

The title "ANNUAL REPORT 2022" is centered within a white circular area. "ANNUAL REPORT" is in a bold, dark blue sans-serif font, and "2022" is in a lighter blue sans-serif font. The background of the page is a large blue circle with a white cutout containing the title. The blue area has a pattern of overlapping, semi-transparent circles that create a textured, mesh-like effect.

INVEST FOR A SUSTAINABLE GROWTH

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EDITORIAL

As the new CEO of My Money Group, I am delighted to present you with our annual report.

In 2022 My Money Group employees once again demonstrated all of their agility and expertise in dealing with the uncertainties inherent to the macro-economic environment.

The Group delivered a solid performance in 2022 in an unstable economic environment, dominated by inflationary pressure, the impact of the conflict in Ukraine and the energy crisis.

After a dynamic first six months in business terms, the Group decided to significantly scale down its production of new loans beginning from the autumn to take account of rising interest rates. We anticipate a gradual return to normal levels during 2023.

Net banking income in our specialised financing businesses grew by 11.5% in 2022. The Group also continues to enjoy a strong total capital ratio (18% at the end of 2022) and abundant liquidity.

We are also very pleased with the progress we have made in our project to acquire HSBC's retail banking business in France. Thanks to the commitment and determination of everyone, we have achieved key milestones and look forward to relaunching the great CCF brand and welcoming our future colleagues and customers.

2022 has also been a crucial year in the deployment of our CSR strategy around four key focuses: responsible employer, ethical partner, climate activist and innovative lender. Our commitments focus on the environment, diversity and inclusion, as well as on quality of life at work.

2023 promises to be rich in challenges and business opportunities, with higher usury rates and the finalisation of the relaunch of CCF with our future colleagues.

To conclude, I would like to express my gratitude to all of My Money Group's employees and thank them sincerely for their commitment and remarkable hard work. Their contributions have been essential to what we have all achieved together.

I would also like to thank our partners and customers who have placed all of their trust and continuing loyalty in us.

Finally, I would like to thank the Chairman and all of the Board members as well as our shareholder for their constant support. Their expertise and time spent discussing strategic issues have been both invaluable and useful, and their contribution has been key to our success.

Enjoy the report!

Niccolò UBERTALLI

CEO, My Money Group





1

OVERVIEW

MY MONEY GROUP

100 YEARS OF DOING BUSINESS IN FRANCE

SOVAC
 André Citroën
 founds SOVAC
 to provide
 auto financing

1919



Sorefi

Creation of Sorefi
 (Réunion Island)

1972



REUNIBAIL

GE Money Bank
 acquires Banque
 Royal Saint Georges
 and Réunionbail

2004

mymoneybank

GE Money Bank changes shareholder,
 becoming part of Cerberus* Capital
 Management and is renamed
 My Money Bank

2017

Socalfi

Sale of Socalfi
 to Société Générale

**BANQUE
 des CARAÏBES**

Acquisition of SGBA,
 rebranded as Banque des Caraïbes

Merger of My Money Bank
 and My Partner Bank (formerly BESV)

2020

1965

Creation of Soguafi (Guadeloupe)
 and Somafi (Martinique)

Soguafi

Somafi

1995

General Electric acquires
 SOVAC and Crédit de l'Est
 to create GE Money Bank

GE Money Bank

2013

Merger of Sorefi and Réunionbail to
 become one of the leading financing
 institutions on Reunion Island

Sorefi

2018

ACQUISITION OF BESV
 Diversification into
 professional mortgages

BESV

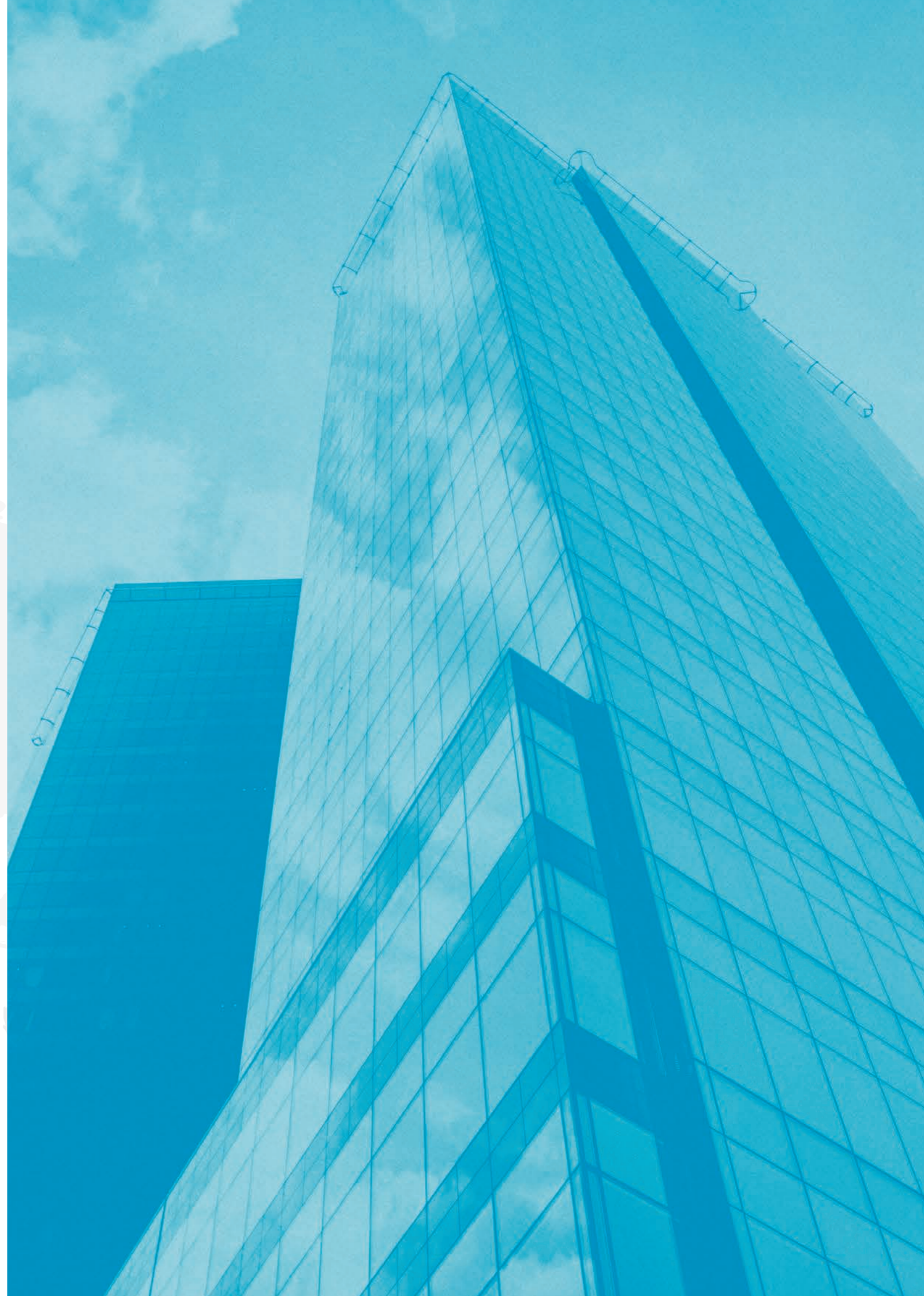
2021
 2023

Acquisition of
 HSBC France's retail
 banking business
 currently in progress

* Cerberus Capital Management L.P., a private investment firm founded in 1992 and headquartered in New York with offices in the United States, Europe and Asia, manages over \$30 billion in funds on behalf of some of the most respected international investors.

BUSINESS LINES & GEOGRAPHIES

My Money Group provides individuals and businesses with **credit solutions in mainland France and French overseas departments** (i.e., Martinique, Guadeloupe, French Guiana and Reunion Island). The Group is headquartered in Paris La Défense and it has a centre of operational excellence in Nantes.



KEY FIGURES 2022



Credit rating
BBB- / A-3

Cost of risk
0.36 %

CET 1 Ratio
14.1 %

Total capital ratio
18.0 %

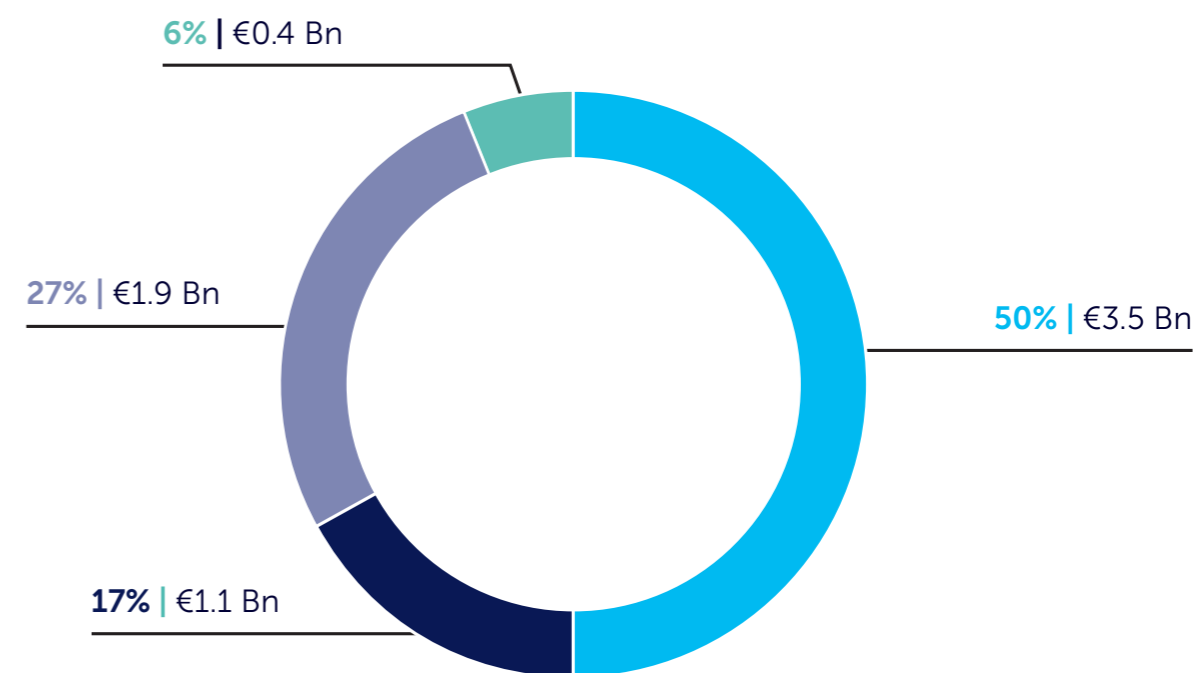
Net banking income
€284 M

Total balance sheet
€8.4 Bn

958
Employees

PRODUCT MIX

2022
€6.9 Bn
Credit portfolio



Debt refinancing

French overseas departments: auto financing and consumer credit

Professional mortgages

Other activities

OUR VALUES

- Manage change.
- Anticipate evolution of environment.
- Invest in talent and training.

