



ACTIVITY
REPORT
2021



MESSAGE FROM THE PRESIDENT **MR. MARCO AURELIO ALMADA** CEO, SICOOB, BRAZIL

As we started the year with challenges resulting from 2020, it seems so much has changed for our organizations and our employees with the spread of COVID-19. We all had to quickly adapt, which seemed to have brought permanent yet positive changes and so much growth for us individually and as an organization.

As a positive result, we are happy to highlight the Global Network Program, this project that emerged in the middle of the pandemic, has been increasingly successful in engaging our Members. We have had over 500 participants throughout the 5 cycles that have taken place. In addition, we have noticed how it strengthened networking and promoted opportunities amongst our Members to work together.

I believe we had all foreseen that by 2021 we would be moving towards normality, but as we have noticed, it was not over yet. CIBP Members were still unable to meet in person and had to find ways to keep the projects up and running digitally with the same interaction and energy as before.

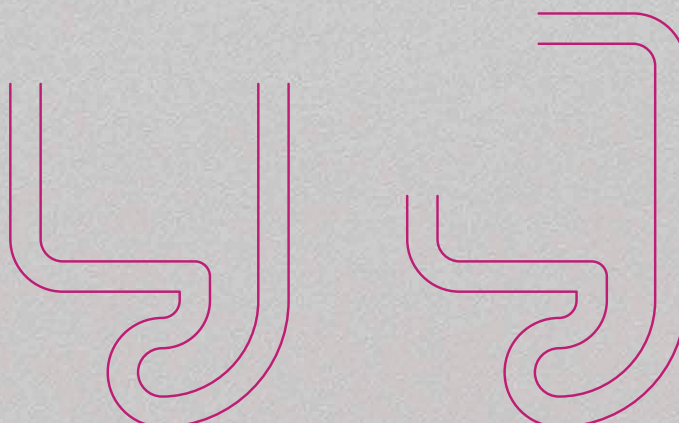
We faced this situation with CIBP LINK, our international training programme for Executive managers. The program is a huge success amongst our Members, it gives participants the opportunity to enhance management skills as well as establish a network with other executives around the world. It is normally hosted in 3 different countries, but due to the pandemic we had to adapt to an online training development programme for executive managers of cooperative and popular member banks.


It was a real challenge, but we were able to surpass this and deliver with greatness. Nevertheless, it was amazing to see that even with all the difficulties the pandemic brought, we were still able to keep the cooperation and enthusiasm amongst the Members. We remained focused on the mission of offering cooperative banks a relationship network, with projects, as well as fostering business exchange between country Members.

Since I took over CIBP's presidency in May 2021, I continue our commitment to work together to play a strategic role in strengthening the Members cooperative practices and ties. In 2021, new successful ideas were implemented, such as our CIBP one-to-one meetings, where I, as President, get the chance to exchange ideas and understand the needs of other Member presidents in order to establish close relationships, as well as promote business developments to contribute to the economic and social well-being of the communities where each coop operates.

CIBP has also begun to structure a new financial education project called 'Financial Health'. CIBP Members are going to work together as an intercooperation to implement an online platform which offers personal financial advice for free for those in need. The objective is to provide financial solutions for their clients. That way, CIBP promotes financial dignity, inclusion, and opportunities for everyone involved.

Last but not least, I would like to say that it has been a great honor to work besides Mr. Declercq (CIBP Vice-President and BANQUE CPH CEO) and his team in such a successful and strong partnership throughout the years. We hope to continue playing a strategic role in strengthening the cooperative practices and exchanging information about what we are building for the world.



A portrait of Mr. Alain Declercq, a middle-aged man with glasses, wearing a dark suit, white shirt, and a patterned tie. He is smiling slightly and looking towards the camera. The background is a solid dark blue.

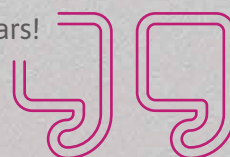
MESSAGE FROM THE VICE-PRESIDENT **MR. ALAIN DECLERCQ** CEO, BANQUE CPH, BELGIUM

Who would have bet early 2021 that the pandemic would last for so long? A year has passed since I last wrote to our trusted network in the CIBP Activity Report and we still live in Covid mode. 2021 was another year of virtual activities for all of us and for CIBP in particular.

