ahead of the summer, tackled management, communication, strategy, and relationships with and between teams (86% response rate for MMB and 78% on group level).

Employees welcome the autonomy and scope for development within the Group, the regular feedback from managers, the team spirit and the Group's CSR commitments. However, they would like to see more informal get-togethers, more clarity about the future organisation and the Group, and an improvement in the working environment.

Alongside the Group-wide action plan, each department is committed to building a specific action plan depending and reflecting the results.

The Group also endeavours to evaluate the feelings of its employees through the ENPS (Employee Net Promoter Score), which improved four points between 2022 and 2023.

SuperMood also allows everyone to send a weekly "SuperLike" to the colleague of their choice to thank or congratulate them. In 2023 more than 4760 "SuperLikes" were sent.

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Physical and sporting activities

Staff working at the Tour Europlaza can sign up for the gym located on the site.

In February, the Group set a Km for Change challenge. Over the course of a month, our employees took part in this sporting challenge supporting the Imagine For Margo charity. More than 4000 km were run in 664 races. For every kilometre covered, the group donated one euro to the charity.

In June, to mark World Hunger Day, more than thirty Group employees got together to take part in the Action Against Hunger challenge on the forecourt of La Défense, taking part in activities such as running, walking, zumba and yoga.

In October 2023, around thirty employees took part in the Odyssea race in aid of the fight against breast cancer. Odyssea funds breast cancer research by organising races across France.

Throughout the month of October, the Group's employees were once again able to support Pink October through a number of initiatives, including a race for solidarity. For every km run during the month of October, the Group made a donation to the Institut Curie.

Our colleagues took part in the Foulées du Ruban Rose in Antilles, the Relais pour la Vie in Martinique and the Colour Run in French Guyana.

• Military reserve

The Group ensures compliance with local regulations concerning the enlistment of employees in the military reserve. For example, in France, all the Group's entities follow the Labour Code and accept that a reservist can be absent at any time upon approval of a request for unpaid leave.

• Volunteer day

Employees of My Money Bank and Sorefi are entitled to one day's voluntary work leave per calendar year, with the option to split it into two half-days.

This day is intended to be used to take part in voluntary work organised by charity organisations. Employees wishing to take advantage of this day must apply to their manager and present evidence provided by the organisation arranging the voluntary work.

Volunteers must work for a charity organisation that has been recognised as being of public or general interest. The charity may be involved in supporting disadvantaged, sick, and disabled people, victims of discrimination, animal welfare or the environment.

In 2023, 12 staff took part in a volunteer day (15 staff in 2022).

c) Diversity and equal opportunities

- **Measures promoting professional equality**

The Group's actions focus on the following six main areas.

- Recruitment: recruitment is solely based on objective criteria: skills, professional experience, training and qualifications, with a guarantee of strictly identical recruitment conditions for women and men with equivalent profiles for a given position.

- Ongoing professional training: the Group guarantees equality of access to all employees, women and men, to ongoing professional training.
The same goes for career development.

- Remuneration: the Group continues to work to reduce the pay gap between women and men, as the equality index shows.

- Parenthood: with special monitoring of staff on maternity, adoption, or parental leave by HR officers and managers.

- Authorised medical absences: additional entitlements for employees in the event of spontaneous termination of pregnancy or menstrual pain (at My Money Bank).

- A practical parenthood guide is now available, focusing in particular on the measures applicable at My Money Bank.

• Integration and retention of people with disabilities

The Group is continuing its policy of retaining and supporting those staff members who are recognised as disabled workers and of helping those who wish to obtain such recognition. In late 2022 it distributed a disability guide full of practical information.

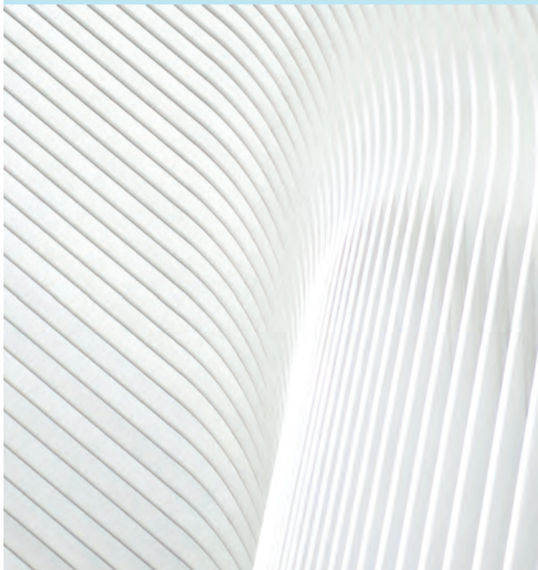
A Disability Officer has been appointed within the Human Resources Department, with the task of guiding, informing and supporting employees with disabilities.

In 2023, the Group had 23 staff members benefiting from the obligation to employ disabled workers, 15 at My Money Bank, six at Somafi Soguafi and one at CCF, compared with 23 such employees in 2022.

In addition, My Money Bank employees can benefit from:

- two paid days to complete the initial application procedures for recognition as a disabled worker or for renewal of this status (Reconnaissance de la Qualité de Travailleur Handicapé);

- pre-financed Universal Employment Service Vouchers (CESU) for people with disabilities.



PILLAR

2. Ethical partner

In the modern economy, the role of banks as institutions and trusted partners has continued to gain salience. The banking industry is also faced with a constant strengthening of the law governing its activities in terms of AML/CFT, customer protection and the proper management of personal data.

As a regulated player, the Group is committed to conducting all its activities in a legal, ethical and compliant manner, reflecting its values. It also pays particular attention to consumer protection.

As a responsible and committed player, the Group has established a code of conduct that offers all its staff an ethical framework to help them steer their actions and take the right decisions. This code is given to all staff and commercial partners. The values and undertakings it contains provide the basis for all relationships.

This code of conduct is also sent to and signed by the Group's suppliers before they enter into any business relationship.

It forms the basis for all the operational procedures and policies that govern the company's day-to-day activities. These internal rules are accessible to all staff members on the Group intranet or on request from managers.

The Group is also engaged in the digitalisation of all its processes. To this end, it offers its customers opportunities for discussion and management that meet their expectations of modernisation and technological fluidity. These changes are tailored to the needs and expectations of customers who now wish for a faster and more personalised banking relationship.

By adapting and reinventing its tools, our Group is taking a modern, pro-active approach, firmly focused on the future.

a) The responsible distribution of products

• Respect for existing and future regulation

Given its regulated activities, the CCF Group must constantly adapt to and comply with the changes to the regulations applying to the products it distributes. As these changes are ongoing in nature, a legal monitoring system has been installed in order to integrate or anticipate any regulatory changes.

The Group is currently active in mainland France and in the overseas departments (Réunion, Martinique, Guadeloupe and French Guyana). Its activities are therefore likely to be impacted not only by regulatory changes or national political decisions but also by local decisions taken within the jurisdiction of the overseas departments.

The Group has established relationships of trust with the authorities locally as a genuine partner of economic development in the overseas departments.

• Measures to reduce the compliance risk

1. Governance

The CCF Group and its regulated subsidiaries are under the supervision of the ACPR (Autorité de contrôle prudentiel et de résolution) For its investment services activities, CCF was regulated by the AMF (Autorité des Marchés Financiers).

The CCF has appointed a compliance director for its retail and specialised banking activities and compliance officers in all its subsidiaries, charged with identifying, preventing and measuring compliance risks.

The compliance director reports directly to the secretary general appointed by the CCF Group. This reporting line guarantees the necessary independence and resources for his mission. His role includes defining and applying the procedures within his remit, and contributing to the dissemination of a compliance culture within the Group.

He fulfils a general supervisory, monitoring and advisory role among staff. Compliance failings observed are notified on a quarterly basis to the compliance committees, executive risk and compliance committees, and to the Board of Directors, of each legal entity.

2. Risk mapping and control plan

The annual compliance plans and the annual control plan are established on the basis of risk mapping which covers all risks, including compliance risks. Given the activities of the Group, the main compliance risks concern the regulatory provisions for the prevention of money laundering and terrorism financing, the prevention of corruption, customer protection and the protection of personal data. These inherent risks are mitigated by control measures that reduce risks to an acceptable residual level.

The risk control measures rely on existing procedures, compliance tools and the internal control system. They are strengthened through training courses (mentioned below in section 4, Training) enabling all staff to recognise and prevent the risks associated with the activities they carry out.