- Seize each growth opportunity.
- Test, share and decide with agility.
- Innovate with both our employees and our clients.



- Capitalise on our results-oriented culture.
- Place profitability at the heart of value creation.
- Meet and exceed the company's objectives.

- Recognise our employees' commitment.
- Communicate in complete transparency.
- Commit ourselves to respect and diversity.



INTEGRITY & EXPERTISE

Our Board of Directors and Executive Committee are convinced that the success of My Money Group depends on the work of each and every one of us. By channelling the commitment of all employees, we strive to earn the trust of our customers, partners, investors and shareholders. This requires strict compliance with laws and regulations. **But we want to go even further by ensuring that every decision is underpinned by a deep sense of ethical responsibility** thanks to a scrupulous corporate culture built on solid values.

This is the mindset that underpins our **Code of Conduct, setting out our Companies' guiding values and principles**. It was drawn up as part of a participatory approach involving employees in France and the overseas departments. It encourages everyone – both management and employees – to buy into these values in order to continue the transformational and growth initiatives undertaken while remaining true to our one hundred-year-old legacy.

Asserting our commitments unequivocally in our Code of Conduct illustrates our wish to continue to be a responsible financial stakeholder seeking to build our future and success on solid ethical foundations and integrity.



CIRCULATING AND SECURING BUY IN TO THE GROUP'S VALUES

As a committed stakeholder providing financing solutions to individuals and businesses in mainland France and the overseas territories, **My Money Group develops and promotes its values internally and externally**.

Every employee – regardless of their position in the organisation – must embody the Group's values every day. **My Money Group also ensures that its partners, suppliers and other external relations adhere to these values and principles when dealing directly with the entities or on their behalf.**





2

BUSINESS MODEL & STRATEGY

FOCUS N°1

PURSuing OUR PROFITABLE GROWTH

Developing profitable growth is one of the Group's key objectives and this strategy is underpinned by five key drivers

1 PURSUING GROW



The Group's growth is a strategic priority. **The aim is to enhance profitability by increasing revenue and operational efficiency (measured by the cost/income ratio).** We are expanding the revenue base while leveraging the existing infrastructure, the high level expertise of our teams and our tech investments.

Naturally, this is underpinned by the Group's organic growth, driven by structural expansion in the markets in which it operates, its dynamic marketing strategy to boost its market share, and the diversification of the loan offering to round out the range of products and services on offer.

My Money Group may also pursue external growth opportunities through carefully targeted acquisitions. The challenge here is to invest in activities that complement existing business lines and constitute growth vectors that meet strict profitability and risk management criteria in order to optimise long-term value creation.

Examples of this targeted external growth include the acquisitions of BESV in 2018 to secure a position, followed by Société Générale de Banque aux Antilles in 2020, subsequently renamed Banque des Caraïbes. It was also reflected in the planned **acquisition of HSBC France's retail banking activities** announced in June 2021. This operation is expected to complete on 1 January 2024 and should result in a fourfold increase in the size of the Group's balance sheet.

“ My Money Group
total balance sheet
€8,4 Bn
+49,5% in 4 years ”

2 CONTINUING OUR MARKETING ACTIVITY



In its core debt refinancing business, My Money Group is aiming for controlled growth by consolidating its strong market share in the mortgage refinancing sector and strengthening its position in the unsecured segment. **This dynamism is part of a strict risk management policy designed to preserve the Group's sales and profitability margins. It is underpinned by a digitalisation programme – completed in 2020 – that ensures a high level of commercial responsiveness.**

This same digitalisation strategy is currently being rolled out to the overseas subsidiaries, with equally tangible results. Here, solutions are marketed locally by our sales forces in car dealerships that have been partners of the Group for over 50 years, enabling us to offer our financing solutions directly at the point of sale.

In our professional mortgages business line, the marketing strategy is based on a strong local presence and responsiveness, as well as on recognised expertise, ensuring a high level of customer loyalty.



3 CONTINUING TO OPTIMISE OUR FUNDING STRUCTURE

“
The partnership with My Money Bank just grows stronger every year. Together, we are helping more and more French savers and businesses to put their excess cash to work via a 100% digital experience.

Cyril GARBOIS
 Co-founder,
 Cashbee



Since the change of shareholder in 2017, **My Money Group has deployed a strategy designed to ensure complete funding autonomy, diversify the investor base and reduce funding costs.** This is illustrated by the continued growth in deposits and by regular issues on the capital markets. For example, in 2018 the Group set up a covered bond issuing entity (MMB SCF) which had issued €2.6 billion worth of covered bonds by the end of 2022 with maturities between 7 and 20 years.

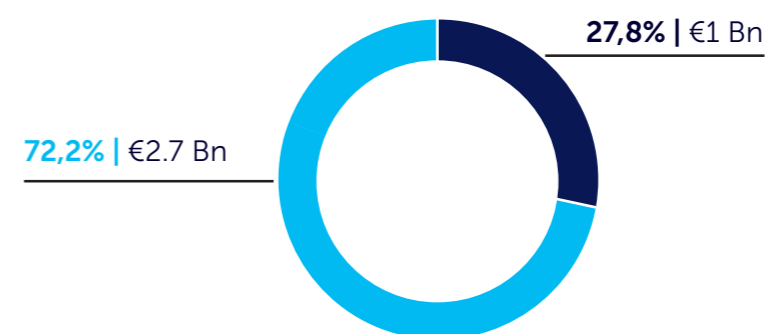
Deposits continued to grow in 2022, reaching €4.5 billion by the end of the year (up 75% in 4 years). Deposits provide almost two-thirds of the Group's funding requirements. This sustained growth in deposits is being driven by:

- The appeal of the Group's saving products to retail and corporate investors ;
- Quality, long-standing partnerships with an extensive network of financial advisers ;
- Diversification of distribution channels thanks to partnerships with fintechs (Deposit Solutions in Germany, Cashbee in France) and traditional and online banking players, enabling the Group to expand its international customer base.

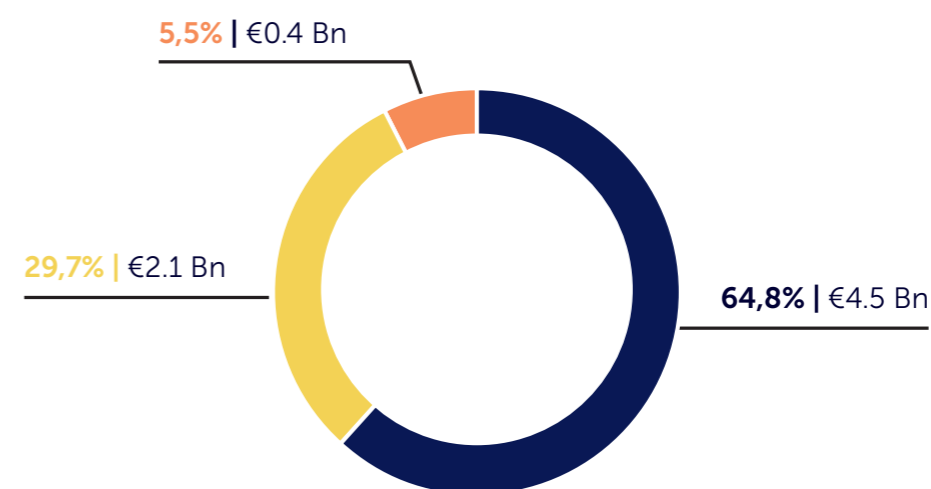


CHANGES IN FUNDING STRUCTURE BETWEEN 2017 AND 2022

FUNDING IN 2017 €3.7 Bn



FUNDING IN 2022 €6,9 Bn



Deposits

Covered bonds

Securitisation

Others

4 OPTIMISING EFFICIENCY, MEASURED BY THE COST/INCOME RATIO



As part of the planned acquisition of HSBC's retail banking business, My Money Group signed a strategic partnership agreement with Arkéa Banking Services (ABS) in November 2021, whereby these activities will be handled on ABS' IT platform.

This partnership will provide access to one of the best infrastructures on the French retail banking market while ensuring smooth migration and integration of these activities within the Group.



My Money Group aims to streamline its organisation and processes while growing its revenue base in order to bring its cost/income ratio into line with "best in class" standards (i.e., a ratio of 60%). To do this, the Group has invested heavily in upgrading its information systems and digitising information processes to enhance operational efficiency and marketing responsiveness. Streamlining activities and the organisation structure should also unlock significant productivity gains and is therefore a key strategic priority.