2022 had a good start allowing again face-to-face meetings, but it was darkened by the war in Ukraine which affects us all, one way or the other, especially the Ukrainians. Let's hope 2022 will end well and more than ever: let's think globally and act locally!

For CIBP, 2021 was another difficult year, coping with high uncertainties linked to the pandemic, but the team adapted well to propose online activities and to keep the links between Members. The large participation to Global Network Program and SPARKs is a great award.

It was also a year of change for the CIBP General Secretariat team, with new offices in Brussels, with the wide capacity to welcome all CIBP members' colleagues, and the change of Presidency. The hand-over to Mr. Almada (SICOOB President) in May 2021 was very smooth as Brazil and Belgium teams have been working together since November 2017. I take this opportunity to thank Mr. Almada and the Brazilian team for their strong support during the Belgian Presidency and wish them the best for the coming years!





MESSAGE FROM THE SECRETARY GENERAL MS. VALERIA RUTGERS

After the breakeven year of 2020, CIBP Members confirmed the Confederation's governance nomination of Mr. Marco Almada, CEO and President of SICOOB (Brazil) when electing him as our new CIBP President for a mandate of 3 years from 2021 to 2024.

Mr. Alain Declercq, previous CIBP President and CEO of BANQUE CPH, now appointed Vice-President, handed over a reliable CIBP organization despite the COVID-19 crisis and maintained close ties between the CIBP Members, that in their turn are being seen as essential by their Stakeholders in their respective regions.

One of the main 2021-2024 Strategic points coming from our Brazilian presidency can be summarized in a more collegial form as such:

How can CIBP remain responsible and solid, answering its Members' guidelines while taking risks to ensure a reference positioning in the world of the financial cooperative system?

CIBP's message to be reminded to its Members is to fully choose and embrace ONE united Confederation complemented by the diversity of realities, languages and niche market under one DNA, the cooperative business model.

Why? Because with the belief, despite its size, CIBP General Secretariat, with the help of the President

and Vice-President support teams, focuses to balance between adaptation to the Members' particularities and grasping every year highlights to create a domino effect, approaching potential new Members.

That is why CIBP exists with the active participation of every nominated CIBP Ambassadors, who believes in the Mission and Role of CIBP to pursue constant connections for common goals and developments.

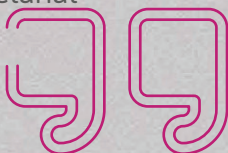
At CIBP, we want to generate word-of-mouth by actively listening to each other, opening an on-going conversation while providing solutions we adhere to.

Since the pandemic started, a full-hearted decision was taken to explore more fields that are still "under construction"; which reveals the continuous role for a more meaningful gathering of financial cooperative organizations, that have significantly expanded with the crisis.

At CIBP, our Members represent "Entrepreneurs" who are researchers experimenting and seeking solutions for strong cooperation on key cooperative financial fields. This is also the symbol CIBP wants to act on.

Looking forward to continuing doing so with all Members and their active teams to move forward together in the future.

Kind regards from the CIBP General Secretariat Team



IN 2021, CIBP CONTINUED WITH
THE IMPLEMENTATION OF ITS
ACTION PLAN DIVIDED INTO
4 MAIN PILLARS:

INSPIRE SHARE CO-CREATE BELONG

DISCOVER
AND SHARE IN
COMMON PLATFORM
STORIES THAT MAKE
US PROUD TO BE A
COOPERATIVE BANK

RUN INNOVATION
SPARKS TO CONNECT
MEMBERS AND FIRE
UP DISCUSSIONS
WITHIN CIBP
NETWORK

RUN INNOVATION
SPRINTS TO ENGAGE
SPECIALISTS OF CIBP
MEMBERS, SO WE
UPLIFT THE
COMMUNITY

MAKE CLEAR
HOW TO ENGAGE
WITH CIBP AND
THE BENEFITS OF
PARTICIPATING

WE

CO-CREATE

Through co-creation, we invite our Members to gather fresh ideas and break from their own status quo.