The compliance risk, like the other risks to which the Group is exposed, was assessed quarterly in 2023 on the basis of indicators that are set and validated annually by the Board of Directors. This is the Risk Appetite Statement. Continuous monitoring of these indicators enables the Group to meet its risk exposure targets.

The risk culture is also instilled by the human resources department, which is involved in disseminating the entity's values to its employees and encouraging them to embrace them. It clarifies the behaviour that is expected. Furthermore, staff appraisals are not only about performance but also about character, and whether behaviour is in line with our values.

The performance appraisal process encourages regular exchanges between employees and their managers on the achievement of targets and how to reach them.

3. Regulatory monitoring

The legal and regulatory monitoring system is able to identify legal or regulatory changes that are potentially applicable to the Group's activities, and to establish appropriate action plans. This system is overseen by the regulatory monitoring committee, which ensures that any issues identified are effectively analysed by the departments concerned in order to identify the regulatory impacts on the Group's activities or the necessary changes to the rules governing them.

4. Training

The regularly updated core curriculum covers the regulatory requirements applicable to banking and financial activities. In a preventive approach, its purpose is to maintain and update employees' knowledge of compliance risks (personal data protection, AML/CFT, anti-corruption, conflicts of interest, cybersecurity, etc.).

In addition, specific training courses aim to strengthen the knowledge of the most exposed positions, most often commercial or control roles. 81% of staff completed these courses in 2023.

All external providers also receive this training. As this training was assigned two months before the switchover, a subject on which the majority of service providers were working, many of them did not take the course in 2023.

Finally, some training courses address the obligations arising from the products marketed, or the maintenance of certain functions or the need for annual knowledge updates, including training on:

• the IDD (Insurance Distribution Directive)

• the MCD (Mortgage Credit Directive)

All of the Group's managers and executive directors also receive the training essential to the exercise of their responsibilities, obligations and risk perceptions (AML/CFT, GDPR, banking regulations and IFRS prudential standards, conflicts of interest, the fight against corruption, environmental, social and governance criteria and the Basel IV, MiR and MiFID regulations). This training changes from year to year in line with identified needs.

Particular attention is also paid to compliance department staff engaged in financial services or following specialised regulatory training courses, in some cases leading to professional qualifications. As part of their ongoing training, they contribute to the regulatory monitoring of the entity and conduct impact analyses that are shared with all members of the board.

5. Internal control system

The Group's internal control system is established in accordance with the order of 3 November 2014 as amended on the internal control of businesses in the banking sector. It guarantees the independence of controllers and operates at three levels (ongoing first and second level controls, and periodic controls). These controls cover all the Group's activities. First level controls are carried out automatically, or by managers or dedicated controllers in the various departments. Second level controls are carried out in the risks, compliance, and human resources departments. Periodic controls on the entire system are carried out by the audit department.

The annual control plans are established on the basis of risk mapping. Depending on the risk identified, they provide for the definition of the controls, their frequency and sampling. They are validated by the permanent control committee and included in the Risk Control Self-Assessment (RCSA) presented to the Executive Risk and Compliance committee and the Risk committee.

Control results and corrective measures are followed up and referred to the Permanent Control committee. The RCSA and the associated control plans are reviewed annually to ensure proper cover of all the risks to which the Group's activities are exposed.

6. Application of ethical rules and rules of professional conduct to product distribution

The Group has a zero-tolerance policy towards unethical conduct and undertakes to ensure that its employees, partners or third parties share this approach. These rules and undertakings are set out in particular in the code of conduct.

The Group supervises the distribution of its products through a set of policies and procedures designed to prevent compliance risks, in particular the risk of money laundering and terrorist financing (a), corruption (b), conflicts of interests and the risks of poor commercial practices (c), and the fight against tax evasion (d).

a) The fight against money laundering and the financing of terrorism

The CCF Group is subject to the rules on the fight against money laundering and the financing of terrorism (AML/CFT) and to the restrictive financial or commercial measures imposed by means of economic penalties as required by French regulations for banking institutions or Payment Service Providers (PSP).

The system adopted aims to reduce the risk of legal or regulatory penalties, financial loss or reputational damage. It therefore protects our staff and our customers in a relationship of trust while complying fully with the regulatory obligations. It rests on a risk approach as defined by the regulations.

This approach determines a level of risk for each type of customer and the due diligence corresponding to this level in terms of customer knowledge and transaction monitoring. The analysis of the consistency of the client's risk profile, the nature of the relationship and the transactions carried out may lead the Group to report to Tracfin in situations where a suspicion of money laundering remains after analysis.

b) The fight against corruption

The Group has adopted procedures to fight corruption in the conduct of its business, including the application of strict rules concerning benefits, gifts, and sponsorship. These procedures also apply to the selection and monitoring of its intermediaries and suppliers and to accounting controls.

In addition, all staff may raise questions or report any problems that they may witness, in the first instance to their line manager or to a specialised department (human resources department, legal department, compliance department, etc.).

Similarly, staff may report, anonymously or otherwise, any behaviour or situation that potentially violates the code of conduct or the laws, by activating the independent internal warning system.

This system, accessible to everyone in all the Group's premises, enables staff to report problems concerning the matters and risks governed by the law 2016-1691 on transparency, the fight against corruption and the modernisation of economic life ("Sapin II"). It can also be used to report any behaviour that infringes the Group's ethical rules.

c) Conflicts of interest and the risks of poor commercial practices

Customer satisfaction and the primacy of customers' interests are the two fundamental principles governing the Group's commercial activities.

Staff in contact with customers must prevent any conflict between their customers' and their own personal interests. When delivering advice to customers, they must identify their needs and be certain that the product recommended meets the needs expressed.

For the purposes of its finance business, the CCF Group verifies the customer's debt capacity and offers appropriate products. It refuses to grant loans to customers identified as financially fragile, or where the loan would put them in such a position.

In addition, the subsidiary CCF (formerly Banque des Caraïbes) complies with the regulatory requirements for the investment services it offers. For this reason, it implements measures to reduce the risk of conflicts of interest, based in particular on the duties of market integrity, fairness among investors and investor protection.

Potential or actual conflicts are centrally handled within the compliance department. This system is based on employee declarations of interests that could conflict with those of the business or its customers. This declaration is made routinely at the time of recruitment. Employees are also urged to report any conflicts they may identify in the course of their work

This system is accompanied by dedicated training that is part of the regulatory training plan.

The Group also protects itself from the risks posed by poor commercial practices by ensuring the quality of its distribution network.

d) The fight against tax evasion

The Group operates in France and complies with the tax rules applicable to its activities under national laws.

In its relations with the tax authorities, the Group is committed to respecting tax procedures and to maintaining excellent relationships.

In their customer relationships, Group entities ensure that their customers are informed of the tax obligations relating to transactions with the Group and that they comply with any reporting obligations that may apply to them as account holders or in any other capacity.

The Group does not practice, encourage or promote tax evasion or participate in transactions that may result in an undue tax advantage.

The Group's tax department is responsible for the CCF Group's tax compliance, including tax risk management, and for protecting the Group's reputation in tax matters. It is required to validate tax treatment where it may be an important aspect of products, operations or business decisions. In addition, specified control procedures are in place to validate the tax returns filed by the Group.

7. Consumer protection

Within the Group, customer protection measures rely on rules to guarantee service quality and the primacy of its customers' interests.

The main oversight rules relate to:

- Advertising and communication aimed at customers: The Group controls all commercial documents and other media intended for its customers in order to ensure that the information is clear, accurate and not misleading.

- Staff training: The Group ensures that advisors maintain their knowledge of the products distributed by the Group, enabling them to inform the client's decision making.

- Pricing policy: The Group has established procedures governing the applicable pricing policies and ensuring compliance with usury rates.

The Group also ensures that the general banking conditions and distributor remuneration rules comply with regulatory requirements.

Selection and monitoring of business relationships with intermediaries:

- only intermediaries meeting professional, regulatory and reputational requirements are authorised to distribute CCF Group products. They are assessed frequently.

- Monitoring sales practices: The Group monitors the proper marketing of its products through post-sale customer contacts. The main aim of these post-sale calls is to ensure the quality of the advice given and to check that the mandatory information has in fact been provided.

- Centralised claims processing is used to identify any poor commercial practices or malfunctions in terms of consumer protection and to take corrective measures.