In the medium term, the planned acquisition of HSBC France's retail banking business should accelerate the expected economies of scale. It will lead to significant growth in the Group's balance sheet and revenues. **At the same time, the Group aims to maintain cost discipline: first by leveraging its existing infrastructure and teams,** which are already calibrated to handle higher volumes of business; and secondly, **by entering into cooperative arrangements with recognised external partners** in the French banking sector capable of delivering excellent quality service at optimal cost.



5 BOOSTING PROFITABILITY TO ROE >10%



Profitability is a key criterion for **My Money Group, which aims to increase its medium-term return on equity to over 10%**. This profitability imperative has led us to exit certain activities in recent years to focus on businesses that offer enhanced profitability prospects.

The focus on profitability is also reflected in the close attention paid to the following:

- Strict pricing: My Money Group aims to achieve growth and increased market share while preserving its margins.
- Ensuring competitive funding costs: the Group has deployed dedicated applications designed to provide each business line with optimal funding solutions (covered bonds, securitization, etc.).
- Growing ancillary revenue streams (insurance, etc.).
- Strictly controlling credit risk.
- Generating economies of scale and streamlining the organization structure and internal processes.
- Investing in new technologies and digital solutions.



Since 2018, new loans granted by My Money Group across its business lines have yielded a return on equity of over 10%.



FOCUS N°2

CONSTANTLY STRIVING TO SUPPORT OUR PARTNERS AND CUSTOMERS MORE EFFECTIVELY

Since March 2017, My Money Group has deployed an ambitious transformation, governance and tech investment programme. The main aim of these projects is to provide My Money Group entities with tech applications and standardised processes that enhance productivity and service quality.

“Unlocking value through innovation and technology”



In 2022, thirteen strategic programmes were completed on budget. The stand-out projects include :

- **GROM: overhaul of Front to Back systems in French overseas department entities:** digitalisation of loan approval process, replacement of the OPALE acquisition system, replacement of back office and recovery application, make over of desktop publishing, integration of the document database, integration of Finance, Risk and Compliance requirements into the Data Hub. The project was launched in 2018 - 2019, with the first GO Live in March 2020 and effective deployment in early 2022 ;
- **Cashmire:** upgrade of the Deposit information system to avoid operational risks and optimise the customer journey by digitalising portals. This major transformation project involved building 3 digital portals (i.e., customer, broker, operations) and decommissioning VBANK and replacing it with a Mambu cloud-based SaaS solution. Migration took place in the second quarter of 2022 ;
- **Integration of Banque des Caraïbes** effective from 30 September 2022, involving phasing out of the Société Générale TSA (Transition Service Agreement) ;
- New **KYC processes** deployed at end-October 2022 for DC, DOM and Deposits, simplifying the relevant regulatory processes ;
- Strategy and governance have been formally defined for **data stored in the Cloud** ;
- **ADN** : overhaul of the DC file loan approval process (including application appraisal tools). The programme involves decommissioning the former tools and designing the entire DC file loan approval process to centralise processes within a single application. New functionalities have been delivered and the process of decommissioning the legacy processes should be completed in the third-quarter of 2023.



My Money Bank also regularly invests in managing **technological obsolescence and cybersecurity**. An obsolescence and cyber security roadmap was validated in December 2022 and is being rolled-out in 2023.

Banking regulatory standards are constantly evolving, especially with regard to personal data management and storage for customers and prospects. To comply with regulations, the Business transformation department has conducted a GDPR scoping exercise.

The transformation governance process has been formally documented and deployed throughout the domains. Employee support (Product Owners training) and coordination of functions (Guilds) and projects (Change and Run) are performed on a regular basis, and performance and success indicators have been standardised by domain and are reported via Group applications.

2022 also witnessed the acceleration of the integration of HSBC France's retail banking activities into Banque des Caraïbes, and the completion of certain key milestones in this major programme :

- Phase IV of build
- Presentation to the ACPR (French prudential supervision and resolution authority)
- Start of testing
- Static certification and first dynamic certification exercises
- Drafting of Target Operating Models, policies and procedures
- Strengthening of teams with the recruitment of an additional 60 people.

“Investments 2018 - 2022 €70 M”

DEBT REFINANCING

Following a transformation programme completed in 2020, the Debt Refinancing business continues to innovate, with instantaneous valuation of collateral in 2022 a good example.

These investments enable us to respond more rapidly to our clients/partners and significant gains were made in 2022:

- a **33% increase in operational efficiency while the volume of loans distributed increased by 35%**
- almost 90% of our mortgage offers were signed electronically
- +50% increase in mortgages files reviewed **via an online estimate of the property value**
- **1/3 of files were reviewed using a streamlined accelerated process**
- **80% of our files received via a computerised gateway system (API)**, meaning that our partners did not have to enter them manually
- increase of 10 bps **in the transformation rate**
- delivery of a **new portal destined for brokers**

The Debt Refinancing business will continue to invest in 2023 in:

- upgrading the underwriting application
- electronic signature for our range of "Unsecured" debt refinancing solutions

OVERSEAS DEPARTMENTS

MMG completed the overhaul of the overseas entities' information management system with the roll-out of Cassiopée software.

This overhaul was accompanied by digitisation of the acquisition and electronic processing of management data in the Group's systems via a Datahub/Datalake that optimises data management in production/consumption mode.

The following gains were achieved:

- +70% increase in offers signed electronically, reducing the number of checks on files by 50%,
- +35% increase in productivity when funds are released,
- +70% increase in productivity thanks to automatic processing of collateral provided,
- 90% of files are paid via automatic flows,
- control of delegations of authority via alerts and blocks that help secure risks.

EPARGNE

In April 2022, MMG completed the overhaul of the Savings business information system in partnership with fintech Mambu, building portals for both customers and partners designed to facilitate autonomy and self-service.

This programme has made it possible to:

- set up a scalable technology platform to keep pace with the growth of deposits,
- enhance OPS/Sales operational efficiency by processing more customers (time saved for each file processed), reducing loan allocation lead times, optimising file traceability and monitoring, and automating certain tasks and controls,
- make the customer journey/financial advice provided more attractive via digitalised portals that attract more customers,
- align with market requirements (for partners and customers).

CONSOLIDATING THE GROUP'S INFRASTRUCTURE AND INNOVATIVE ORGANISATIONAL APPROACH

Managing business risk in a changing environment is a major priority and a permanent concern for both management and our shareholder. **MMG continued to strengthen its core systems in 2022, with a focus on data hosted on the cloud and reinforcing cyber security measures** (i.e., prevention, detection and resolution of cyber risks). MMG also prepares an annual roadmap as part of a proactive approach to managing technological obsolescence in its IT applications and every year it invests in ensuring that each of its entities is operating to regulatory standards. MMG is thus well positioned to host possible acquisitions and the Group favours a component-based architecture that can integrate new activities and entities quickly and efficiently in plug & play mode.

At the same time, MMG continues to deploy an innovative organisational approach, encompassing:

- a **Data Factory** for handling all of the Company's data-related subjects (i.e., data science, data governance, data intelligence, data management),
- a **Transformation Office, bringing together portfolio management initiatives, all of the domain managers, product owners and project managers to facilitate more effective monitoring of transformation programmes** and continuously enhanced practices at Group level,
- a **continuous focus on an Agile culture within development and transformation teams**, and a culture of continuous transformation to help the Group maintain a technological edge in the banking sector.

FOCUS N°3

PREPARING TO INTEGRATE HSBC FRANCE'S RETAIL BANKING ACTIVITIES AND EMPLOYEES WITHIN THE GROUP AND RELAUNCHING THE CCF BRAND



My Money Group remains committed to growing its footprint in the highly competitive retail banking sector. **The ongoing acquisition of HSBC's retail banking business in France which began in 2021 is a perfect illustration of this strategy.**

This acquisition will provide My Money Group with an extensive network of around **800,000 customers, 244 physical branches and 3,900 employees, along with nearly €24 billion worth of assets, a €15 billion loan book and €20 billion in deposits.**

The programme ramped up in 2022:

- completion of the **needs identification** and solution design phase
- **construction** of a new system, new processes and Target Operating Model (TOM)
- the **process of building a new CCF brand identity** has been completed.

My Money Group is aiming to:

- relaunch the historic CCF brand
- leverage the expertise of current teams and deliver innovative solutions to customers
- streamline processes to meet customer needs faster and more effectively.

The project teams will work intensively over the coming months to put the finishing touches to the human, process and technology dimensions of the new CCF:

- **an intensive testing phase** to ensure the integrity of data transferred and that all functionalities are working properly (four dry migration runs are scheduled during the year, user validation testing). We can use this phase to ensure a smooth transition process for our customers
- **signature** of a new agreement in principle on 14 June 2023
- **training people to use the new applications** (> 4,000 employees concerned)
- We are **increasingly focused on successfully relaunching** the bank as planned on 1 January 2024.