SPRINTs are a democratic approach in which CIBP captures insightful content in a report together with its Members on the most relevant topics today.

We enable the access to this content through our newsletter, website and email distribution list.

In order to harness the power of co-creation, we have listened to and learned from each other about Cooperative Values. Throughout 2021, for the SPRINT *“Cooperativism as an Answer”*, we have explored essential questions such as:



HOW CAN WE **TRANSLATE** THE RELEVANCE AND PERTINENCE OF THE COOP MODEL IN ITS ORIGIN TO TODAY'S SOCIETY?



WHAT ARE YOU MOST PROUD OF ABOUT BEING PART OF A COOPERATIVE BANK?



DO YOU THINK THAT GROWTH MIGHT PUT AT RISK THE DIFFERENTIATION ON HOW COOP BANKS UNDERSTAND THEIR RELATIONS WITH MEMBERS/CLIENTS COMPARED TO SHAREHOLDERS BANK?




HOW TO DEVELOP THE ORGANIZATION AND STILL PRESERVE THE PROXIMITY IDENTITY OF COOP BANKS?



CONTRIBUTING TO THE COMMUNITY IS ANOTHER DEFINING CHARACTERISTIC OF COOP BANKS. HOW DO COOP BANKS DEPLOY SIGNIFICANT EFFORTS TO CONTRIBUTE TO THE LOCAL COMMUNITY?



FINALLY, IN THIS CHALLENGING SCENARIO, WHAT SHOULD BE THE STRATEGY FOR COOP BANKS TO BE MORE RELEVANT AND ATTRACTIVE?



This led to a compelling SPRINT that we were pleased to share with our community.

This SPRINT showed us that effective and sustainable development needs to be a process led by local people. In a cooperative bank, people are not only clients, but they also own the institution and based on that they participate in most decisions. The contributions of cooperative banks for community development gave an overview of how crucial they are as catalysts. It gave us a clear view on what the added value of cooperative banks is when compared to commercial banks, and how they positively contribute to society.



HUMANS SURVIVE BY RELYING ON EACH OTHER AND FIND JOY AND FEEL REWARDED FROM BEING A PART OF A COMMUNITY. THIS HAS TRANSLATED INTO THE HOPE THAT WE CAN CREATE AN ECONOMY PUTTING PEOPLE FIRST AND AN INCLUSIVE SOCIETY FOR ALL.

MOON JAE-IN - PRESIDENT OF THE REPUBLIC OF KOREA AT ICA ANNUAL CONGRESS (2021)

We also implemented a new idea, our CIBP 1:1, the CIBP Member presidents can have one to one conversation to exchange ideas and understand the needs of other Member presidents, this helps establish close relationships, as well as promote business opportunities amongst the Members to contribute to the economic and social well-being of the communities where each coop operates.

WWW.CIBP.COOP



WE SHARE

In the pillar of We Share we implemented the concept of SPARK. SPARKs are monthly online conversations where we invite a specialist from a member bank to share his/her views on a specific topic or project. During the event, CIBP facilitates and moderates the exchanges and interactions with all the participants.

After the session, the recording of the Member's presentation is shared on our website.

So, besides the session itself, we are creating a product that can be viewed by any Member at any time. CIBP Members submit the topics as they have marked them as priorities in their respective agendas.

The objective is to share valuable information and expertise on one hand, and to create a feeling of community among our Members on the other hand.

In 2021 we have organized a total of 11 SPARKs with a participation that ranges from 20 to 50 or more people.

The topics that we have addressed are:

GREEN BANKING: WELCOME TO THE BANK OF THE ENERGY TRANSITION!

28 JANUARY 2021 | PIERRE-HENRI GRENIER - EXECUTIVE DIRECTOR OF THE BANK OF THE ENERGY TRANSITION

BANQUE POPULAIRE AUVERGNE RHÔNE ALPES - FRANCE - GUEST SPEAKER

TALENT MANAGEMENT AND SUCCESSION PLANNING

25 FEBRUARY 2021 | DOUNIA BENCHEIKH - HEAD OF TALENT MANAGEMENT & SUCCESSION PLAN

BANQUE CENTRALE POPULAIRE DU MAROC | MOROCCO

BE HAPPY BECAUSE IT IS GOOD FOR YOUR HEALTH!