- The policy of banking inclusion and the prevention of over-indebtedness contributes to the early identification of customers in a financially fragile state, and enables the most appropriate solution to be suggested where this is possible. Staff have been given training in order to guarantee the best support for customers.

- Protecting customers' assets: As a banking institution, the CCF Group guarantees that its customers' assets are protected in line with its obligations. The entities concerned are members of the Fonds de Garantie des Dépôts et de Résolution (FGDR).

8. Identification of shortcomings, and risk reduction procedure

The body of procedures adopted by the Group relies on a system of referring malfunctions to the staff member and their immediate supervisor in the first instance. Such supervisors act as advisors to their teams.

The compliance, permanent oversight and internal audit departments identify, centralise and refer failures in procedures or their application to the Executive Risk and Compliance committee. These key departments also have a direct link to the chief executive officer and the board of directors.

These departments issue recommendations in order to remedy inadequacies where these are observed and monitor the implementation of corrective measures. Furthermore, the Group's different entities can access an independent internal channel for reporting alerts, which allows both employees, and business associates to report a malfunction, anonymously or otherwise.

Compliance failures are the subject of quarterly monitoring. These are centralised by the compliance director, who consolidates them (through dedicated structures such as the Compliance committee, the Risk and Compliance committee or the Risk committee) and monitors them until they are resolved. Taken together, these measures contribute to risk reduction through the continuously adapted mapping of the risks to which the group is exposed, drafting the control plan and implementing corrective measures.

b) Data protection and cybersecurity

In a context of ongoing digitalisation in the banking market and new models of consumption by customers, the Group has adopted a standardised and consolidated approach to the protection of personal data (1), while controlling its IT risks (2).

1.Protection of personal data

Data protection and security are essential issues for the Group, and a consistent, consolidated approach is taken, not least to ensure compliance with the General Data Protection Regulation (GDPR) or cybersecurity measures.

- 2023 saw the consolidation of the personal data protection system:

- the personal data protection system has been strengthened by updating the register of processing activities with the support of the network of Data Protection Officers;

- the roll-out of additional ongoing controls has also helped to consolidate the system;

- the DPO has also provided support to the entity's various departments, overseeing responses to applications for the exercise of certain rights and raising awareness of data protection requirements among Group employees;

- Finally, Management is kept informed of the maturity of the system using key indicators monitored by internal committees and in the DPO's annual report.

2. IT performance

The increasing complexity of new technologies, the development of "cloud" computing and the growing cybersecurity risk are reflected, in general and over-arching terms, in a significant rise in incidents affecting information systems (including cybersecurity incidents).

The banking sector, which is undergoing profound digital changes, is directly impacted by the complexity and the particular nature of cybersecurity:

- it is difficult to determine the precise consequences of a potential breach of security, as cyberattacks are ever more sophisticated and difficult to eradicate;

- the impacts can be significant, and can directly impact business continuity, in particular by corrupting backup data;

- the multiplicity of players involved, such as suppliers or service providers, increases the cybersecurity risks of outsourcing. This is because a subcontractor whose security measures are not compliant can represent a way into an institution's information system.

These aspects of cyber risks are forcing all the Group's entities to adapt their performance in terms of IT security.

To respond to these concerns, the Group, in conjunction with the recommendations of the regulators, is gradually strengthening its risk mitigation measures. To control the IT risk, the Group has taken inspiration from the practices described in ISO 27001 when implementing its information security management system (ISMS).

As IT risk control is not the responsibility of IT teams alone, the institution has opted to include it in a generalised approach to the control and management of risks under the leadership of the risk director (the "Group Chief Risk Officer" referred to in the banking regulations).

Through this organisation, which is required to serve all the Group's entities, the managing bodies of the Group are directly involved both in bringing IT strategy into line with the risk appetite and in implementing and following up risk mitigation measures.

The agile and digital transformation of the Group implies a strengthening of mechanisms for managing existing and emerging risks of this type. Digitalisation has led the Group to adopt a range of cloud computing solutions, including software as a service (SaaS) and infrastructure as a service (IaaS), that enable it to significantly reduce its costs and delays in developing new applications.

Aware of the impacts of the use of cloud computer technologies and the risks that they can entail, particularly for a banking activity, the Group is taking great care to respond to the recommendations and expectations of its regulators - the Autorité de Contrôle Prudentiel et de Résolution, the European Banking Authority and the National Commission on Information Technology and Liberties - by implementing secure, controlled solutions.

The risk mapping that was begun during 2018 has since been periodically and systematically reviewed in order to include the risks associated with the new structural and operational arrangements for Group IT. This provides an accurate picture of the points requiring attention from staff in charge of IT assets in the course of their day-to-day work.

In terms of IT security, the Group is adopting an approach of constant improvement, not least in the Security Operation Center (SOC), by setting up automated scans to detect vulnerabilities in the information system, and through the introduction of a bastion solution to secure high-privilege access.

The scope of these solutions is changing as the Group's information system evolves. In addition, security teams support staff in charge of IT assets by regularly raising awareness of the security issues to be taken into account within projects.

In order to ensure a satisfactory level of security, the products developed within the Group are subjected to particular attention through code reviews, technical safety audits and raising awareness of secure development among product teams.

Risk reduction policy

• Regular monitoring of subcontractors

The Group sourcing team provides monthly monitoring of all subcontractors in order to guarantee the rigour, service quality and expertise they deliver. It is imperative for the Group to maintain a high level of quality and security in its services and products, particularly where outsourcing is used. Furthermore, all new relationships with a provider are subject to a security risk assessment.

• Controls on security measures

The development of internal practices has led the Group to define and establish new controls on its ISMS in order to ensure the sound management of its risks.

• Specialised training provided to staff
The adoption of AGILE practices within the Group is accompanied by measures to raise teams' awareness of cybersecurity risks.

The Group is continuing its digitalisation efforts, constantly improving its services to better meet market and customer expectations.

In 2023 business in the DOMs has focused on developing functionalities for existing tools. This has enabled processes to be automated, simplified and, above all, made more secure, in particular by automating collateral procedures (registration and cancellation of pledge and collateral, etc.).

As well as optimising the process and delivering measurable productivity gains for the teams, this ensures that 100% of guarantees are executed.

The other major initiative was the automation of the transfer of customer financing requests from the CRM to the acquisition tool. This has resulted in improved productivity for the sales teams, who no longer have to enter the credit offer twice, and better monitoring of customer requests - 100% of customer requests from the DOM website are now processed in the CRM in less than 24 hours.

At the same time, the DOMs have set up an automated purge of prospects who have not followed up on their project, in each of the tools that manage prospective customers (CRM/ BU). These measures are GDPR-compliant.

PILLAR

3. Climate player

Environmental concerns

Although its entities' business activities neither cause pollution nor are classified as posing a risk, the Group has chosen to pursue a socially responsible environmental policy.

Aware of the role of banking and financial institutions in climate change, the Group has decided to take part, at its own level, in the general spirit of the fight against climate disruption. Whether through its staff, its customers or its financial products, the Group endeavours to encourage environmentally responsible behaviour.

As part of the sustainability strategy and the role it wishes to embody in climate change, the CCF Group has decided to measure its carbon footprint for the second consecutive year.

In the second half of 2023, the Group measured all the greenhouse gases emitted directly and indirectly during 2022.

The carbon footprint was therefore calculated for all three Group scopes, including measuring the impact of its financing and investments activities as well as CO_2 emissions from upstream and downstream transport.

Currently, this second carbon audit is being finalised in order to validate the calculation methodology, particularly with regard to the financing granted.

The Group has for several years taken actions designed to include the environmental aspect of projects, financing, equipment or internal initiatives.

For example, the oversea entities Sorefi and Somafi-Soguafi have positioned themselves locally as responsible players, with:

- Encouragement to replace thermal vehicles with hybrid or electric models by including hybrid and electric vehicles in the list of company vehicles available to eligible staff, with an increased budget;

- the distribution, through the social network Facebook pages set up for Sorefi and Somafi-Soguafi, of content promoting good citizenship (energy saving, recycling, tips for avoiding waste, etc.).

Since 2020 My Money Bank offers a “full digital” track to its customers, with:

- Access to a personal space for secure loan applications, management of products held at the bank, communication and document access.

The option of electronic signature for secured debt consolidation offers (the first specialised bank to offer this service in France), with a take-up rate of over 70% since its launch, resulting in a productivity gain for operational teams, and a considerably shorter financing timeline for customers. This service has been expanded to include part of its unsecured debt consolidation offer in 2023.