FOCUS N°4

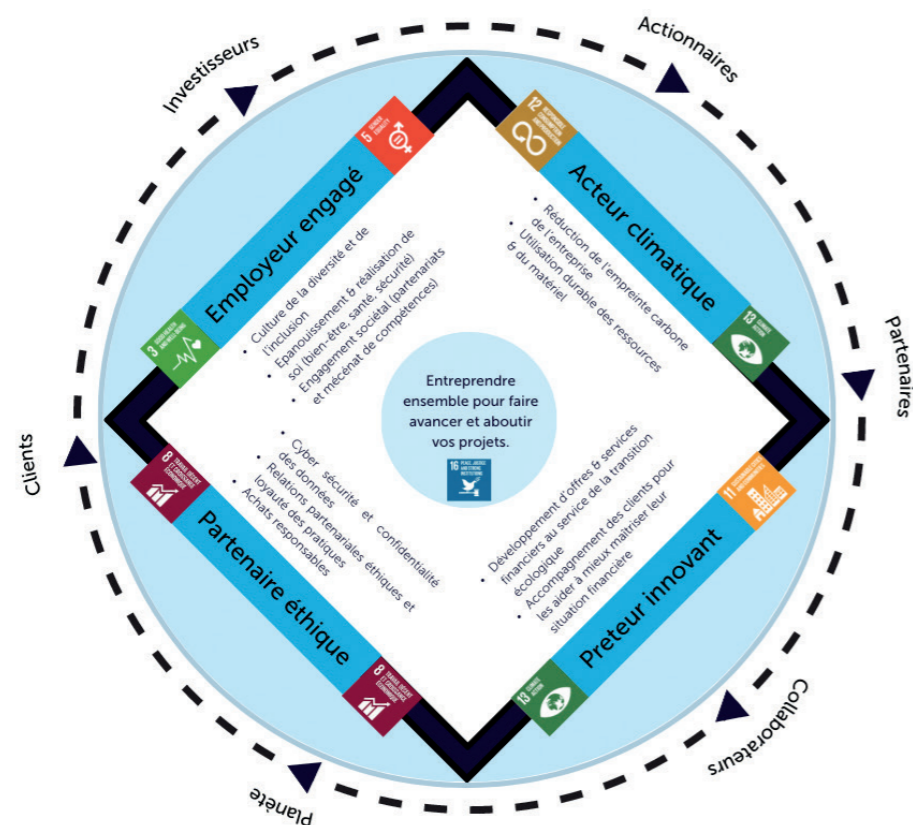
ACTING AS A SOCIALLY RESPONSIBLE BUSINESS FOR OUR EMPLOYEES, CUSTOMERS & PARTNERS

My Money Group has placed CSR at the very heart of its objectives and strategy. The Group's strategic priority is to act as a socially responsible business for all its employees, customers and partners.

In order to integrate social, societal and environmental considerations and meet the challenges of the banking sector and the expectations of stakeholders, My Money Group formally documented its CSR strategy in 2022 around four strategic pillars.

1 OUR ROLE AS A COMMITTED EMPLOYER THAT LOOKS AFTER ITS EMPLOYEES

My Money Group has almost 950 employees. People are the Group's No. 1 concern and key focus in view of the technical nature and strict regulations that govern our activities. By placing people at the very heart of its identity and values, the Group strives to be an independent, responsible player in the banking industry, respectful of its employees, customers and partners. As a key player in its sector, it is crucial for MMG to develop and promote its values both inside and outside the Group and to encourage personal fulfilment, a caring approach and the social commitment of its employees.



ATTRACTING AND RETAINING TALENT

The Group wishes to attract new talent to drive the growth of the business and meet fresh challenges. It leverages an ambitious training policy designed to help employees acquire new skills. In a sector with a high turnover, it is essential to retain talented employees and provide them with lifelong career support.

1. RECRUITMENT POLICY

In 2022, My Money Bank hired 102 people on indefinite-term contracts and 5 people on fixed-term contracts (compared to 54 and 10, respectively in 2021). The overseas subsidiaries hired 3 people on indefinite-term contracts and 6 people on fixed-term contracts (compared to 8 and 3, respectively in 2021), while Banque des Caraïbes hired 40 employees on indefinite-term contracts and 3 on fixed-term contracts (17 and 10, respectively in 2021). The big year-on-year increase in the number of people taken on is attributable to the need to prepare for the acquisition of HSBC France's retail banking business.

2. REMUNERATION POLICY

Group remuneration policy is aimed mainly at:

- ensuring that individual goals are aligned with the Group's economic strategy and long-term interests and values,
- retaining employees by offering appropriate remuneration,
- not encouraging employees to take excessive risks and avoiding conflicts of interest.
- For employees whose work is likely to have a significant impact on the entity or Group's risk exposure, devising measures that align the calculation and payment of remuneration with risk.

As part of mandatory annual negotiations, My Money Bank and its subsidiaries have set aside 1.6% of the wage bill (up from 1% in 2021) for merit and performance-based pay increases. Nearly 86% of employees received a salary increase in 2022 (92% in 2021). Banque des Caraïbes set aside a budget of 0.80% (compared to 1.3% in 2021).

My Money Bank reiterated its commitment to gender equality by signing successive company agreements.

In 2023 results (relating to the 2022 financial year), MMB's gender equality index came in at 92 points, Somafi-Soguafi 92 points, Sorefi 93 points and Banque des Caraïbes 89 points (in 2021, the figures were 90 points out of 100 for My Money Bank, 89 points for Somafi-Soguafi, 93 points for Sorefi and 84 points for Banque des Caraïbes).



**Women
account for
51.3%
of the Group's
executives.**



MIX MY GROUP was created in 2021 as an employee-led initiative in favour of diversity and inclusion, open to all.

This network aims to bring together a community interested in these matters to discuss current issues, promote diversity and make MMG an increasingly diverse and inclusive group.

The commitments of this community are based around 4 main themes:

- Promoting diversity and inclusion within the Group
- Committing to help disabled people
- Supporting equal opportunities and social diversity
- Encouraging and developing female talent

MIX MY GROUP provides a training and development programme for the Group's female employees, focusing on leadership, negotiation, personal branding and work-life balance.

3. RETAINING TALENTS

Convinced that career prospects within the various entities help to retain talent, My Money Group shares its results, major projects and strategy with its employees in a fully transparent manner.

In October 2022, the Group's Leaders took part in a 3-day convention in La Baule in western France, at which five conferences and debates were organised, notably around results and strategy.

The Executive Committee regularly informs its employees about the Group's activities through video

communication and round table discussions (both live and on replay).

The Group strives to recognise the exceptional contribution made by certain employees by handing out awards. Nearly 218 such awards were given out in 2022.

Since 2019, the Group has had an internal rating system that allows everyone to position their own role within the organisation. This facilitates intra-group mobility and visibility over career development prospects.

The employee turnover rate for 2022 was 14.3%.

4. TRAINING AND SUPPORT

For a number of years now, the Group has been harnessing its strategic priorities to identify challenges linked to employee development and deploy an appropriate training policy.

With a view to developing skills adapted to the new business lines, new technologies and the Group's transformation, in 2022 the Group continued to make training an ongoing priority as a means of accelerating its cultural transformation.

In 2022, My Money Group deployed "My Climate School", an online training module designed to help all employees understand and tackle the impacts of climate change, raise awareness of sustainable development and think pro-climate.

Employees can also take part in a climate fresco workshop run by colleagues trained in the related methodology and communication skills. It is a "hands-on", fun approach that uses teambuilding to provide a global vision of the climate in just three hours.

To keep up with the new strategic challenges facing the banking industry, since 2018, the Group has pursued a corporate learning policy, with training focused on skills and expertise that help employees adapt to their jobs and develop professionally.

In 2022, My Money Bank earmarked a budget of over €515,000 for training – up from €460,000 in 2021 – with a skills development plan based around the Company's strategic priorities.

At Group level, more than 14,000 hours of training were provided in 2022.



EMPLOYEE ENGAGEMENT

Although we are part of an increasingly digitalized industry, the Group's reputation and expertise are underpinned primarily by the commitment of its employees, notably in respect of the following:

1. CIRCULATING AND SECURING BUY IN TO THE GROUP'S VALUES

Every new hire receives a copy of the "Who we are" Code of Conduct, setting out our values and illustrating them with concrete examples.

These values are framed and displayed throughout the Company, making them an integral part of employees' day-to-day routine.

2. PERFORMANCE REVIEW

The Group uses TalentSoft to set objectives and perform annual and interim employee appraisals. It enables everyone – employees and managers alike – to note employee achievements and record progress throughout the year. The assessment is validated at the annual performance review.

Since 2020, TalentSoft has also been used for employee interviews.

3. SOCIAL DIALOGUE AND COLLECTIVE AGREEMENTS

My Money Bank and Banque des Caraïbes employees are covered by the collective bargaining agreement for the banking industry (IDCC 2120) and by branch agreements for each entity.

MMB subsidiaries are covered by the collective bargaining agreement for financial sector firms (IDCC 478).

The Group attaches great importance to both the quality and transparency of social dialogue, reflected in regular and constructive meetings with staff representatives and trade union delegates.

In 2022, My Money Bank and its subsidiaries held negotiations with trade unions, culminating in the signature of company-wide agreements, particularly on mandatory annual negotiations, the one-off cost of living bonus, employee profit-sharing,

teleworking arrangements, working hours and the work time savings account.

4. HEALTH AND SAFETY

Health

- Occupational health and employee wellness at work:

The single document for evaluating occupational risks and the annual programme for preventing occupational risks and improving working conditions are reviewed at each meeting of My Money Bank's Occupational Health and Safety Commission to ensure that actions identified are actually implemented in a timely manner and to react quickly when necessary.

The Group made the most of the Quality of Life at Work week to circulate valuable advice on workstation ergonomics and organising a better work/life balance.

- Helpline and psychological support unit:

Since 2013, My Money Group employees have had access to a helpline and psychological support via a counselling service provided by Eléas, a company specialised in managing and preventing occupational stress and promoting a quality work environment. This facility was subsequently rolled out to all Group entities.

Security

Group entities have security "go-to people" organized around crisis managers at each site.

A few examples:

- Tour Europlaza has a 24/7 security and control station in compliance with French regulations for high-rise buildings (IGH), providing security at the premises thanks to fire detection and fire-fighting systems. The head of security organizes an annual evacuation drill.
- The two buildings at the Nantes site must comply with French regulations applicable to public access buildings (ERP). Both are equipped with fire detection systems connected to a central alarm system and monitoring facility.