HEALTH AND ECONOMY: LESSONS FROM A PANDEMIC

25 MARCH 2021 | ANDRÉ COMTE SPONVILLE - FRENCH HUMANIST PHILOSOPHER AND WRITER OF MOST FAMOUS BOOK IS PETIT

TRAITÉ DES GRANDES VERTUS (SMALL TREATY OF GREAT VIRTUES), PUBLISHED IN JANUARY 1995

MOST RECENT BOOKS ARE CONTRE LA PEUR ET CENT AUTRES PROPOS, (AGAINST FEAR AND A HUNDRED OTHER WORDS) - ALBIN

MICHEL - 2019 AND DICTIONNAIRE AMOUREUX DE MONTAIGNE, (MONTAIGNE'S LOVE DICTIONARY), PLON, 2020 - GUEST SPEAKER

4

CLIMATE CHANGES STRATEGIES

FINANCIAL INSTITUTIONS PREPARE FOR COP26 UN CLIMATE SUMMIT IN GLASGOW

22 APRIL 2022 | GILDAS POISSONNIER - MANAGER - SUSTAINABLE DEVELOPMENT AND RESPONSIBLE FINANCE
DESJARDINS GROUP - CANADA

5

THE DISTRIBUTION OF THE SURPLUS TO MEMBERS

ALLOCATING SURPLUS IN COOPERATIVE BUSINESS TO DESCRIBE A BUSINESS'S PROFIT.

27 MAY 2021 | CARLOS ORELLA - STRATEGIC PLANNING AND EXPERIENCE MANAGER - COOPEUCH - CHILE

6

HR MANAGEMENT IN COOPERATIVE BANKS

AN ANALYSIS OF OUR HUMAN RELATIONS WITHIN A COOPERATIVE ORGANIZATION: THE CREDICOOP EXPERIENCE

24 JUNE 2021 | HORACIO AIZICOVICH - HR MANAGER - BANCO CREDICOOP - ARGENTINA

7

HOME OFFICE: DIGITAL AND PERSONAL (R)EVOLUTION

HOW DID THE COVID-19 CRISIS CHANGE THE TRADITIONAL BANKING VIEW ON HOME OFFICE?

7 JULY 2021 | ING. MAG. ALEXANDER RIESS - HEAD OF HUMAN RESOURCES AND TRANSITION LEADER - VOLKSBANK WIEN - AUSTRIA

8

OPEN BANKING IN THE OMNI-BANKING CHANNEL STRATEGY: CPH'S CASE STUDY

THE CURRENT DIGITAL REVOLUTION IS CHANGING THE BEHAVIOUR AND THE PREFERENCE OF PEOPLE.

23 SEPTEMBER 2021 | MATHIEU DESMET - HEAD OF IT AND PAYMENTS - BOARD MEMBER BANQUE CPH - BELGIUM

9

HOW TO BOOST DIGITAL DEVELOPMENT: LESSONS LEARNED FROM THE COVID CRISIS

THE KEY TODAY IS TO CONTINUE GENERATING INCOME TO SUSTAIN ITSELF IN THE MARKET AND ONE WAY FOR THIS IS THE DIGITIZATION OF PROCESSES. HOWEVER, FOR MANY TRADITIONAL BANKS THIS MAY BECOME IMPOSSIBLE WITHOUT THE PROPER ACCOMPANIMENT AND SUPPORT TO MAKE THE JOURNEY LESS PAINFUL.

28 OCTOBER 2021 | RONNY RAMIREZ GARCIA - VICE-PRESIDENT OF OPERATIONS AND TECHNOLOGY - BANCO COOPCENTRAL - COLOMBIA

10

DATA ANALYTICS JOURNEY - EXPLAINABLE AI

WHILE THE PENETRATION OF THE INTERNET AND MOBILE DEVICES HAS INCREASED SIGNIFICANTLY IN THE LAST DECADE, THE USE OF SOPHISTICATED MOBILE APPLICATIONS IS STILL HIGHLY CONCENTRATED IN BANKING.