More strategically, the Group is closely following current movements in the “green finance” segment which is developing in Europe.

To assess the environmental risks and challenges to the activities of the CCF Group, the following section of this report addresses:

a) Failure to adapt the business to environmental challenges
b) The physical risks of extreme climate events

a) Failure to adapt the business to environmental challenges

As a corporate citizen, the Group is particularly attentive to climate disruption and the issues that accompany it. Internally, the Group has for several years conducted a responsible policy for the management of its resources (paper, electricity, etc.) and fully integrates this aspect into cost control.

1. Energy performance policy for its premises

In deciding to install its registered offices, and those of its main subsidiaries, in the Tour Europlaza at Paris La Défense, the Group has taken care to choose premises that meet high energy performance standards, since these premises have received High Quality Environmental (HQE) certification. NF HQE certification for new or renovated service buildings (NF HQE Bâtiments Tertiaires - Neuf ou Rénovation) makes it possible to enhance the performance of buildings, but also to reduce their consumption and their environmental impact and to improve the health and comfort of their users.

Internally, in the cafeterias in the Paris building, management have raised staff awareness of the Tour's undertaking commitment to sort waste. Employees are thus urged to use the bins - as appropriate to each waste type - provided in the offices, cafeterias and other shared spaces.

In addition, Tour Europlaza employs the company Paprec to process the waste from the common areas as well as from its tenants. All the waste collected is sorted and then sent to a recycling centre

Similarly, all tenant waste from the rue de Grenelle premises is collected, sorted and recycled or reclaimed by the company Greenwishes.

Finally, the company has enlisted the services of Nespresso to collect and recycle used aluminium coffee capsules at the Europlaza site.

In terms of the thresholds established by the decree no 2013-1121 of 4 December 2013, namely (i) a workforce exceeding 250 persons and (ii) revenue of more than €50 million or a total balance sheet not exceeding €43 million, the company My Money Bank, a member of the Group, is obliged to conduct an audit energy of its activity every four years. This obligation is enshrined in article 40 of law no 2013-619 of 19 July 2013 "containing various measures adapting law to European Union law in the field of development".

Accordingly, the company QUARDINA conducted energy audits in accordance with NF EN 16347-1 and the recommendations of NF EN 16247-2-2 both in Paris (Tour Europlaza) on 30 November 2023 and in Nantes (Alaska and Idaho buildings) on 18 December 2023.

At Europlaza, the main approach selected to reduce the site's energy requirements is to lower the temperatures set in the offices. This is because works on the building and equipment will not be possible as they do not belong to My Money Bank.

In Nantes, the main approaches selected to reduce the site's energy requirements are improving the building shell, reducing the temperatures set in offices and better regulating certain energy systems. However, works on buildings and equipment will also be complicated as they too do not belong to My Money Bank.

In La Réunion, the company Eneor conducted an NF EN 16247-5 energy audit on the Sainte Marie site in August 2023.

The main approaches identified to reduce the site's energy requirements include improving ventilation, optimising the air conditioning in the computer bay, and optimising the electricity purchase contract.

Further, in day-to-day operations, the Group ensures the sustainable and rational use of resources by all its staff.

- **Energy consumption - Measures taken to improve energy efficiency and the use of renewables**

Electricity consumption CO_2 emissions due to electricity consumption

Lighting operating hours are restricted to certain time periods and to the days when staff are present. This measure has seen electricity consumption fall, and consequently the environmental impact also. In premises in mainland France, lighting and air conditioning systems are switched off every evening at 22.00 hours, and can only be switched on manually or through a motion detection system.

This approach is accompanied by a number of initiatives, including:

- the replacement of used light bulbs with low-power LEDs;

- the renovation of air conditioning circuits in 2019 in agreement with the manager of the premises at La Défense. These works have replaced the lost-water air conditioning with a new and more efficient closed-circuit system with better energy performance, re-using the chilled water provided by a specialist company;

- the replacement of a large proportion of computer screens by screens with low consumption.

During 2023, electricity consumption for all the Group’s entities totalled 1,276,535 kWh, down from 1,552,465 kWh in 2022, equivalent in terms of greenhouse gas emissions to 348 tonnes CO_2 equivalent in 2023, compared with 651 tonnes CO_2 equivalent in 2022.

This reduction is explained by the gradual shutdown of the CCF (formerly Banque des Caraibes) sites, and by a reduction in Sorefi's electricity consumption at the Sainte Marie site, partly due to the replacement of neon lighting with LED panels.

Consumption of fossil fuels - CO_2 emissions due to business travel per employee

The Group applies various measures to promote the use of the most responsible transport modes for staff journeys.

To this end, staff eligible for a company car are offered the choice of electric, hybrid, petrol or diesel vehicles, insofar as their choice remains compatible with their professional activity and their need for independence.

Fuel consumption for all the Group's entities in 2023 was equivalent to greenhouse gas emissions of 316.33 tonnes CO_2, compared with 320.32 tonnes CO_2 in 2022. This slight fall is explained in part by the gradual replacement of thermal vehicles by hybrid or electric equivalents at Sorefi and by a reduction in the number of business vehicles in Martinique.

Greenhouse gas emissions from other ground travel totalled 137 tonnes of CO_2 while air travel accounted for 568 tonnes of CO_2 for all Group employees in 2023. These emissions are higher than in 2022 due to preparations for the integration of HSBC.

Car parks fitted with charging points have been created for electrical vehicles at the Paris La Défense site, and bicycle parking has been provided at the Nantes site. A study is being undertaken to set up electric vehicle charging stations at the Nantes site, which could also benefit My Money Bank staff using a personal electric vehicle.

The sustained use of remote working by staff also contributes to limiting the impact of business travel on the environment.

The installation of five video-conferencing rooms in the premises at Paris La Défense and Nantes in 2019 facilitates communication between the two sites and helps to reduce staff travel.

In addition, a sustainable mobility package worth €300 a year was offered to all Group employees for the first time in February 2023.
The aim of this sustainable mobility package is to encourage employees to reduce the use of their cars to get to work, and to encourage the use of bicycles instead.

So far 63 employees have taken advantage of this measure.

Finally, Sorefi has conducted a transport energy audit in accordance with NF EN 16247. The main opportunities for improvement involve better monitoring of fuel consumption, a vehicle renewal policy, the introduction of a maintenance monitoring tool and eco-driving training.

2. A policy of responsible consumption

• Paper

Given the nature of the Group's business activities, the consumption of raw materials relates almost exclusively to paper. Since 2017, the Group has taken measures to reduce paper consumption, introducing digitalised solutions for information exchanges, the electronic signature of contracts and a pass-protected printer pool programmed to delete printing works not recovered after 48 hours.

The introduction of a "universal desktop" to handle customers' and prospects' documents, and the digital signature solutions established in 2020 as part of the Group's digitalisation drive, have contributed to the reduction of paper consumption.
In order to prepare for the integration of CCF and to provide customers with updated marketing materials and newsletters, paper consumption at CCF (formerly Banque des Caraibes) has risen sharply over the last period.
The paper tonnage for 2023 stood at 54.49 tonnes across the whole Group.

• **Computer equipment**

The CCF Group encourages a responsible approach for the purchase and management of IT equipment.

For example, the Group is working with the service provider Tibco to manage its IT equipment more responsibly through its 'Renaissance' programme, which involves recycling or reusing equipment at the end of its life at MMB.
Thanks to this offer, 32% of the equipment recovered could be reused or recycled, a total of 919 kilograms of equipment over 2023.

Finally, a one-off operation to collect IT equipment belonging to MMB employees at the Nantes site was set up with the service provider "Atelier du bocage". Nearly 75 kilograms of equipment (screens, computers, etc.) were recovered and either recycled or sent to decontamination centres.

• **Fighting food waste**

In agreement with all the tenants, including My Money Bank, the company restaurant at Paris-la-Défense has introduced a vegetarian option every day, in order to reduce meat consumption.

The CCF Group is committed to a number of eco-actions on the part of its employees. These are regularly brought to the attention of employees and are displayed in the group's premises. This is essentially a matter of applying sound practices in everyday life.

b) The physical risks of extreme climate events

The Group's financing subsidiaries in Réunion, the Antilles and Guyana operate in geographical areas that regularly experience violent climate events which are occurring with increasing frequency.

Whether to protect staff, equipment and buildings, or in the interests of customers, the Group has adapted measures in place to support its overseas subsidiaries during such events.