Annual regulatory checks (on electricity, detection, firefighting equipment and extinguishers, air extraction, etc.) are recorded in each site's safety log.

5. MEASURES TO PROMOTE EMPLOYEE WELLNESS

Collective bargaining agreements in force – especially those dealing with equality, a quality work environment and working conditions – contribute to overall employee well-being.

Premises

Risk prevention measures and the continual upkeep of business premises help maintain pleasant working conditions.

The Paris and Nantes premises are subject to regular maintenance.

Following the relocation of certain Nantes teams to a new building, which was completely redesigned to facilitate exchange, collaboration and comfort, the second Nantes building has also been renovated.

The Overseas entities are also housed in brand new premises with a modern, suitably adapted working environment.

Employee surveys

The Group regularly surveys the level of employee commitment together with reasons for satisfaction / dissatisfaction.

The participation rate for the most recent survey, launched in November 2022, was 54% (up 8 points on the 2021 survey).

Autonomy in the workplace and quality of managerial support within the Group are generally rated highly although employees stress the need for communication about forthcoming changes.

Each entity is committed to an action plan based on the results.

The Group tracks employee impressions through the eNPS (employee Net Promoter Score). In 2022, the score was 21 (the same as in 2021).

"Supermood" can also be used by anyone to send a "SuperLike" each week to an employee of their choice or to thank or congratulate them. Over 4,215 "SuperLikes" were sent in 2022.

Physical activity and sport

Employees at Tour Europlaza can join the on-site gym.

In October, My Money Group gave its full backing to Pink October, encouraging all employees to take part in a solidarity run. For every kilometre run during the month of October, My Money Group made a donation to Institut Curie. Over 4,000 km were run throughout the month.





Odyssea funds breast cancer research by organizing races throughout France. This year, My Money Group paid for the bibs of employees taking part in the race, with the aim of boosting awareness of breast cancer screening and raising funds for research, while promoting physical and sporting activity. In 2022, 23 employees took part in Odyssea races organized in Nantes and La Réunion Island.



This collective program was launched in 2020 to encourage commitment and a quality work environment.

It supports personal development and wellness at work through various initiatives:

- Physical activity: walking, rowing, solidarity runs, triathlons, indoor soccer, etc.,
- Organization of My Master Classes with outside speakers,
- Special events held throughout the year: QWL Week, Mental Health Day, volunteering.



DIVERSITY AND EQUAL OPPORTUNITIES

1. PRO-EQUALITY MEASURES

The Group's actions focus on the following five key areas:

- recruitment is based solely on objective criteria: expertise, professional experience, training and qualifications, with a guarantee that hiring conditions are strictly identical for men and women with equivalent profiles for similar positions.
- continual vocational training: the Group guarantees equal access for male and female employees to continuing professional training.
- career development.
- remuneration: the Group is pursuing its commitment to reduce the gender pay gap, as illustrated by the Equality Index.
- parenting, with a system for monitoring employees on maternity, adoption or parental leave by HR and Managers.

2. 2. MEASURES TO DEVELOP EMPLOYABILITY AND KEEP PEOPLE WITH DISABILITIES IN THE WORKFORCE

The Group continues to deploy its outreach policy by identifying employees with a recognised disability and helping those who so wish to obtain recognition for this. In 2022, it circulated a practical "Guide to disability" containing useful information.

In 2022, My Money Group counted 23 employees benefiting from the obligation to employ disabled workers (16 in My Money Bank, 6 in Somafi-Soguafi, and 1 in Banque des Caraïbes), up from 17 in 2021.



2 OUR ROLE AS AN ETHICAL PARTNER

The Group conducts its business in a fair and ethical manner. In today's economy, the banking sector plays an increasingly important role as a trusted institution and partner. Consequently, the banking industry must also contend with an increasingly strict legal framework in terms of AML/CFT, customer protection and proper management of personal data.

BUSINESS ETHICS

As a regulated industry player, MMG is committed to conducting all of its business in compliance with the law, ethics and regulations, and in accordance with its values. It also pays special attention to consumer protection and proper management of personal data.

All operational procedures and policies covering the Company's day-to-day activities are based on these principles. These internal guidelines are available to all employees on the Group's intranet, or upon request from managers.

Because it is regulated by the French Prudential Supervision and Resolution Authority (ACPR), My Money Group must constantly adapt and comply with changes to the regulations governing the products it distributes. As these changes are, by nature, ongoing,

A legal monitoring unit has been set up to integrate or anticipate any regulatory developments.

Banque des Caraïbes' investment services are regulated by the ACPR.

The Group is also committed to digitizing its processes and it provides customers with exchange and management spaces that meet current expectations in terms of modernization and technological performance. These transformations help meet the needs and expectations of today's customers, who are looking for speedier, more personalized banking.

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

RESPONSIBLE PRODUCT MARKETING

Application of ethical rules to product distribution.

The Group has a policy of zero tolerance concerning any unethical behaviour and is committed to ensuring that its employees, partners and third parties share these values. These rules and commitments are set out in the Code of Conduct.

The distribution of the Group's products is framed by policies and procedures designed to mitigate non-compliance risk, particularly the risks of money laundering and financing of terrorism, corruption, conflicts of interest and the risk associated with marketing malpractice and the fight against tax evasion

CONSUMER PROTECTION

Protection and respect for our customers is our overriding concern. The Group has set up a dedicated team and drawn up strict rules aimed at maintaining the highest standards and ensuring that these principles are applied just as rigorously to all products and in all distribution channels.

Customer protection policy

This responsible approach ensures that the Group and all of its employees treat its customers or prospects in a fair and responsible manner, and present product features and prices in a fully transparent way, in accordance with the French Consumer Code (*Code de la consommation*), the Monetary and Financial Code (*Code monétaire et financier*), and the customer protection guidelines issued by the French Regulator (*Autorité de Contrôle Prudentiel et de Résolution*).

These measures aim to provide a general customer protection framework and ensure that the financial products and services offered to consumers always comply with regulations and are adapted to customer needs. They cover a wide range of topics, including:

- advertising and communication aimed at consumers,
- employee training,
- pricing policy, especially compliance with usury rates.

My Money Group also ensures that its general banking conditions and distributor remuneration guidelines comply with regulatory requirements. In particular, it does this by vetting and monitoring business relations with intermediaries:

- only intermediaries that comply with professional, regulatory and reputational requirements are authorized to distribute My Money Group products and they are assessed on a regular basis,
- monitoring sales practices: the Group checks that its products are marketed in an appropriate manner through after-sales contact with customers,
- centralized complaints processing helps us to highlight any marketing malpractice as well as shortcomings in consumer protection, and to take the necessary corrective action,
- the banking inclusion and overindebtedness prevention policy facilitates early identification of financially vulnerable customers and offers them the most appropriate solutions whenever possible. Specific training has been given to employees to ensure the best possible customer support,
- protection of customer data: as a bank, MMG guarantees the protection of customer informations in accordance with its obligations and all entities are subject to GDPR.

Data protection and cybersecurity

Against a backdrop of increasing digitalisation of the banking sector and new customer consumption behaviour, the Group has adopted a standard, consolidated approach to personal data protection, while ensuring that its IT risks are controlled. In 2022, personal data protection processes were consolidated with the appointment of 'Data Protection' correspondents by each divisional head to strengthen governance of the system and forge a link between the DPO and the operational teams.

They also ensure that personal data processing is up to date in their reporting scope. New personal data protection controls have been devised to ensure compliance with the rules set out in the Group's GDPR guidelines. MMG also ensures that all employees are trained in the key areas of data protection via an e-learning training module or through general or targeted awareness-raising initiatives.

3 OUR ROLE AS A CLIMATE ACTIVIST

My Money Group's objective is to measure and reduce its environmental footprint.

Although the corporate business of its entities does not involve polluting or high-risk activities, the Group has chosen to adopt a socially responsible environmental policy.

Conscious of the role that banking and financial institutions can play in combating climate change, the Group is participating in these efforts. It strives to encourage environmentally friendly behaviour through its employees, clients and financial products.

As part of its CSR strategy and climate activism, MMG has opted to measure the Bank's carbon footprint, both as a company and as a credit institution.

During the second half of 2022, My Money Group measured all greenhouse gases emitted directly and indirectly in 2021.

The carbon footprint was therefore measured for all three Group scopes, including the impact of loans granted and investments made.

This carbon audit is a starting point that will enable My Money Group to get a better understanding of its environmental impact, especially in terms of its financing and investments.

It is the first step in designing a strategy for reducing the carbon impact and coming up with an action plan.

Going forward, this exercise will be performed annually.

On a micro-operational level, and more specifically in terms of the offsetting aspect, My Money Group used a methodology developed by ADEME (French ecological transition agency) to calculate the different emission components of a corporate seminar held in mainland France, particularly the impact of employees travelling to and from the seminar venue.