18 NOVEMBER 2021 | DR. JONATHAN FELL - DATA SCIENTIST - DZ BANK AG - GERMANY

11

SICOOB INSTITUTE'S STRATEGIC SOCIAL INVESTMENT

THE SICOOB INSTITUTE FOR SUSTAINABLE DEVELOPMENT IS THE STRATEGIC SOCIAL INVESTMENT ORGANIZATION OF THE BRAZILIAN CREDIT COOPERATIVE SYSTEM (SICOOB) AND MOBILIZES A LARGE FORCE THAT INVOLVES THE PARTICIPATION OF EMPLOYEES AND LEADERS OF SICOOB COOPERATIVES AND THE CENTRAL BANK, TO ACT AS TRANSFORMING AGENTS WITH THE COMMUNITIES, SHARING THE VALUES AND PRINCIPLES OF COOPERATIVISM, PROMOTING ENTREPRENEURSHIP, FINANCIAL CITIZENSHIP AND LOCAL SUSTAINABLE DEVELOPMENT, CONNECTING PEOPLE TO A MORE COLLABORATIVE WORLD.


9 DECEMBER 2021 | LUIZ EDSON FELTRIM - DIRECTOR - SICOOB INSTITUTE - BRAZIL

A vertical image on the left side of the page shows a person standing on the edge of a dark, rocky cliff. The person is small in the frame, looking out over a vast blue sky. The image has a blue-to-purple gradient overlay.

WE

INSPIRE

THE PILLAR WE INSPIRE IS A SPACE TO RAISE AWARENESS ABOUT THE POSITIVE IMPACT COOPERATIVE AND POPULAR BANKS HAVE ON SOCIETY. OUR COMMUNITY HAS A PIONEER SPIRIT THAT PUTS US ON THE EDGE OF AN INNOVATIVE BUSINESS MODEL AND INCLUSIVE DECISION MAKING. THAT'S WHAT INSPIRES ALL OF OUR MEMBERS. THROUGH THE DISTRIBUTION OF INSPIRING CONTENT ON OUR WEBSITE AND NEWSLETTER SHARED FROM ALL MEMBERS, WE AIM TO BRING OUR ASSOCIATES, FUTURE ASSOCIATES AND STRATEGIC PARTNERS CLOSER TO WHAT WE BELIEVE AND MAKE.

An abstract graphic at the bottom right of the page consists of a colorful splatter of paint or ink in shades of blue, purple, and white, creating a dynamic, energetic feel.



WE BELONG

The pillar We Belong is a roadmap to turn our Confederation into a community by a shared purpose, rooted in coop values and on an inspiring vision. A community, better than any organization, can leverage the network effect by expanding our collaboration with other organizations that share our values and principles

We met on several occasions throughout the year to update the Members on current and future activities and to hear from them.

The Ambassadors are the link between the Executive Committee Members and CIBP General Secretariat in order to have regular contacts with our Member banks and align the CIBP activities with the priorities of our Members.

Since the creation of the CIBP Ambassadors group, we experienced a better and more direct connection with our Members. We consider that only with genuine engagement and input from our Ambassadors we can design relevant activities for our Confederation. Therefore, understanding their needs and inviting them to share their views turned out an essential part of our communication with them.

LIST OF CIBP AMBASSADORS:



CLAUDIO CAUZILLO

HEAD OF DIGITAL BUSINESS
BANCO CREDICOOP



CARLOS ORELLA

MANAGER STRATEGIC PLANNING AND
CUSTOMER EXPERIENCE
COOPEUCH



YVAN-PIERRE GRIMARD

VICE-PRESIDENT INSTITUTIONAL AND
GOVERNMENT RELATIONS
DESJARDINS



JOHANNE AMESTONN

DIRECTOR OF CORPORATIVE STRATEGY,
TRAINING & CSR
FNBP



MARKUS STACHEL

GROUP HEAD INVESTOR RELATIONS
DZ BANK AG



VICTORIA PAGOWSKI

REGULATORY AFFAIRS - HEAD OF
BANKING REGULATION
ÖGV



CRISTELLE JULIEN

SENIOR EXECUTIVE ASSISTANT OF
THE PRESIDENT
BANQUE CPH



WAFAA MABROUK

TRAINING DIRECTOR
GROUPE BANQUE POPULAIRE DU MAROC



RODRIGO ARAUJO GUIMARAES

PRODUCT MANAGER

JULIANA COUTINHO

ANALYST
SICOOB



RONNY RAMIREZ

MANAGER OPERATIONS AND TECHNOLOGIES
BANCO COOPERATIVO COOPCENTRAL





IN A NUTSHELL, **CIBP LINK** ENABLES PROFESSIONAL KNOWLEDGE TRANSFER AND OFFERS A PLATFORM FOR DISCUSSION FOR CONCRETE SOLUTIONS ON MANAGEMENT CULTURE, STRATEGIC DEVELOPMENT, INNOVATIONS IN FINANCIAL AND COOPERATIVE PERFORMANCE, SOCIAL AND ECONOMIC TRENDS.

LEADERSHIP SKILLS AS WELL AS PERSONAL DEVELOPMENT ARE ALSO KEY FOR THE PARTICIPANTS WHO BENEFIT OF A UNIQUE PEER-TO-PEER AND CULTURAL RICH ENVIRONMENT. DURING THE CYCLE, PARTICIPANTS EVOLVE AND CAN ASSESS THEIR LEARNINGS IN A TRUSTED GROUP DYNAMIC.

SPECIFIC TRAINING TOOLS AND RENOWNED SPEAKERS COMPLETE THE TRAINING.

WE ARE INSPIRED BY OUR STORIES OF TRANSFORMATION THROUGH COOPERATIVE BANKING VALUES AND PRINCIPLES TO LEVERAGE MEANINGFUL AND COLLABORATIVE INNOVATION.

CIBP LINK

In 2021, the 14th CIBP LINK 2020/2021 cycle continued offering its first-time virtual program. With the great support of our members to the CIBP LINK training programme in these particular times, we welcomed 15 registered participants!

After the **"Strategy module"** provided by the long-standing partner the Academy of German Cooperatives (ADG), located in Montabaur, Germany, the 2 other modules on Innovation and Leadership were held ONLINE taking into account the global health crisis.

The **"Innovation module"** was organized with the help of our Belgian member, BANQUE CPH, from 24 to 31 March 2021.

BANQUE CPH hosted the Innovation module opening the first day session with a question from Mr Roland Gillet, Vice chairman BANQUE CPH and professor in Finance at the University Paris 1 Panthéon-Sorbonne and Université Libre de Bruxelles (Solvay), *"What are*

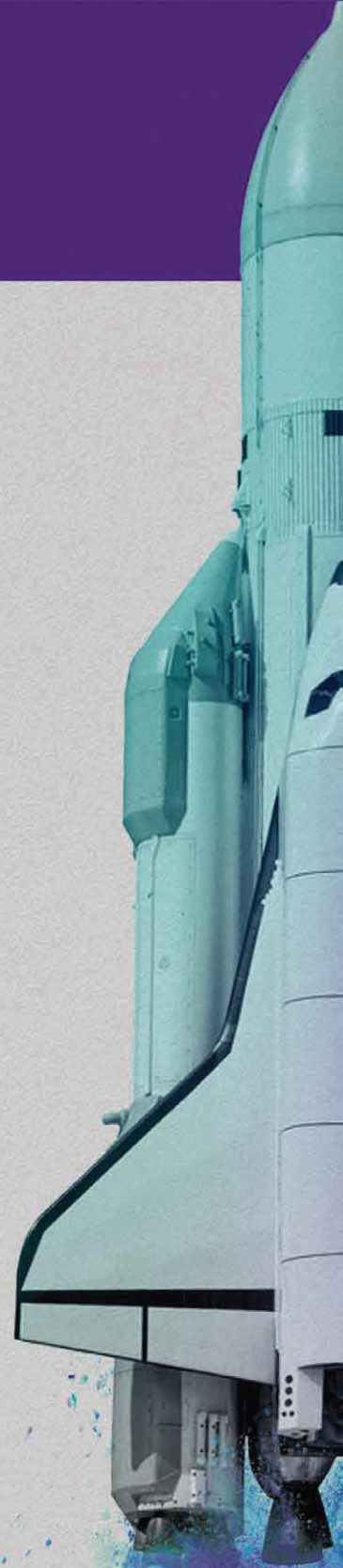
the economic perspectives in post-pandemic crisis? Who is going to pay the bill of the global health tsunami (low interest rates, debt, ethics)?"