Severe storms and flooding are not uncommon in mainland France. Measures comparable to those in overseas entities are also in place to ensure the physical safety of employees and customers of the CCF branch network and to protect property assets.

• Management of risks to staff and Group assets

As a responsible employer, the Group strives to ensure the physical and psychological safety of its staff.

Hence, when severe weather warnings are issued in geographical areas, particularly those overseas, where Group employees are present, all possible safety measures and precautions are taken.

Organisations are designed to offer an off-site service in the event that the teams are forced by weather conditions to work from home.

In the event of violent climate events, local managers - both in France and in the DOMs - are required to check up on the health of their employees. They must also make flexible adjustments to working conditions and methods to enable their staff to respond with equanimity during critical climate episodes.

The Group also ensures that premises and working equipment and materials are not at risk of destruction or severe damage by natural disasters.

Given the nature of its business, the Group is obliged to maintain service continuity by guaranteeing the integrity of all data, in particular by appropriate back-up measures.

The banking regulations to which they are subject also oblige Group entities to draft an emergency and business continuity plan to ensure the continuation of activities in the event of any serious incident, accident or natural disaster.

This plan identifies the various major risks for each site and sets out crisis management plans. Its main objectives are:

- ensuring the safety and protection of staff and goods or assets,

- minimising the impact on customers or the potential economic loss,

- maintaining critical business functions and regulatory compliance,

- restoring the working environment.

The emergency and business continuity plan covers the following aspects:

- evaluation of the risks linked to the location and technical characteristics of each site,

- analysis of the impact of potential incidents on activities,

- installation of and respect for preventive measures,

- preparation and updating of emergency IT and business continuity plans,

- crisis management and launch of emergency and business continuity plans,

-continuity of essential externalised services and key suppliers,

- ongoing staff training with support updated at the end of 2020 to take account of changes in fall-back strategies, which have been significantly amended following the health crisis and were again updated in 2023.

- verification of plans by periodic exercises,

- periodic assessment of the continuity plan (self-assessment, Internal Audit reviews).

The Group Continuity Policy was reviewed at the end of 2023 to cover the retail bank CCF, which was integrated on 1 January 2024. A description of the cyber incident response plan has also been included since 2021. The aim was to strengthen the plan and bring it to the attention of all stakeholders in order to get them involved and make the system more effective.

This update was accompanied by exercises to test it and ensure that it was thoroughly understood by the main participants. These exercises included contact tests for employees in certain departments in case the entire IT system of the Group was down, e.g. as a result of a cyber-attack.

The expansion of the Group's activities to include retail banking has led to the strengthening of the Business Continuity team and broadening its remit to include all aspects of Operational Resilience. The aim is to ensure that the system is robust and enables a rapid return to normal operations in the event of a disaster or major incident.

Under the authority of the managers of each Group entity concerned, continuity teams contribute to plan maintenance, employee training and the conduct of exercises. Their actions are supervised by the Group's Business Continuity team.

- **Management of risks to customers**

As customer-focused banking partners, the Group's entities do their best to provide support in the sometimes distressing experiences that can follow major climate events (storms, hurricanes, floods, etc.), especially in overseas geographical areas.

Apart from financial factors, the Group takes account of the human aspect of lending activities, supporting its customers and taking account of their personal circumstances.

PILLAR

4. Innovative banker

The Group is determined to play its part in limiting global warming. This commitment is reflected in the support provided to its customers in their energy transition.

The Group aims to put environmental, social and governance (ESG) criteria at the heart of its development and its financing offers.

My Money Bank is an expert player in the professional real estate financing market. Through its "green" offer, set up in 2021, it offers its customers environmentally friendly, solidarity-led financing. It provides a range of services enabling them to access GreenTech partners (such as Longevity Partners, Sitowie, Geosophy, and Neo Eco) or to put them in touch with entities or organisations likely to give them grants or subsidies and/or to make donations to associations or companies working for the energy transition and solidarity initiatives.

This offering is addressed to the real estate professionals customers (realtors, developers) for all asset classes (residential, offices, commercial, logistics) in the Ile de France and the main cities in France.

It is intended for the financing of green projects, whether works to reduce the energy consumption or CO_2 emissions of buildings or to bring them into compliance with the latest environmental regulations. This finance offering is structured around a proposal for dedicated and differentiating services that will support clients in the various aspects of green projects.

Under market circumstances, which have deteriorated sharply since the end of 2022, this 'green' financing offer needs to be reviewed in order to align it as closely as possible with the current market and the environmental regulations that will apply over the next few years.

The Group had set a target of 5% of green financing on all new volumes in 2022. In 2022, 10% of MMB's new commitments (for real estate professional financing) were eligible for this green financing offer. The 2023 target was to reach 15% of new volumes. This green financing target has been achieved in 2023, representing 21% of the total volume.

At the end of 2021, for real estate professional financing, MMB developed an ESG rating model internally to measure the Environmental, Social and Governance characteristics (non-financial criteria) for each real estate transaction financed. This rating model has been used to rate new finance granted since 2022.

The rating tool should help to improve the management and guidance for ESG risks within the bank. The use of this scoring tool shows that the model needs to be adapted to improve the relevance of the data extracted from this source applied to the customer profile.

In addition, the overseas entities Sorefi and Somafi-Soguafi are positioning themselves locally as responsible players, not least through the promotion of finance for electric and hybrid vehicles since 2018 through the 'Electrik by Sorefi' and 'Electrik by Somafi-Soguafi' brands. This is a tailored and affordable vehicle finance package for the purchase of a hybrid or electric vehicle, with the added benefit of government grants and subsidies.

The Group's various business lines are also considering the development of new financing proposals to better support the Group's customers in their environmental transition.

l'electrik

04

Taxonomy

IV. INFORMATION REQUIRED UNDER ARTICLE 8 OF REGULATION (EU) 2020/852 ("TAXONOMY") AND DELEGATED REGULATION (EU) 2021/2178

Background

Since 2018, the European Commission has taken a series of commitments and regulatory measures to finance sustainable growth and reduce its greenhouse gas emissions in order to achieve carbon neutrality by 2050 and a 55% reduction between 1990 and 2030. In addition to the public funding allocated, the Commission aims to redirect private funding towards more "sustainable" activities. Published in June 2020, the European Taxonomy Regulation should be seen in this context. The text consists of a common classification system for potentially and actually environmentally sustainable activities, based on six objectives:

1. climate change mitigation;
2. climate change adaptation;
3. the sustainable use and protection of water and marine resources
4. The transition to a circular economy;
5. pollution prevention and control; and
6. the protection and restoration of biodiversity and ecosystems.

The Taxonomy distinguishes between eligible and aligned activities. Eligible activities are the activities identified by the Regulation, which has selected the sectors that can contribute most substantially to the six environmental objectives. For climate, these are the sectors that emit the most greenhouse gases, for example the residential and transport sectors. Alignment makes it possible to define, for a specific eligible activity, the share that can be considered as "green" pursuant to the Regulation. This implies that the activity respects the specific requirements listed for it, by sector (the technical criteria); but also that the activity, while making a positive contribution to one of the environmental objectives, does not harm the other five (the "DNSH" principle), and that minimum social safeguards are respected. In July 2021, the list of eligible activities and the technical criteria for alignment were published for the first two objectives: mitigation and adaptation to climate change. A Delegated Act supplementing Article 8, published in December 2021, clarifies the content of the indicators and how they should be disclosed.

Eligible activities corresponding to the four other environmental objectives were published in April 2023 and will come into effect in 2024.

The Regulation applies to entities required to publish a Statement of Non-Financial Performance (SNFP) under the NFRD and is phased in as follows:

• For the 2021 reporting period, financial and non-financial undertakings must disclose the proportion of their eligible activities for the first two environmental objectives;

• For the 2022 reporting period, non-financial undertakings will disclose their share of alignment for the six environmental objectives but financial entities will only have to disclose their share of eligibility for the first two objectives;

• For the 2023 reporting period, financial and non-financial undertakings must disclose the proportion of their eligible activities for the set of six environmental objectives, and their share of alignment for the first two;

• For the 2024 and subsequent reporting periods, they will be required to disclose their share of alignment for all the environmental objectives.

CF Group reporting

The Group's activity consists of receiving deposits or other repayable funds from the public and granting loans for its own account. For this reason, as a financial company, the CCF Group must comply with the Taxonomy Regulation and must disclose the key performance indicators that have been defined for credit institutions.

