

Paris, March 15, 2016

Appointments to Natixis' Executive Committee

In the Corporate & Investment Banking arm

In order to enhance client service through strengthened strategic dialogue, to take its Originate to Distribute model to the next stage, and to further expand business line growth internationally, Natixis is planning to reorganize its Corporate & Investment Banking arm, which is co-headed by François Riahi* and Marc Vincent*.

The planned changes will be submitted to the employee representatives for discussion, after which time Corporate & Investment Banking will house the following businesses:

- A newly created **Global Finance** business line which will include the following departments: Global Energy & Commodities, Aviation, Export & Infrastructure, Real Estate Finance, Syndication for these three expertises, Financing Portfolio Management, and the Restructuring Group. Pierre Debray** will be responsible for setting up the Global Finance business.
- A newly created **Investment Banking** business line which will include the following departments: Strategic Equity Transactions, Acquisition & Strategic Finance, Capital & Rating Advisory, Equity Capital Markets and Corporate Loan Structuring. It will also include Bond Origination.
- **Mergers & Acquisitions**, managed by Marc Vincent
- **Global Markets**, managed by Luc François**
- **Global Transaction Banking**, managed by Anne-Cécile Delas
- Stéphane About** and Pierre-Henri Denain** will respectively continue to lead the **Americas and EMEA platforms**. We will shortly be appointing a new head for the Asia Pacific platform.

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As part of the plan, we have made the following appointments to the Executive Committee:

Anne-Cécile Delas, head of Global Transaction Banking.

Guillaume de Saint-Seine, who has been appointed head of Coverage. He was previously head of Global Coverage Financial Institutions & Public Sector in Corporate & Investment Banking.

Mohamed Kallala, who has been tasked with setting up the Investment Banking business.

In the Investment Solutions arm

Matthieu Duncan has been appointed Chief Executive Officer of Natixis Asset Management, with effect from April 4. He has also been appointed to Natixis' Executive Committee.

Matthieu is replacing Pascal Voisin and will be responsible for maximizing NAM's growth, driving the necessary structural reforms to shape the business to clients' changing expectations and continuing to integrate Natixis Asset Management in Natixis Global Asset Management's global multi-boutique model. He will report to Pierre Servant.

*Member of Natixis Senior Management Committee

** Member of Natixis Executive Committee

Biographies

Anne-Cécile Delas began her career in 1995 at Crédit Lyonnais in New York then in Paris, where she was firstly a Financial Analyst, then Customer Relationship Manager, and subsequently a Financial Engineering Account Manager. In 2005, she joined the Acquisition & Strategic Finance team at Natixis as Account Manager, then Managing Director in financial engineering. In 2011 she became Head of the European arm of Corporate Acquisition Finance. Since January 2016 Anne-Cécile Delas has been Head of Global Transaction Banking.

Anne-Cécile, aged 42, holds a degree from the EM Lyon business school.

Guillaume de Saint-Seine began his career in 1987 at BNP, before moving to the Groupe E. Stern in Paris, on Equity Markets, M&A and Direct Investments. In 1992, he joined Banque Indosuez in Paris as Assistant Manager M&A and then as assistant director where he created the Financial Institutions Group. In 1996, he was appointed Managing Director, Financial Institutions at Schrodgers later Citigroup Global Markets before joining Leonardo & Co. in 2007 as Managing Director, Head of Financial Institutions for France, Benelux and Switzerland. Since July 2012, Guillaume de Saint-Seine has been Global Head of Financial Institutions and Public Sector Coverage for the Corporate & Investment Banking.

Guillaume de Saint-Seine, 54, is a graduate of Institut d'Etudes Politiques de Paris and holds a post-graduate degree in Financial Markets and Business Management from Paris IX Dauphine University.

Mohamed Kallala has spent most of his career in the mergers and acquisitions advisory field. He started as an ALM trader in 1993 at BNP Paribas and in 1995 was appointed head of the Mergers and Acquisitions department at Crédit Agricole Indosuez. In 2000, he joined Global Equities as Head of the Corporate Finance business before coming to Natixis in 2005 to head up Corporate Finance Real Estate. Since February 2009, he was member of the Executive Board of Natixis Finance, Natixis' subsidiary specialized in mergers and acquisitions advisory. Since July 2010 Mohamed Kallala has been appointed Head of Real-Estate Finance.

Mohamed Kallala, 48, is a graduate of Ecole Normale Supérieure. He holds a Ph.D in Physics and an MBA from Collège des Ingénieurs Paris.

Matthieu Duncan began his career in the financial industry at Goldman Sachs, where he held various positions in the capital markets sector in Paris and London between 1990 and 2003. Since 2004, he has held various positions in the asset management area in London: Chief Investment Officer (CIO) Equities at Cambridge Place IM, Head of Business Strategy and member of the Board of Directors of Newton IM (a Bank of New York Mellon company), and Chief Operating Officer (COO) and member of the Board of Directors of Quilter Cheviot IM.

Matthieu DUNCAN, 51, is a graduate from the University of Texas (Austin) and the University of California (Santa Barbara).

About Natixis

Natixis is the international corporate, investment, insurance and financial services arm of Groupe BPCE, the 2nd-largest banking group in France with 36 million clients spread over two retail banking networks, Banque Populaire and Caisse d'Épargne.

With more than 16,000 employees, Natixis has a number of areas of expertise that are organized into three main business lines: Corporate & Investment Banking, Investment Solutions & Insurance, and Specialized Financial Services.

A global player, Natixis has its own client base of companies, financial institutions and institutional investors as well as the client base of individuals, professionals and small and medium-size businesses of Groupe BPCE's banking networks.

Figures as at September 30, 2015

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