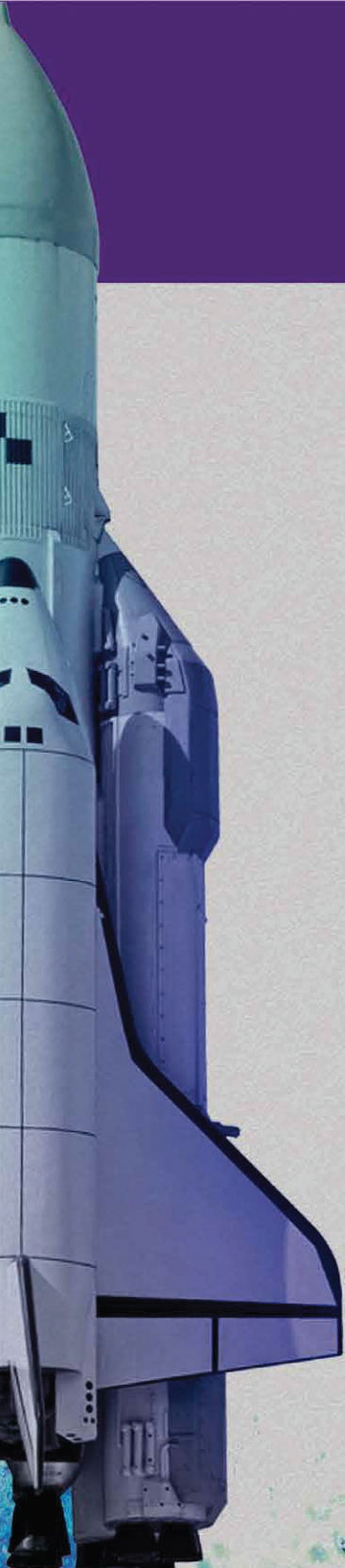
Mr André Conte-Sponville, a French philosopher, accepted the invitation to share his view on the sanitary and political order and mentioned the term *"Panmedicalism, a medical order that sacrifices freedoms"*. The most deplorable is that young people, the most vulnerable according to him, are sacrificed for the benefit of the oldest.

BANQUE CPH's digitalization journey also triggered some questions on its strategic planning but moreover confirmed its position as a cooperative bank when supporting Eric Domb in his *"innovative"* idea, Pairi Daiza.

Going more "Science Fiction", the Participants got an insight of their avatar by questioning their body to better understand themselves and others thanks to their own functioning with motor and brain preferences. Last but not least, the training module on innovation closed with a full immersion of China's New Normal. Amazing insights!

"How China sets the standard for innovation. When we think of technology and innovation we almost naturally end up with American companies such as Google, Apple, Facebook, Tesla or Amazon. That association creates a huge blind spot".





The "**Leadership module**" was hosted by our Canadian member, Desjardins Group, during which participants discovered the balance between agility and relevance using virtual means.

The Leadership identity was provoked with the pandemic striving for a more socio-economic Leadership integrating different aspects of ideas, cultures, collective common good.

With grounded reality, how can we adapt as cooperative and popular banks remembering that innovation is part of our DNA since the early stages without losing sight of their founding values.

"You cannot achieve new goals by applying same level of thinking that got you where you are today."

(Albert Einstein)

Ethics are back to be at the center of society. Companies will have to build an ethical brand. And for that it needs ethical strategy and what can be done for it to go right? How about Ethical anticipation? Ethics about the future.