Most of the Group's activities are concentrated on individual customers, particularly through debt consolidation. The Group also works with companies (financing offer for real estate professionals or specialised financing in the French overseas departments) but these exposures are much smaller and the great majority of these companies are not themselves subject to Taxonomy reporting (because they are not subject to the NFRD's disclosure obligations). Similarly, exposures to local authorities are marginal. The CCF Group's exposures to the counterparties referred to in the Taxonomy are therefore largely concentrated on households. The "eligible" proportion is thus mainly based on the consolidation of mortgage loans to individual customers.

The 2023 reporting results are summarised in the table below. In compliance with the Taxonomy Regulations and the recommendations of the EBA, amounts are reported at gross carrying value (at 31/12/2023) and correspond to the amounts in the FINREP reporting. A note on methodology is given below.

3 The Non-Financial Reporting Directive (NFRD) requires large undertakings that are public interest entities exceeding, at the balance sheet date, the criteria of an average number of 500 employees over the financial year and a balance sheet total of more than €20 million or a net turnover of more than €40 million to include a non-financial statement in the management report.

	Amounts (€m)	% of total balance sheet assets	% eligible
Total balance sheet assets	8 208 122	100%	
Total exposures to counterparties referred to in the Taxonomy	6 052 477	74%	
Total exposures to companies not subject to NFRD disclosure requirements	1 049 596	13%	
Interbank demand loans	366 289	4%	
Trading book	34 377	0%	
Exposures to central governments, central banks and supranational issuers	132 951	2%	

	Amounts (€m)	% of assets covered	% of total balance sheet assets	% eligible 2022	% eligible 2023	% aligned 2023
Total assets used in calculation of ratios	8 040 834	100%	98%			
Exposures to counterparties referred to in the Taxonomy	6 052 477	75%		**44%**	**44%**	**1%**
of which exposures to companies subject to NFRD disclosure requirements	1 192 916	15%		0,27%	0,39%	0%
of which exposures to households	4 832 575	60%		44%	44%	0%
of which commercial real estate loans	2 816 765	35%		41%	35%	0%
of which loans for motor vehicles	717 677	9%		3%	9%	1%
of which exposures to local authorities	26 986	0%		0%	0%	0%
Exposures to companies not subject to NFRD disclosure requirements	1 049 596	13%				
Exposures to derivatives	90 326		1%			
Interbank demand loans, cash and other assets[4]	848 434		10%			

	Amounts (€m)	% eligible 2023	% alignment 2023
Total eligible off balance sheet exposures	374 313	**6%**	**0%**
Financial Guarantees	71 949	0%	0%
Given financing commitments	302 364	6%	0%

The CCF Group has maintained its eligibility ratio since last year (44.34% vs. 44.4% in 2022). This trend is mainly due to a modest change in loans to individuals (which fell by 2% from 4.93 billion euro to 4.83 billion). The fall in mortgage loans for individual customers (2.81 billion euro this year vs 3.46 billion last year) is offset by a rise in motor vehicle loans (9% of covered assets vs 3% last year), included in the eligibility calculation from 2022.

Outstanding loans relating to NFRD undertakings have risen from 127 million euro to 1.1 billion euro. However, the eligibility of these outstanding loans has changed only slightly (from 0.27% to 0.39% between 2022 and 2023).

Alignment is 1% and applies exclusively to vehicles meeting the criteria of sector 6.5 Transport. 77.6 million euro of vehicle loans are aligned with the taxonomy out of a total of 717 million (10.8% of vehicle loans financed).
Out of 374 € off balance sheet commitment, only 6% are eligible to taxonomy for 2023. They solely relate to real estate loans to individuals.

Work will be carried out in 2024 to accurately assess the sustainability of outstanding loans granted on the newly acquired portfolio (HSBC retail portfolio).
Finally, CCF Group is not exposed to the nuclear energy or fossil gas sectors.

4 Tangible assets, intangible assets, tax assets, other assets, non-current assets and disposal groups classified as held for sale, and provisions

Line	Nuclear energy related activities	
1.	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2.	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3.	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
	Fossil gas related activities	
4.	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5.	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	NO
6.	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	NO

Line	Economic activities	Proportion (information must be presented in monetary amounts and percentages)					
		(CCM+CCA)		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
		Amount	%	Amount	%	Amount	%
1.	Amount and proportion of Taxonomy-eligible but not Taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	0	0%	0	0%	0	0%
2.	Amount and proportion of Taxonomy-eligible but not Taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	0	0%	0	0%	0	0%
3.	Amount and proportion of Taxonomy-eligible but not Taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	0	0%	0	0%	0	0%
4.	Amount and proportion of Taxonomy-eligible but not Taxonomy-aligned economic activities referred to in Section 4.29 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	0	0%	0	0%	0	0%
5.	Amount and proportion of Taxonomy-eligible but not Taxonomy-aligned economic activities referred to in Section 4.30 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	0	0%	0	0%	0	0%
6.	Amount and proportion of Taxonomy-eligible but not Taxonomy-aligned economic activities referred to in Section 4.31 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	0	0%	0	0%	0	0%
7.	**Amount and proportion of other Taxonomy-eligible but not Taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI**	0	0%	0	0%	0	0%
8.	**Amount and proportion of other Taxonomy-eligible but not Taxonomy-aligned economic activities in the denominator of the applicable KPI**	0	0%	0	0%	0	0%

Line	Economic activities	Amount	Percentage
1.	Amount and proportion of economic activities referred to in line 1 of model 1 which is not Taxonomy-eligible under Section 4.26 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	0	0%
2.	Amount and proportion of economic activities referred to in line 2 of model 1 which is not Taxonomy-eligible under Section 4.27 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	0	0%
3.	Amount and proportion of economic activities referred to in line 3 of model 1 which is not Taxonomy-eligible under Section 4.28 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	0	0%
4.	Amount and proportion of economic activities referred to in line 4 of model 1 which is not Taxonomy-eligible under Section 4.29 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	0	0%
5.	Amount and proportion of economic activities referred to in line 5 of model 1 which is not Taxonomy-eligible under Section 4.30 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	0	0%
6.	Amount and proportion of economic activities referred to in line 6 of model 1 which is not Taxonomy-eligible under Section 4.31 of Annexes I and II to Delegated Regulation (EU) 2021/2139 in the denominator of the applicable KPI	0	0%
7.	**Amount and proportion of other economic activities that are not Taxonomy-eligible referred to in lines 1 to 6 above in the denominator of the applicable KPI**	0	0%
8.	**Total amount and proportion of other economic activities that are not Taxonomy-eligible in the denominator of the applicable KPI**	0	0%

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Notes on methodology

Scope of the present statement

The scope of this statement is the consolidation scope of the financial holding company CCF Holding and all its operational subsidiaries existing at 31 December 2023, namely:

- My Money Bank,
- CCF (formerly Banque des Caraïbes)
- Somafi - Soguafi
- Sorefi
- SLMB
- MMB SCF.

▪ Relevance of the information

The Group's statement of non-financial performance only relates to the risks, challenges and opportunities that are relevant in light of its business model.

▪ Description of policies

For each significant risk, a description is presented of the policies adopted to prevent, identify or mitigate its occurrence.

▪ Indicators on the number and percentage of employees who have followed dedicated GDPR training:

The completion rate is calculated as the difference between the number of employees who have completed the training and the total number of employees in the Group. Includes internal staff (permanent contracts, fixed-term contracts, professional contracts, trainees, temporary workers, external service providers). Excludes agents and inactive employees (maternity leave, sabbatical leave, long-term leave).

▪ Company indicators:

Net promoter score:

The ENPS (Employee Net Promoter Score) uses the same calculation as the NPS, applied to employees. All our staff (including trainees) regularly answer the question "How likely would you be to recommend your company to a friend or colleague?" on a scale of 1 to 10. The ENPS is calculated by subtracting the percentage of employees who scored less than 6 (non-ambassadors) from the percentage of employees who scored 9 or 10 (ambassadors), with employees who scored 7 or 8 being assumed to be passive.

Distribution of employees by age, gender and average age

The graphics showing the distribution of employees present on 31 December 2023 by age and gender cover all employees, excluding trainees and corporate officers.

Total number of training hours

The total number of training hours includes training carried out by all staff and excludes students on placement and trainees.

Number of staff recruited (permanent and fixed-term contracts)

The number of recruitments includes the staff of My Money Bank, its subsidiaries, and CCF, and excludes students on placement and trainees.