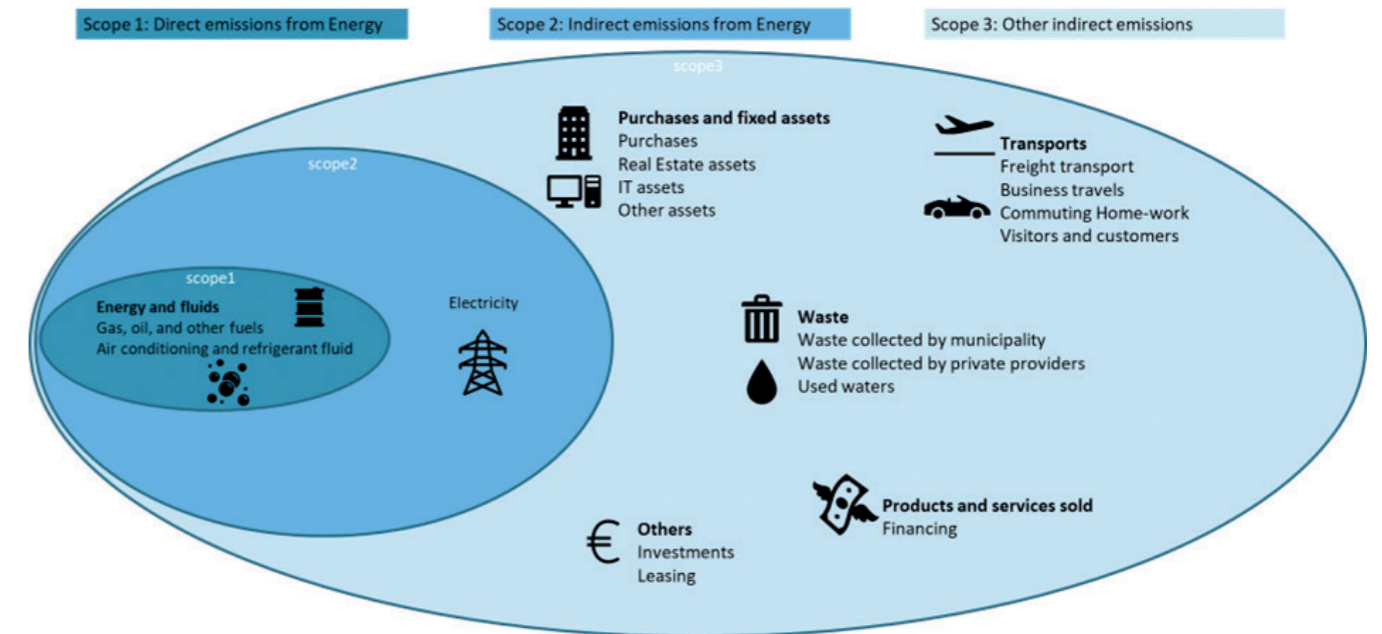
A decision was taken to participate in cutting emissions by financing a tree-planting project organised by Treeseve (formerly Trees Everywhere).

This offsetting approach will be repeated for future seminars.

For the past few years, the Group has been mainstreaming the ecological dimension of projects, funding, infrastructure and internal initiatives.

From a more strategic perspective, the Group is keeping close tabs on the development of the "green finance" segment in Europe.

My Money Group signed the Ecowatt charter in December 2022 to promote an energy-saving approach.



MyGreenTeam

Created in May 2022, My Green Team brings together a group of committed environmental ambassadors.

This community focuses on the importance of climate and environmental issues within the Group and its different entities. It promotes carbon-light initiatives, organises and runs climate Masterclasses and forges cohesion around environmental issues.

The community meets once a month. It has a Teams channel for sharing best practices and topical issues.

All MMG's news concerning both environmental issues and this community is shared with employees in a newsletter entitled "La Gazette de My Green Team".

The community's ambassadors include 15 fresco artists trained at Climate Fresco workshops. Workshops are organised regularly in Paris, Nantes and Reunion Island. In 2022, 31 employees participated in a Climate Fresco workshop in Paris, 28 in Nantes and 16 on Reunion Island. As of June 2023, nearly 200 employees had received training

4 OUR ROLE AS INNOVATIVE LENDER

MMG is determined to play its part in limiting global warming. This commitment is reflected in our support for customers and partners attempting to make the transition to a greener future.

Therefore, the Group aims to place Environmental, Social, and Corporate Governance (ESG) criteria at the heart of its development strategy and financing solutions.

l'electrik



My Money Bank, via its professional mortgage business line, has developed a "green" financing offering, rolled out in 2021, providing its customers with green and socially responsible financing solutions.

This offer is aimed at our professional mortgage customers (i.e., property dealers and developers) dealing in all types of property (residential, offices, commercial, logistics) in the Greater Paris region and major French cities. It is designed to finance green projects that either include work to cut the energy consumption or carbon emissions of buildings, or upgrades to comply with the latest environmental regulations. The offering is structured around a range of dedicated and differentiated solutions that support customers with the various components of green projects.

This business line has also developed an in-house ESG rating model to measure the Environmental, Social and Governance features (extra-financial criteria) of each real estate transaction financed. The model was used for new loans given in 2022 and will continue to be developed and rolled out in 2023.

It should enhance ESG management and oversight throughout the Bank.

Moreover, the Sorefi and Somafi-Soguafi entities are positioning themselves as responsible players locally, where they have continued to promote electric and hybrid vehicle financing since 2018 under the "L'Electrik by Sorefi" and "L'Electrik by Somafi-Soguafi" banners.

The Group's different business lines are also currently trying to devise new financing solutions to support customers wishing to make their own environmental transition



3

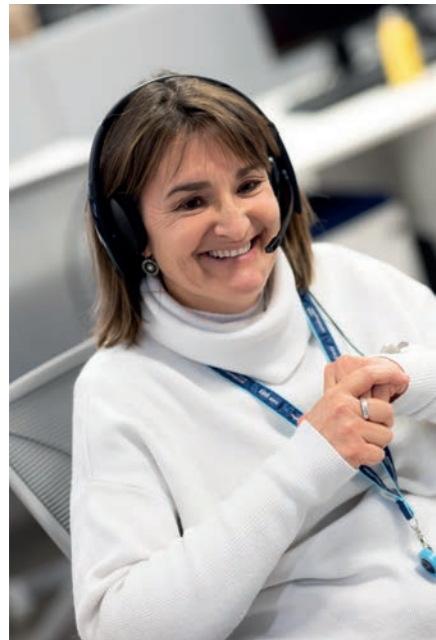
OUR ACTIVITIES

In 2020, My Money Group reorganised its activities around two business lines: **Specialised financing**, comprising My Money Bank and its subsidiaries, **and Retail banking**, currently comprising Banque des Caraïbes and the activities of the new-look CCF, which should be incorporated by 2024. Both business lines are supported by shared central functions (Finance, Legal, Compliance, Audit, etc.) but have their own independent governance structures to reflect the specific features of each.

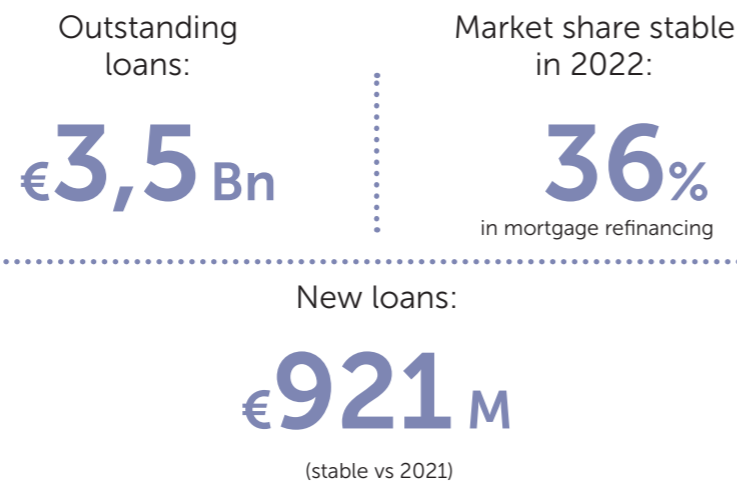
SPECIALISED FINANCING

My Money Group has three strong specialty finance activities in which it has been a key player for many years.

1 DEBT REFINANCING, SAVINGS AND INSURANCE



My Money Bank is a longstanding player in the French debt refinancing market. The bank also markets savings solutions and insurance products, primarily through an extensive network of partners and specialist brokers.



DEBT REFINANCING

My My Money Bank is a leading player in debt refinancing, an activity that it helped to pioneer in France in the early 2000s. The Bank markets a comprehensive range of secured and unsecured mortgage refinancing solutions adapted to different customer segments (retirees, self-employed professionals, new project financing, etc.).

SAVINGS

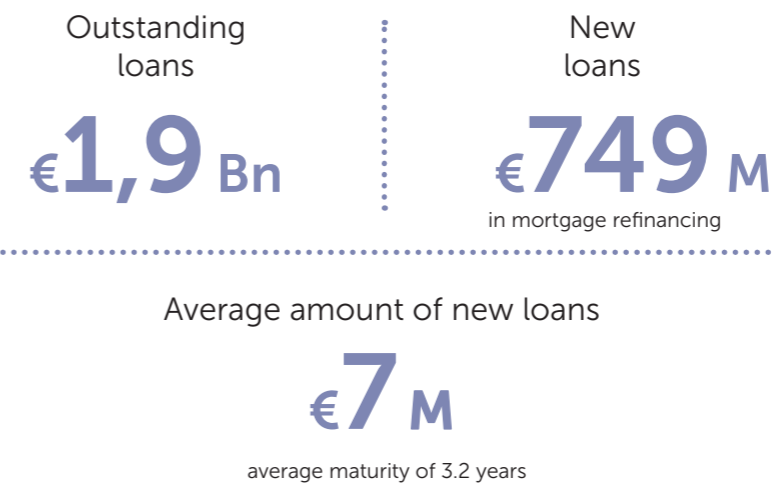
My Money Bank's savings products are marketed in France via a large network of specialist partners and in Germany through the fintech Raisin DS.

INSURANCE

Acting as an insurance broker, My Money Bank provides payment protection insurance for its customers.

2 PROFESSIONAL MORTGAGES

The Group specialises in advising and financing real estate professionals. The team of experts looking after this activity offer customers a tried and tested service based on close relations and a proactive approach.



IN 2022

Business development continued apace.

Outstanding loans grew 11% year on year, despite the hike in interest rates and a fraught macro-economic environment in the last quarter of the year.





