

## Crédit Mutuel Arkéa reveals its new strategic plan "Transitions 2024".

- Crédit Mutuel Arkéa positions itself as an **agile financial partner for future transitions**
- The banking group aims to strengthen its positive impact and overall performance in line with its purpose

*Brest, 8 February 2021* - On 28 January the Board of Directors of Crédit Mutuel Arkéa unanimously adopted the group's strategic plan for 2024. Four major areas of development have been identified to ensure that the banking group will pursue its growth trajectory with confidence, in line with its commitment to its stakeholders to support the vitality of its regions. Crédit Mutuel Arkéa unveils a strategy aligned with its purpose, seeking overall performance that takes into account both financial and non-financial objectives.

**Transitions 2024**, which sets out the group's roadmap for the next four years, takes place in a world heavily impacted by unprecedented environmental, social and economic challenges. It is a world undergoing rapid and major changes, with rapidly evolving needs, expectations and ways of consumption.

It is the concrete implementation of the commitments made through the Group's purpose, expressed in 2019 and adopted at the Annual General Meeting in May 2020.

Thanks to the Arkéa 2020 strategic plan, Crédit Mutuel Arkéa has been able to develop and adapt continuously to provide the best responses to the expectations of its customers and members, based on proximity, local roots, innovation, openness to ecosystems and the agility that its size gives it. Its new Transitions 2024 strategic plan is based on these undeniable assets.

Against this backdrop, Crédit Mutuel Arkéa's growth trajectory is remarkable thanks to its unique business model. Its model as a mid-size bank has demonstrated its relevance in the European financial business, including in the context of the health crisis.

### Four axes to move from intentions of the purpose to action

In order to move from the intentions expressed in its purpose to action, Transitions 2024 is based on four axes:

1. TO OFFER ITS **CUSTOMERS INNOVATIVE OFFERS AND SERVICES WITH POSITIVE IMPACT**, solutions in line with environmental, social and societal changes that enable them to initiate their transformation or participate in the transitions underway.
2. **ACCOMPANY RESPONSIBLE DEVELOPMENT OF THE TERRITORIES** by strengthening its concrete contribution through sustainable financing and support solutions.
3. to raise the quality of the relationship and knowledge of its customers to the highest level in order to **CUSTOMISE THE CUSTOMER EXPERIENCE** and enrich the value proposition, in line with their expectations.
4. **CONTINUE THE DEVELOPMENT OF ITS COLLABORATIVE MODEL**, which consists of taking advantage of strategic and/or commercial partnerships, formed with innovative players, of relationships woven in BtoB, in a logic of industrial optimisation and high added value customer service.

Five implementation levers support the four strategic axes of this plan:

1. Promoting its cooperative model
2. Being exemplary in its own actions and transitions
3. Improving collective efficiency
4. Offering a unique experience as a collaborator and administrator
5. Promoting an open innovation approach

### Nine months of collaborative work at the heart of the professions

This ambitious strategic plan is the result of nine months of collective and collaborative work, of the mobilisation of hundreds of employees from all the company's entities who, together, thought about the best way to contribute to the concrete implementation of the purpose of a committed territorial group. In total, some 250 ideas were brought in from the field to feed into the commitments generated by the group's purpose.

In a spirit of openness and cooperation, this plan has also been challenged by the group's various stakeholders: directors, employees, customers, partners, to come up with a common project that gives meaning to everyone's actions.

### The pursuit of an "overall" performance that combines financial and extra-financial results

An approach to measuring **overall** financial and non-financial **performance** will support all of the Group's actions in each of the areas selected. This strategic plan will be implemented in each of the company's entities, in relation to its own activities, in order to lead the concrete initiatives already initiated, identified or to be implemented over the next four years.

Hélène Bernicot, Chief Executive Officer of Crédit Mutuel Arkéa, commented: *"The adoption of this strategic plan, Transitions 2024, which sets out Crédit Mutuel Arkéa's ambitions for the next four years, is a source of great pride in more ways than one. We have built it, with conviction, humility and respect for the collaborative values that set us apart, against a backdrop of economic and health crisis that reveals all the more the strength of our model. An agile banking model, very close to its territories and, to serve their vitality, at the forefront of innovation and with bold development choices on which this plan capitalises. A banking model that is totally unique in the French banking landscape, which has demonstrated its resilience and relevance in maintaining and developing employment while meeting the economic and environmental challenges of our time. Hundreds of directors, employees and external observers have mobilised, in a collective and inclusive approach that resembles us, to draw up a pragmatic and responsible roadmap. Transitions 2024 is the expression of our profound conviction that value creation is not only financial, and that it is our responsibility to accompany all our clients and territories in their environmental and societal transition".*



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**We want to be a player in a world that has a long-term vision and takes into account the major social and environmental challenges facing our planet for future generations.**

We contribute to achieve this by practicing finance that serves territories and their actors, that is sustainable and helps everyone to achieve their potential.

To this end, we have chosen to be a cooperative and collaborative bank that promotes a balanced sharing of value with its members, customers, employees, partners and territories. A socially responsible, ethical and inclusive company that is attentive to respect for its environment.

On a daily basis, in collaboration with our stakeholders, we develop innovative solutions to support our members and customers in their life projects and meet their aspirations.

Purpose of  
Crédit Mutuel Arkéa

**About Crédit Mutuel Arkéa**

Crédit Mutuel Arké is made up of the federations of Crédit Mutuel de Bretagne and Sud-Ouest and their member local mutuals, as well as nearly forty specialised subsidiaries (Fortuneo, Monext, Arkéa Banque Entreprises et Institutionnels, Arkéa Investment Services, Suravenir, etc.). It has more than 10,500 employees, nearly 2,800 directors, 4.8 million members and customers in bancassurance and a balance sheet total of 165 billion euros. Crédit Mutuel Arkéa is one of the leading banks with headquarters in the regions.

More information on [www.arkea.com](http://www.arkea.com)

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