

Paris, May 16, 2012

Appointments at CIB

To support the development of its client-centered strategy, Natixis has made a number of appointments in Corporate and Investment Banking.

Capital markets

Luc François is joining Natixis as Head of Capital Markets. As such, he will become a member of Natixis' Executive Committee. He will be in charge of all Natixis' capital market activities, i.e. fixed income, forex, loans, commodities, equity (cash and derivatives), cash management and management of the BPCE-Natixis collateral.

Luc François will report to De Doan Tran, CEO of CIB and member of the Senior Management Committee of Natixis.

Geographic platforms

- **Americas**

Stéphane About was appointed CEO of CIB Americas based in New York; previously he was Global Head of Fixed Income, Commodities & Treasury.

- **EMEA**

Yann Gindre was appointed CEO of CIB EMEA (Europe excluding France, Middle East and Africa) based in London; previously he was CEO of CIB Americas.

- **Asia-Pacific**

François Riahi was appointed CEO of CIB Asia-Pacific based in Hong Kong; previously he was Deputy CEO – Strategy at BPCE.

Stéphane About, Yann Gindre and François Riahi will report to De Doan Tran, CEO of CIB and member of the Senior Management Committee of Natixis.

Transaction Banking

Jean-Michel Russo was appointed Head of the new Global Transaction Banking (GTB) business line, which comprises all business lines and expertise regarding transaction banking: account keeping and offering of cash products, cash management, trade finance and correspondent banking; previously he was Head of CIB Operations.

Operations

Olivier Rustat was appointed Head of CIB Operations (excluding GTB operations reporting to Jean-Michel Russo); previously he was Inspector General of Natixis.

Olivier Rustat and Jean-Michel Russo will report to Christophe Lanne, Chief Operating Officer of CIB.

These appointments will become effective in September 2012. They are part of the in-depth transformation of Natixis' business model that began in 2009 and they highlight the importance of the bank's international development.

Our strategy of refocusing our business on client activities is demonstrated by the following:

- a significant decrease of the risk profile and of liquidity needs;
- an increase in revenues from client operations;
- increasing market shares in financing and capital markets*;
- growing synergies and cross selling.

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* Best bank for covered bonds for 2011; No.3 bookrunner for primary equities in euros by number of transactions in 2011 (source: IFR/Thomson Reuters); No. 2 financial advisor for project finance in the EMEA region in 2011 (source: EMEA advisory mandates closed); No.5 global financial advisor for project finance (Global advisories closed), source: Project Finance International.

Biographies

Stéphane About began his career in 1986 at Crédit Lyonnais before joining Deutsche Bank in 1988 and UBS in 1989 in London. In 1992, he joined S.G. Warburg in London and then in Paris. In 1995, Stéphane joined CDC IXIS Securities as General Manager and member of the Executive Board, then IXIS Capital Markets North America in 2001 as Head of Capital Markets. In 2003, he was appointed Global Head of Fixed Income of CDC IXIS and of Natixis in 2007.

Stéphane About holds a double masters degree in International Economy and in Macroeconomics from Université Paris I, and an MBA from College of Europe in Bruges.

Luc François began his career in 1986 at IBM before joining Société Générale in 1988 where he held several positions before being appointed 2007 Global Head of Equity and Equity Derivatives in 2007. Luc joined Morgan Stanley in London in 2008 as Head of Equity Derivatives and European Equity. In 2011, he was appointed Global Head of Derivatives.

Luc François is a graduate of Ecole Supérieure d'Electricité.

Yann Gindre began his career in London in 1984 in the capital markets business before joining UBS and being appointed Global Head of DCM in 1992. He held this position at Barclays, Commerzbank, and then JP Morgan Chase where he was appointed Head of European Fixed Income. In 2004, he joined Natixis in London as Country Manager and Head of Capital Markets. In 2009, he was appointed CEO of CIB Americas.

Yann Gindre holds an MBA from the London Business School.

François Riahi was Inspector of Public Finances at the Auditing Department of Treasury from 2001 to 2005. He joined the budget department as project manager with the director, before heading the budget policy bureau. In 2007, he was appointed advisor to the office of the French President in charge of State reform and public finances. In March 2009, François Riahi joined Groupe BPCE as Deputy Chief Executive Officer, in charge of Strategy.

François Riahi is a graduate of Ecole Centrale de Paris, Institut d'Etudes Politiques de Paris, of Stanford Executive Program and former student of ENA.

Jean-Michel Russo began his career in 1982 at Crédit Agricole Indosuez. He joined Natixis Banque Populaire in 2004 as Head of Capital Markets. In 2005, he became deputy Head of structured finance and capital markets. In 2007, Jean-Michel was appointed Head of CIB IT of Natixis, and in 2011 Head of Operations.

Jean-Michel Russo is a graduate of Ecole Nationale des Ponts et Chaussées, Institut des actuaires français and holds a law degree (Paris I).

Olivier Rustat began his career in 1989 at Banque Populaire d'Alsace. From 1991 to 2003, he held several positions at Banque Fédérale des Banques Populaires, as auditor and central inspector. In 2003, he was appointed corporate secretary of Natixis Bleichroeder, and then Chief Operating Officer of Natixis in New York. In 2010, Olivier was appointed Inspector General of Natixis.

Olivier Rustat is a graduate of Institut d'Études Politiques of Strasbourg. He also holds a DESS [Post-graduate diploma] Banking and Finance (Strasbourg) and a degree from Institut Technique de Banque (ITB).