PROFESSIONAL MORTGAGES

The Group helps real estate professionals execute their projects. Customers include:

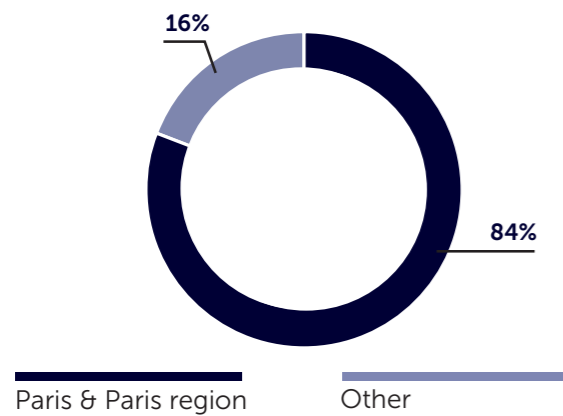
- **property dealers:** financing the acquisition and renovation of their property.
- **property developers:** the Bank is involved in all stages of their projects, from acquisition to complete the delivery.

To support customers with their energy transition, My Money Bank is able to connect them with a

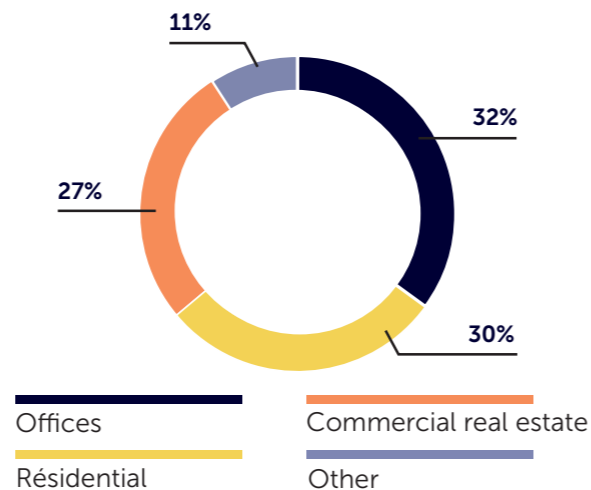
network of greentech partners, or with entities that may award them grants or subsidies. We also donate part of the loan fees received from these transactions to three environmentally focused associations on behalf of our clients.

This offer is designed to finance green projects that either include work to cut the energy consumption or carbon emissions of buildings, or upgrades to comply with the latest environmental regulations

GEOGRAPHICAL BREAKDOWN OF OUTSTANDING LOANS



BREAKDOWN BY TYPE OF UNDERLYING ASSET



3 AUTO FINANCING & CONSUMER CREDIT IN FRENCH OVERSEAS DEPARTEMENTS



My Money Group has been active for over 50 years in French overseas departments and territories via its subsidiaries in the Caribbean and French Guiana (Somafi-Soguafi) and Reunion Island (Sorefi). **It is currently a leading player in the auto financing market, financing more than 20% of new car registrations in these territories.** The Group also offers equipment financing and consumer credit solutions.

Outstanding loans

€1.1 Bn

Customers

+130,000

New loans

€458 M

Employees

220

“
The watchwords in 2022 for our overseas activities were responsiveness, agility and innovation.”

AUTO FINANCING

My Money Group's overseas subsidiaries are key players in the car loans market, offering point-of-sale financing directly in car dealerships. The product offering covers financing solutions for retail customers (auto financing, leasing and tax-efficient rental solutions) and businesses (loans and short- and long-term leases) together with tax-efficient solutions for financing certain eligible investments.



RETAIL BANKING

CONSUMER CREDIT

Somafi-Soguafi and Sorefi market a range of personal loans tailored to the needs and projects of their retail banking customers. Since 2017, these have included debt refinancing solutions that leverage My Money Bank's recognized expertise in this market in mainland France.

INSURANCE

As an insurance intermediary, My Money Outre Mer markets insurance policies and other optional cover (e.g., payment protection insurance, financial loss insurance, and breakdown cover and assistance).



Banque des Caraïbes provides loans and services for individuals, professionals and businesses. It markets a full range of day-to-day banking services (current accounts, payment solutions, etc.) as well as savings and insurance products. The Bank does business in Guadeloupe, Martinique and French Guiana.



Outstanding loans

€400 M

Personal banking and professional customers

18,000
(at end 2021)

Deposits

€330 M

Employees

90



In mid-2022, My Money Group launched a new brand, MMIF (My Mortgage in France), dedicated to financing real estate projects in mainland France for non-resident customers, both directly and via intermediaries.

GOVERNANCE & ORGANISATION

8

Directors

2,5 years

Average team

87.5%

of independent directors

75%

female representation

12

Meetings held in 2022

97%

Average rate of attendance in 2022



Chad LEAT

Chairman of the Board of Directors



Béatrice de CLERMONT-TONNERRE

Director



Isabel GOIRI

Director



Sylvie MATHERAT

Director



Françoise MERCADAL DELASALLES

Director



Avid MODJTABAI

Director



Anna SIAKOTOS

Director



Leland WILSON

Director

BOARD OF DIRECTORS AND MESSAGE FROM THE CHAIRMAN



I would like to start by saying how proud I am of My Money Group's achievements that confirm the continued progress with our key strategic mission, despite the turbulent global macroeconomic conditions in a rapidly rising rate environment not experienced in over 40 years.

The expertise and the engagement of the teams has allowed MMG to continue its transformation, to build new business models and to navigate among uncertainties.

The Board is pleased to welcome the new executive team under the leadership of Niccolò Ubertalli, the new CEO who joins My Money Group with a strong expertise in retail banking and a proven track record of driving large banks in a multicultural environment. I also take this opportunity to thank Eric Shehadeh for his dedication to My Money Group and his commitment during all these past years.

2022 was also a very important year on delivering on the HSBC France retail banking acquisition, with key milestones achieved in IT infrastructure and new CCF branding. We are all very confident for the future integration and the teams are very committed and excited to be finalizing the preparation phase and integrating the bank.

Another key success I want to highlight is the progress made on ESG by My Money Group. Indeed, 2022 has been the starting point of the strategy and the group's engagement around four strategic pillars: climate player, innovative lender, ethical partner and committed employer.

This translates into employee engagement in environmental, diversity and inclusion, and social initiatives.

To conclude, in the name of the Board, I'd like to thank all of our stakeholders, colleagues, partners and clients, and the continued support and guidance of Cerberus our shareholder.

Thanks to your trust and collaboration, My Money Group is well positioned to develop a profitable and sustainable business, and to achieve our mission of moving clients and partners' projects forward.

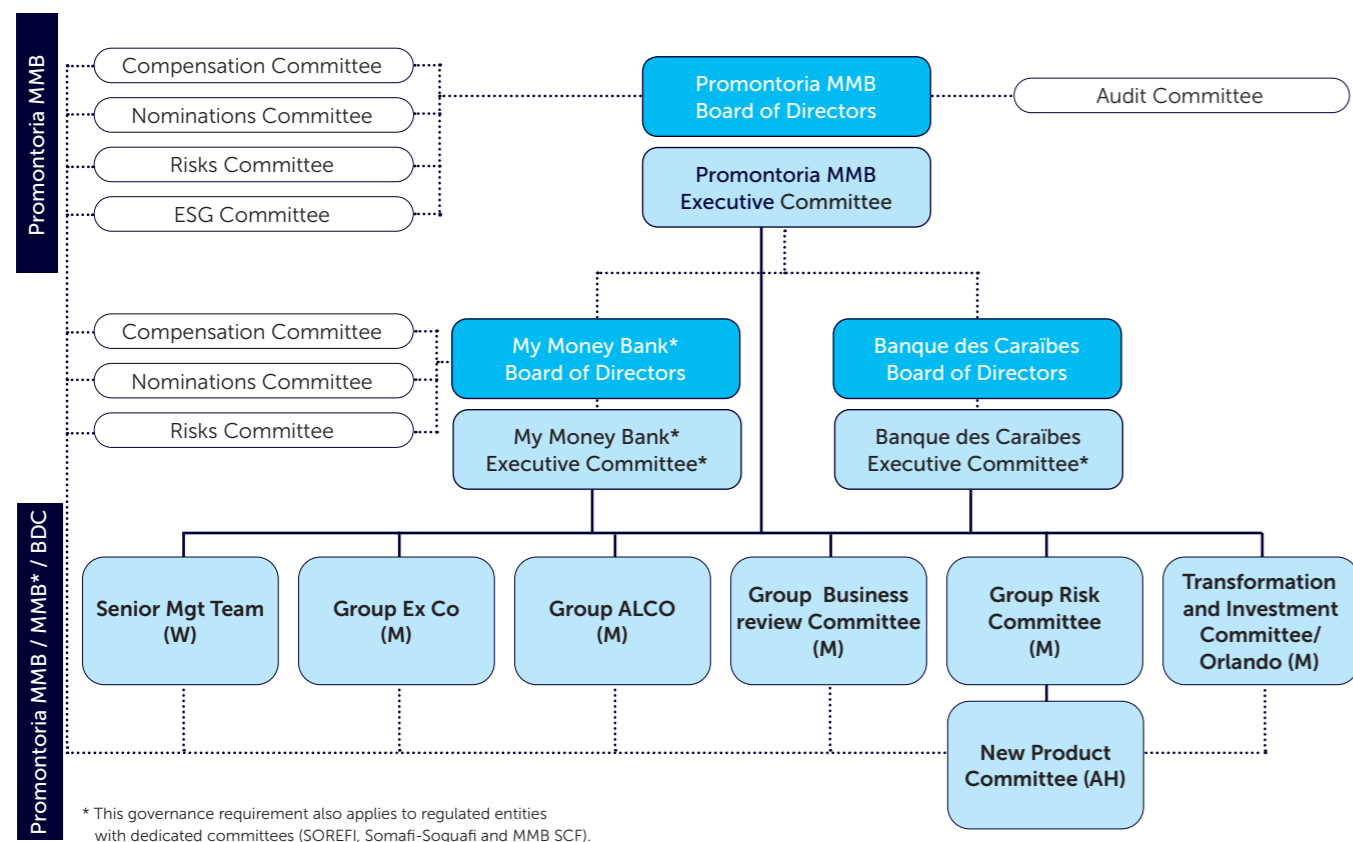
Chad LEAT

Chairman of the Board of Directors

GOVERNANCE AND BOARD COMMITTEES

Six strategic committees (Senior Management Team), Executive Committee, ALCO Committee, Business Review Committee, Risk Committee, and Transformation and Investment Committee) enable relevant information on the Group's various activities to be relayed to the senior management team on an

ongoing basis, thereby facilitating decision-making. To comply with the highest standards of banking governance, five Board committees have been set up: a Risk Committee, an Audit Committee, a Compensation Committee, a Nominations Committee, and an ESG Committee.