Number of employees benefitting from the obligation to employ workers with disabilities

This indicator counts the number of employees benefiting from the obligation to employ disabled workers across all the Group's entities, all contracts included.

- Energy indicators and carbon footprint:

The scope used for the Group's carbon footprint corresponds to scopes 1 and 2.

Electricity consumption - The consumption of electricity by all the Group's companies has been calculated on the basis of the invoices issued for 2023.
In the case of CCF (formerly Banque des Caraïbes), consumption was estimated on the basis of monetary ratios, as invoices were unavailable.

The calculation of the carbon content of electricity (in tonnes of CO_2 equivalent) is obtained by multiplying the total annual consumption in kWh by an emission factor published on the ADEME site.

Electricity – average mix – consumption – Mainland France	0.0520 $kgCO_2e/kWh$
Electricity – average mix – consumption – Overseas, Réunion	0.780 $kgCO_2e/kWh$
Electricity – average mix – consumption – Overseas, Guadeloupe	0.695 $kgCO_2e/kWh$
Electricity – average mix – consumption – Overseas, Martinique	0.832 $kgCO_2e/kWh$
Electricity – average mix – consumption – Overseas, Guyana	0.957 $kgCO_2e/kWh$

Fuel consumption - Fuel consumption for the Group's entities has been calculated on the basis of the actual consumption of fuel in litres by company vehicles during the past reporting period. The conversion factors used to calculate the associated greenhouse gas emissions are taken from the ADEME "Base Carbon" database.

It should be noted that the fuel consumption of CCF (formerly Banque des Caraibes) and the professional mortgage financing business are based on monetary ratios due to the absence of detailed invoices.

Petrol – Unleaded premium grade (95, 95-E10, 98) – **Mainland France**	2.7 $kgCO_2e$/litre
Petrol – Unleaded premium grade (95, 95-E10, 98) – **Réunion**	2.90 $kgCO_2e$/litre
Petrol – Unleaded premium grade (95, 95-E10, 98) – **Guadeloupe, Martinique, Guyana**	2.84 $kgCO_2e$/litre
Diesel – Non-road diesel – **Réunion**	3.04 $kgCO_2e$/litre
Diesel – Non-road diesel – **Guadeloupe, Martinique, Guyana**	2.95 $kgCO_2e$/litre
Diesel – Non-road diesel – **Mainland France**	3.04 $kgCO_2e$/litre

Ground and air travel - CO_2 emissions for the Group's entities are calculated on the basis of the amounts of expense claims submitted in 2023 (amounts excluding taxes, or including taxes if the amounts net of taxes are unavailable). The conversion factors used are taken from the ADEME Base Carbon."

Ground service / transport – Mainland France	560 $kgCO_2e$/k€
Air service / transport – Mainland France	1.19e+3 $kgCO_2e$/k€

In the second half of 2023, the Group measured all the greenhouse gases emitted directly and indirectly during 2022.
The carbon footprint was therefore calculated for all three Group scopes, including measuring the impact of its financing and investments activities as well as CO_2 emissions from upstream and downstream transport.

- **Taxonomy:**

A/ Categorisation of exposures

The information below provides context for the quantitative indicators and clarifies the range of assets and activities covered by the indicators published above, the sources of the data and any limitations. Items in quotation marks refer to the items in Annex VI of the Taxonomy Regulation. For individual customers ("households"), the amounts correspond to the following exposures:

• "Residential real estate": for the CCF Group, these loans relate to loan purchases and consolidation backed by a property or housing loan. The consolidation of several loans by the CCF Group (including non-real estate lending) is assumed to be included in this asset class, as long as an underlying real estate guarantee is present. As construction and real estate activities are directly covered by the Taxonomy for climate objectives, these amounts are reported as eligible.

• "Motor vehicles": for the CCF Group, these correspond to vehicle loans. These loans represent a significant part of the retail lending business for the Group's overseas subsidiaries. In compliance with the Delegated Regulation (EU) 2021/2178, only stocks produced after 2022 are reported.

• Other: other loans are not earmarked and customers can use them as they see fit. It is impossible at present to identify the loans "for the renovation of a building". These unallocated loans are therefore not eligible.

Some CCF (formerly Banque des Caraïbes) lending is exposed to local authorities ("loans to local governments"). However, this financing is minor and mainly concerns unallocated loans (cash facility) to hospitals, municipalities and groups of municipalities. This was not considered to be specialised funding and these amounts were deemed ineligible.

Finally, the majority of the amount relating to NFRD undertakings concerns either debt securities in which the Group invests as part of its liquidity management, or loans to very specific counterparties (realtors, who seldom publish their financial information). The eligibility of these debt securities is reported on the basis of the eligibility ratios published by the counterparties of these investments.

B/ Calculation of alignment

For residential real estate and motor vehicle loans, only climate change mitigation and adaptation objectives are relevant to alignment calculations, due to the nature of the CCF Group's business:

•“Residential real estate loans”: The CCF Group is not in a position to retrieve the energy performance certificates (Diagnostic de Performance Energétique - DPE) for buildings constructed before 31 December 2020, or to certify that the buildings are among the top 15% of the national or regional building stock in terms of operational primary energy consumption. For buildings constructed after 2020, the CCF Group is not in a position to certify that the primary energy demand, which defines the energy performance of the building resulting from construction, is at least 10% below the threshold established for the requirements for nearly zero-energy buildings in the national measures transposing Directive 2010/31/EU of the European Parliament and of the Council.

The CCF Group is therefore unable to calculate taxonomy alignment for residential real estate loans.
The bank will be working to retrieve this information for the 2024 taxonomy exercise, focusing its efforts on the scope acquired on 1 January 2024 (CCF).

• “Motor vehicles”:

The CCF Group has calculated the alignment for motor vehicle loans by ensuring that the following criteria are met:

✓ M1 and N1 electric or rechargeable hybrid vehicles with a registration date after 2016

✓ Type L electric vehicles with a registration date after 2016
These criteria ensure that CO_2 emissions are below 50g per kilometre.
Vehicles registered after 2016 comply with the external rolling noise requirements in the highest populated energy efficiency class and the rolling resistance coefficient (which affects the energy efficiency of the vehicle) in the two highest populated energy efficiency classes, in accordance with Regulation (EU) 2020/740.

NFRD undertakings Most of the NFRD undertakings in which the CCF Group has invested publish no statement of extra-financial performance, which greatly hinders the calculation of alignment.

Choice of independent third-party body

The company CCF Holding has appointed KPMG S.A. as an independent third party charged with verifying, in accordance with the provisions of article R.225-105-2 of the Commercial Code, the compliance of the present statement of non-financial performance and the accuracy of the 2023 information it contains.
The report drawn up by KPMG as an independent third party appears in annex to the present statement of non-financial performance.

CCF Holding

NFRD - 2023 financial year

This table includes the main performance indicators monitored by the Group in 2023. With its new formalised CSR strategy, and with a view to the implementation of future CSRD reporting, the Group has identified new monitoring indicators which will be introduced gradually and included in the next Statement of Non-Financial Performance.

Category	Extra-financial risks	Policies / Actions implemented	Label / Indicators	Indicators N-2 Closed at 12/31/21	Indicators N-1 Closed at 12/31/22	Indicators N Closed at 12/31/23	Pages
Committed employer	Attracting and retaining talents	Recruitment policy : Including « My Best Colleague » coopting policy	Number of recruitments :	My Money Bank: 54 permanent and 10 fixed-term contracts Overseas subsidiaries: 8 permanent contracts and 3 fixed-term contracts BdCs: 17 permanent contracts and 10 fixed-term contracts	My Money Bank: 102 permanent and 5 fixed-term contracts Overseas subsidiaries: 3 permanent contracts and 6 fixed-term contracts BdCs: 40 permanent contracts and 3 fixed-term contracts	My Money Bank: 76 permanent c and 1 fixed-term contract Overseas subsidiaries: 6 permanent contracts and 17 fixed-term contracts CCF (ex BdC): 31 permanent contracts and 19 fixed-term contracts	20
			Total workforce and distribution by age, gender and average age of employees	Please refer to charts in the SNFP			20
		Remuneration Policy :	Mandatory annual negotiations (NAO)		Budget of 1,6% of the payroll 0,8% for BdC	Budget of 1.0% of payroll for MMB	21
			Salary increase	Nearly 92 % of the total	Nearly 86 % of the total	Nearly 93 % of the total	21
		Remuneration policy : Reducing the gender pay gap	Gender equality Index	MMB: 85 points Somafi-Soguafi: 91 points Sorefi: 89 points BdC: 89 points	MMB: 92 points Somafi-Soguafi: 92 points Sorefi: 93 points CCF (ex BdC): 90 points	MMB: 92 points Somafi-Soguafi: 99 points Sorefi: 92 points CCF (ex BdC): 87 points	21
		Talents retention: developing the recognition system	Number of awards distributed:	Almost 250 awards	Almost 218 awards	Almost 241 awards	22
		Training and support : Monitoring of total number of training hours	Total number of training hours:	16,594 hours	14,000 hours	17,100 hours	22

