banks operating in France.

The French Banking Federation (FBF) is the professional body representing all



330 MEMBER BANKS

The FBF's mission is to promote the banking and financial industry in France, in Europe and around the world. It determines the profession's positions and makes proposals to public authorities and economic and financial authorities.

The FBF represents 330 banks, including 117 foreign banks*. Regardless of their size or their legal form, credit institutions licensed as banks and the branch offices of credit institutions in the European Economic Area can, if they wish, become full members of the FBF. which then becomes their professional body.

The central bodies of cooperative or mutual banking groups and the AFB** can also become members.

A STAFF OF 128 EMPLOYEES

128 permanent employees work at the FBF and the AFB, in conjunction with more than 400 bankers who take part in commissions and committees. These bodies meet regularly to formulate positions and to launch initiatives. Decisionmaking relies on preparatory work by experts from the FBF, technical committees or 80 ad hoc working groups. Discussions with members are therefore central to the Federation's work.

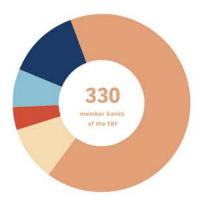
INFLUENCE IN FRANCE AND ABROAD

The FBF is located in Paris and also maintains offices in Brussels. The FBF is also throughout France via a network of 103 regional and departmental committees. network draws on the services of over 2,500 bankers who regularly meet with local business and government representatives and convey the industry's positions.

The FBF is a member of the European Banking Federation (EBF).

*As of 1st January 2023.

** The French Banking Association (AFB), representing 167 banks, sits on the FBF's executive committee. It is the professional body representing commercial banks for employee-related matters (banking collective labour agreement).



64% French banks 15% EEA branch offices 8% Non-EEA branch offices 3% EEA subsidiaries 10% Non-EEA subsidiaries

Influence and organisation









French Polynesia



New Caledonia



Philippe Brassac

Chairman of the FBF Chief Executive Officer of Crédit Agricole S.A.



Frédéric Oudéa

Vice-Chairman of the FBF Chief Executive Officer of Société Générale



Philippe Heim

Treasurer of the FBF Vice-Chairman of the AFB Chairman of the Executive Board of La Banque Postale



Jean-Laurent Bonnafé

Director and Chief Executive Officer of BNP Paribas



Nicolas Namias

Chairman of the Executive Board of the BPCE Group



Nicolas Théry

Chairman of the Confédération Nationale du Crédit Mutuel



Maya Atig

Chief Executive Officer of the FBF



Security Adviser



Etienne Barel

Deputy CEO

Investment banking and markets Sustainable finance Taxation Banking and accounting supervision European and international institutional relations



Solenne Lepage

Deputy Director General

Retail and remote banking Digital, payments and operational resilience Legal and Compliance



Ermelina Debacq

Deputy Director General

Communication Institutional relations France General Secretariat



André-Guy Turoche

Director of Social Affairs

Social relations Observatory and studies

Forward-looking Commission

Climate and Biodiversity Commission

Control and Prudential Supervision Commission Investment Banking and Markets Commission Retail and Remote Banking Commission Accounting Committee

Compliance and Conduct Committee Legal Committee

Major Risk and Security Committee

> Means of Payment Steering Committee Tax Committee



The Commissions are chaired by a member of the Executive Committee. The sherpas, upstream of the Executive Committee, feed into the discussions and examine the issues and proposals, with the FBF General Management Board.

The FBF's presence

The FBF represents the banking industry in public organisations:

...and in many national, European and international organisations:

It is the partner to several French and international authorities, associations and other bodies:



Consultative committees









Business practice and Prudential affairs









Mediation Committee Monitoring and Proposal Committee

Finance and











Guarantee Committee Use of funds steering and supervisory committee (COSEF)























STRATEGIC COMMITTEE ON FINANCIAL EDUCATION











PARIS RESILIENCE

GROUP















ib fed International Banking Feder











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