AN INDEPENDENT BANKING GROUP REGULATED BY THE FRENCH PRUDENTIAL SUPERVISION AND RESOLUTION AUTHORITY (ACPR)

As a financial institution established in France, My Money Group is overseen and regulated by the French Prudential Supervision and Resolution Authority (ACPR), and the French Financial Markets Authority (AMF), and is a member of recognised customer protection bodies.



EXECUTIVE COMMITTEE (JUNE 2023)



Niccolò UBERTALLI

Chief Executive Officer



Duncan BERRY

Deputy CEO



Isabelle DUVERNAY

Chief Communications & CSR Officer



Matthieu FLICHY

Chief Investment Officer



Jérôme LACHAND

Chief Regulatory Officer



Gilles de LAUNAY

General Manager, Debt Refinancing



Samuel MAMAN

Chief Risk Officer



Philippe MARTINIE

Director, Professional mortgages



Isabelle MEGHNAJI

Human Resources Director



Jacques ROUQUETTE

General Manager, Overseas Territories



Fady WAKIL

Chief Financial Officer

RISK MANAGEMENT

The Group has established a risk management governance framework to ensure compliance with both external obligations and its own internal control procedures. **The risk management process is organised around the three lines of defence that underpin the Group's internal control system:**

- A first line of defence formed by the operational teams tasked with applying the day-to-day risk management principles validated by the Risk and Compliance departments.
- A second line of defence comprising the Risk and Compliance departments tasked with devising a general framework for managing risks and keeping abreast of developments in this area.
- A third line of defence comprising the Internal Audit department which is responsible for independently assessing risk management effectiveness throughout the Group.

CREDIT RISK

Given the activities of its various entities, the Group is exposed to a risk of default of its retail and corporate customers, both in mainland France and in the overseas territories. To mitigate the impact of this risk, the Risk Department regularly updates its lending criteria, adapting them to each specific product and

LIQUIDITY RISK

The Group has adopted a rigorous and prudent approach to liquidity management. At 31 December 2022, My Money Group's short-term liquidity coverage ratio (LCR) was 227% and its Net Stable Funding Ratio (NSFR) was 123%. Its credit rating remained unchanged.

My Money Group uses diversified resources to cover its liquidity requirements, comprising cash and high-quality liquid assets (HQLA), together with access to the European Central Bank's monetary policy programmes and bank loans.

In addition, the annual Risk Appetite Statement outlines all of the standards, policies, methodologies, procedures and controls used to:

- define and implement risk thresholds ;
- deploy an alert procedure in the event that thresholds and limits are exceeded ;
- organise procedures that define risk management roles and responsibilities ;
- document processes to ensure that operational risk-taking guidelines and related organisational principles are applied throughout the Bank.

The risk management framework presented below applies to My Money Bank, the subsidiaries in the overseas territories and MMB SCF.

ensuring that Key Risk Indicators (KRI) are tracked and that thresholds are complied with. The expertise of the teams working in the Group's core businesses provides extra control over lending policy. To avoid concentration of risk, limits are defined and tracked on a regular basis.

Liquidity forecasts and Early Warning Indicators (EWI) are monitored on a daily basis, enabling close monitoring of risks. These processes are rounded out by a series of stress tests aimed at anticipating extreme liquidity events, the results of which are presented every month to the ALCO Committee (Asset Liability Committee).

RISQUES OPÉRATIONNELS

A dedicated Enterprise Risk Management team tracks operational risk events and actual operational losses.

Risk events are classified in accordance with Basel risk categories (i.e., internal fraud, external fraud, employment practices and workplace safety, customers/products and sales practices, damage to physical assets, business interruption and system failure, execution/delivery and process management) and are reported using the COREP regulatory reporting

system (i.e., Common solvency ratio REPorting).

Operational risks are monitored in phase with the process used to update the Risk and Control Self-Assessment (RCSA) for each entity used to devise an appropriate permanent control plan.

The plan is constantly updated to reflect changes in applications and processes and adjusted in line with operational risk assessments and recorded losses.

SOLVENCY

The Group's solvency ratio (Total Capital Ratio) stood at 18.0% at 31 December 2022, while the core capital ratio (CET1) calculated using the transitory arrangement allowed under IFRS 9 stood at 14.1%. The "fully-loaded" ratios came in at 17.7% (Total Capital Ratio) and 13.8% (CET 1). Maintaining solvency well above regulatory requirements is a priority for My Money Group as part of our prudent and controlled risk management strategy.

For Pillar 2 requirements, My Money Group has deployed an Internal Capital Adequacy Assessment Process (ICAAP) based on:

- medium-term planning of regulatory capital adequacy requirements,

- an assessment of capital requirements based on the main risks to which the Group is exposed.

Total regulatory capital amounted to €919 million at end-2022 and consisted of core capital (CET1) of €719 million, Additional Tier 1 (AT1) capital of €100 million, and Tier 2 (T2) capital of €100 million. Risk-Weighted Assets totalled €5.1 billion. These risk-weighted assets (i.e., weighted for credit, operational and market risk) are calculated using standard Basel minimum capital requirements (Pillar 1).

MARKET RISK

My Money Group does not engage in proprietary trading and only invests on the financial markets for liquidity management purposes. The Group's current exposure is mainly to interest rate risk, which is managed by

hedges in the form of interest rate swaps.

In 2022, the Group's market risk KRIs remained well within established limits.



4

CONSOLIDATED FINANCIAL STATEMENTS

BILAN CONSOLIDÉ

ASSETS

€ thousands

	31.12.2022	31.12.2021
Cash and amounts due from central banks	191,816	279,061
Hedging derivatives	455,263	94,903
Financial assets measured at fair value through profit or loss	65,818	15,902
Financial assets measured at fair value through equity	150,840	241,543
Financial assets measured at amortised cost	-	4,431
Loans and receivables due from credit institutions at amortised cost	271,281	356,979
Loans and receivables due from customers at amortised cost	6,937,705	6,639,044
Current tax assets	1,321	876
Deferred tax assets	-	24,185
Accrued income and miscellaneous assets	216,191	121,242
Non-current assets held for sale	9,443	9,591
Investment property	-	-
Property, plant and equipment	39,651	27,398
Intangible assets	27,469	20,316
TOTAL ASSETS	8,366,799	7,835,469

EQUITY AND LIABILITY

€ thousands

	31.12.2022	31.12.2021
Central banks	-	15
Financial liabilities measured at fair value through profit or loss	56,685	6,933
Hedging derivatives	378,918	65,934
Debts represented by a security	1,721,253	2,160,651
Amounts owed to credit institutions and similar	391,412	355,832
Amounts owed to customers	4,478,529	4,079,196
Current tax liabilities	-	-
Deferred tax liabilities	2,369	-
Accrued expenses and miscellaneous liabilities	162,703	120,500
Provisions	54,957	67,337
Subordinated debt	88,629	99,722
Total liabilities	7,335,454	6,956,120
Equity attributable to owners	1,031,345	879,349
Share capital	59,000	59,000
Equity-like instruments	97,820	97,820
Consolidated reserves	683,456	724,231
Gains and losses directly recognised in equity	197,632	31,070
Net profit / (loss) for the period	(6,563)	(32,772)
Minority interests (or non-controlling interests)	-	-
Total Equity	1,031,445	879,349
TOTAL EQUITY AND LIABILITIES	8,366,799	7,835,469

COMPTE DE RÉSULTATS CONSOLIDÉ

	31.12.2022	31.12.2021
Interest and similar income	270,822	223,638
Interest and similar expense	(98,058)	(66,694)
Commissions (income)	31,522	28,890
Commissions (expense)	(7,901)	(11,391)
Net gains or losses on financial instruments measured at fair value through profit or loss	2,404	1,046
Net gains or losses on financial instruments measured at fair value through equity	72,540	(1,018)
Net gains or losses on derecognition of financial assets measured at amortised cost	(200)	(769)
Income from other business	15,858	17,399
Expenses on other business	(3,185)	-
Net banking income	283,802	191,102
General operating expenses	(276,196)	(183,738)
Allowances for amortisation costs and impairment of intangible assets	(12,325)	(8,478)
Gross operating income / (loss)	(4,719)	(1,115)
Cost of credit risk	(25,095)	(1,621)
Net operating income / (loss)	(29,814)	(2,735)
Net gains or losses on other assets	1,691	714
Other income	300	-
Gain on acquisition	-	-
Profit / (losses) before tax	(27,823)	(2,021)
Income tax	21,261	(30,751)
Consolidated profit / (loss)	(6,563)	(32,772)
Attributable to non-controlling interests	-	-
Attributable to owners	(6,563)	(32,772)