	Staff commitment	Staff apparaisal : « *Talentsoft* » tool for setting targets and for performance monitoring					23
		Social dialogue and collective agreements : NAO signed in 2022 and 2023					23
		Measuring employees engagement	eNPS: Employee Net Promoter Score		-21	-17	25
		Acknowledgment or congratulations between employees	Number of superlikes sent	3600	4215	4760	25
		General well being: Regular employee surveys via the Supermood tool					
		Volunteer Day			15	12	25
	Diversity and equal opportunities	Measures in favor of the employment of people with disabilities (Number of employees declared to have a RQTH)	Number of employees declared to have a RQTH	Total of 17 employees	Total of 23 employees	Total of 23 employees	26
		Mix My Group community	Promotional actions on diversity and inclusion and dedicated training for women				19
Ethical Partner	Responsible distribution of products	**Legal and regulatory monitoring system:** Maintenance of quartely monitoring of the Risk Appetite of the regulated entities					28
		Training of employees and intermediaries: Implementation and follow-up of reinforced modules (anti-bribery, AML-CFT, and economic sanctions)	Percentage of employees who have completed the e-learning module on GDPR awarness	86% of employees 94% by 1st quarter 2022	94% of employees	81% des collaborateurs	28
		Anti-money laundering, countering terrorist financing, anti-bribery and anti-tax evasion measures: further harmonisation of policies and procedures within the group					29-30
		Internal warning and mediation system					30
	Data protection and cybersecurity	**Measures for data protection and IT security:** further standardisation and strengthening of processes					32-33
		A Data Protection Officer (DPO) for each regulated entity					33
	IT performance	**Continuous improvement**					33-34
Climate player	Environmental concerns	**MMG's carbon footprint**		NA	Realized	Realized	35
	Failure to adapt activity to environmental challenges	**Energy performance policy on our premises**	CO2 emissions from electricity consumption	1 696 154 kWh, or 892,37 tonnes of CO2	1 552 465 kWh, or 651 tonnes of CO2	1,276,535 kWh, or 348 tonnes eq.CO2	37
		Energy consumption	CO2 emissions from business travel (car)	261,54 tonnes of CO2 (excluding BdC)	320,32 tonnes of CO2 (Excluding BdC)	316.33 tonnes of CO2	38
		Responsible consumption policy	Other ground travels air travels	NA	79,67 tonnes of CO2 445,08 tonnes of CO2	137 tons of eq.CO2 568 tons of eq.CO2	38
	The physical risks of extreme climate events	**Adaptation devices in the event of a weather warning**		Periodic monitoring and updating of the emergency and business continuity plan (PUPA)			40
Innovative Banker	Limiting global warming and supporting customers and partners in their environmental transition	***Green* financing offer for MMB real estate customers**	% of green loans granted		10% of the financing granted by MMB real estate	21% of financing granted by MMB	42
		ESG rating of MMB Real estate customers (Developed in 2021)	% of files rated		68% of new files rated		42

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Annexes

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Promontoria MMB S.A.S.

Report by the Statutory Auditor, appointed as independent third party, on the verification of the consolidated non-financial statement

For the year ended 31 December 2022
Promontoria MMB S.A.S.
20 avenue André Prothin, 92063 Paris - La Défense
This report contains 7 pages

KPMG S.A., société d'expertise comptable et de commissaires aux comptes inscrite au Tableau de l'Ordre des experts comptables de Paris sous le n° 14-30080101 et rattachée à la Compagnie régionale des commissaires aux comptes de Versailles et du Centre.

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Report by the Statutory Auditor, appointed as independent third party, on the verification of the consolidated non-financial statement

This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

For the year ended 31 December 2022

To the Annual General Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the “entity”) appointed as independent third party, and accredited by the French Accreditation Committee (COFRAC) under number 3-1884[1] , we have undertaken a limited assurance engagement on the historical information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended 2022 (hereinafter, the "Information" and the "Statement" respectively), included in the entity’s management report pursuant to the requirements of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

Conclusion

Based on the procedures we have performed, as described under the "Nature and scope of procedures" and the evidence we have obtained, nothing has come to our attention that cause us to believe that the non-financial statement is not prepared in accordance with the applicable regulatory provisions and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

[1] Accreditation Cofrac Inspection, number 3-1884, scope available at www.cofrac.fr

Preparation of the non-financial performance Statement

The absence of a commonly used generally accepted reporting framework or a significant body of established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarized in the Statement and available on the Entity's website or on request from its headquarters.

Inherent limitations in preparing the Information

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

Responsibility of the entity

Management of the Entity is responsible for:

- selecting or establishing suitable criteria for preparing the Information;
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators, and the information set out in Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);
- preparing the Statement by applying the Entity's "Guidelines" as referred above; and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by the Management Board.

Responsibility of the Statutory Auditor, appointed as independent third party/independent third party

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- The compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;

- The fairness of the historical information (observed or extrapolated) provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e., the outcomes of policies, including key performance indicators, and measures relating to the main risks.

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

It is not our responsibility to report on:

- The entity's compliance with other applicable legal and regulatory provisions (particularly with regard to the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- The fairness of information set out in Article 8 of Regulation (EU) 2020/852 (GreenTaxonomy);
- the compliance of products and services with the applicable regulations.

Applicable regulatory provisions and professional guidance

We performed the work described below in accordance with Articles A. 225-1 et seq. of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) applicable to such engagement, in particular the professional guidance issued by the Compagnie Nationale des Commissaires aux Comptes, "*Intervention du commissaire aux comptes - Intervention de l'OTI - Déclaration de performance extra-financière*", acting as the verification program, and with the International Standard on Assurance Engagements 3000 (revised)[2].

Our independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

[2] ISAE 3000 (Revised) - *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*

Means and resources

Our work engaged the skills of six people between February and May 2023 and took a total of four weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted a dozen interviews with the people responsible for preparing the Statement.

Nature and scope of procedures

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.

The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information:

- We obtained an understanding of all the consolidated entities' activities, and the description of the principal risks associated;
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector;
- We verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III of the French Commercial Code.
- We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the main risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- We verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented;
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risk[3] , our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities[4].

[3] Employee commitment, Responsible product distribution, Data protection and cybersecurity, IT performance, Physical risks linked to violent climatic events, Environmental concern, Limiting global warming and supporting customers in their energy transition.
[4] My money Bank S.A., Somafi-Sogafi S.A.

- We verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code, within the limitations set out in the Statement];
- We obtained an understanding of internal control and risk management procedures the Entity has implemented and assessed the data collection process aimed at ensuring the completeness and fairness of the Information;
- For the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities [4] and covers between 39% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidance of the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*); a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, 12th May 2023

KPMG S.A.

Nicolas Bourhis	Arnaud Bourdeille	Anne Garans
Partner	*Partner*	*ESG Expert*

- For the year ended 31 December 2022

Appendix

Qualitative information (actions and results) considered most important
System set up to encourage dialogue between management and employees
Company agreement in favor of professional equality
System for thanking and encouraging employees
Actions to promote the integration of disabled people
Waste treatment and recycling system
Measures in favor of the implementation of an Emergency Business Continuity Plan (PUPA)
Financing schemes to promote green growth and energy transition
Business conduct and anti-corruption procedures
Policies in place to ensure products and services are accessible to all customers
Actions in favor of data protection

Key performance indicators and other quantitative results considered most important
Total headcount and breakdown by age and gender
Total number of hours of training
Number of new hires
Net Promoter Score
Number of employees declared as having RQTH disability certification
Electricity consumption; CO2 emissions related to electricity consumption
CO2 emissions related to business travels (car)
Percentage of employees who have taken the e-learning module dedicated to GDPR awareness