Put 50.000 hearts into Action:

The role of a Leader is also to engage and motivate employees to drive Desjardins to be the number 1 choice of People by enriching their life and the ones of the community. Mr Guy Cormier, CEO and President of Desjardins Group, shared with the CIBP LINK Participants 4 keywords words to steer while listening employees and people:

Simple: Desjardins is simple to work with;

Human: Build on foundations of the cooperative values as proximity;

Modern: Need to evolve, to modernize mindsets, services, spirits;

Efficiency: Focus, capitalize business, anticipate.

We realize how purpose, intellectual honesty, being decent are still very important and vital to establish the good connections, feel being part of something bigger. Bonding as from this first experience, the 15 participants coming from Belgium, Brazil, Canada, Chile, France, Germany and Morocco shared their cooperative banking business model and had the chance to work together on Strategic Design thinking in Times of Transformation and leading in times of crisis.

CIBP LINK BOARD is also an opportunity to expand the existing network of CIBP members by offering them the strengths of the CIBP LINK training programme, i.e. offering a complementary and multicultural learning immersion, and a platform to share the responsibilities of cooperative governance for the attention of the members of the Board of Directors of popular banks and cooperatives.

This experience strengthens the cooperative DNA of CIBP Board members and allows them to identify the common denominator between the cooperative values of all members.

The members of the respective Board of Directors have thus the opportunity to (re)present, according to their national realities, their own environment, local developments in balance with their expertise, their know-how and their needs. Their local role is key.

Guests to the CIBP LINK BOARD program receive a yearly invitation for their session on the occasion of the annual CIBP Executive Committee meeting to take place on-site.

Members also have the option to submit a list of Directors and Board members, who would potentially be interested in participating.

In 2021 again, unfortunately, the edition had to be cancelled because of the health crisis.





CIBP GLOBAL NETWORK

A unique opportunity for multicultural exchanges
This international exchange program was created in 2020.

In 2021, CIBP continued the CIBP Global Network Program and had 3 cycles with a total of 198 participants coming from 7 Members! It is amazing to see how much this program is growing and how excited the members and employees are to participate.

CIBP partners colleagues from CIBP's Members cooperative banks who exchange on a weekly basis in the language of their choice. The whole group comes together once a month to share insights about their culture, working environment, challenges etc. which gives the participants a global overview and supports the creation of a global community.

This program not only broadens the candidates' horizons by learning more about a different culture but also offers a unique opportunity to practice and improve language skills.

In 2021, we successfully completed 2 cycles and opened 1 cycle which ended in 2022.



FINANCIAL HEALTH

CIBP is upbeat with a new project that aims to promote financial dignity and inclusion: Financial Health.

Our Brazilian Member - SICOOB - has a successful pilot that offers free personal finance advice through an online platform, which eases the process of mapping a blueprint and scale it internationally. In 2021 we have started assessing the feasibility of this international cooperation by presenting the project to our CIBP Members and Coopeuch (Chile) and CoopCentral (Colombia) have decided to start this joint initiative.

By developing Financial Health Global Platform, we can prepare people for a better future, because we are creating the path to promote financial dignity, inclusion, and opportunities for everyone. Through this initiative, people in three easy steps can receive personal finance advice for free:

1. CHOOSE A FINANCIAL ADVISOR

People can watch the financial advisors' presentation videos, read the available minibios and choose the advisor that best suits their needs.

2. SCHEDULE AN ONLINE CONSULTATION

Then, they just need to choose one of the available times and schedule an online meeting

3. BEGIN TRANSFORMATION

Finally, people can connect with their financial advisor by accessing their consultation room on the platform and allow financial education to transform their life!

CIBP is coordinating the international cooperation between their Brazilian, Chilean and Colombian Members, so we are able to implement a global pilot in those three countries (Brazil, Chile, and Colombia) by the end of 2022. If successful, CIBP with the collaboration of its Members and their teams will be offering personal finance advice for free in 3 different countries.

We want to thank SICOOB, Coopeuch (Chile) and Banco Cooperativo Coopcentral (Colombia) for their commitment and engagement of their teams (IT, Financial Education, Marketing, amongst others), so we are able to deliver a simple solution but with the potential of having a strong positive impact for so many people that really need it





MEMBERS

ARGENTINA

Banco Credicoop Cooperativo Limitado,

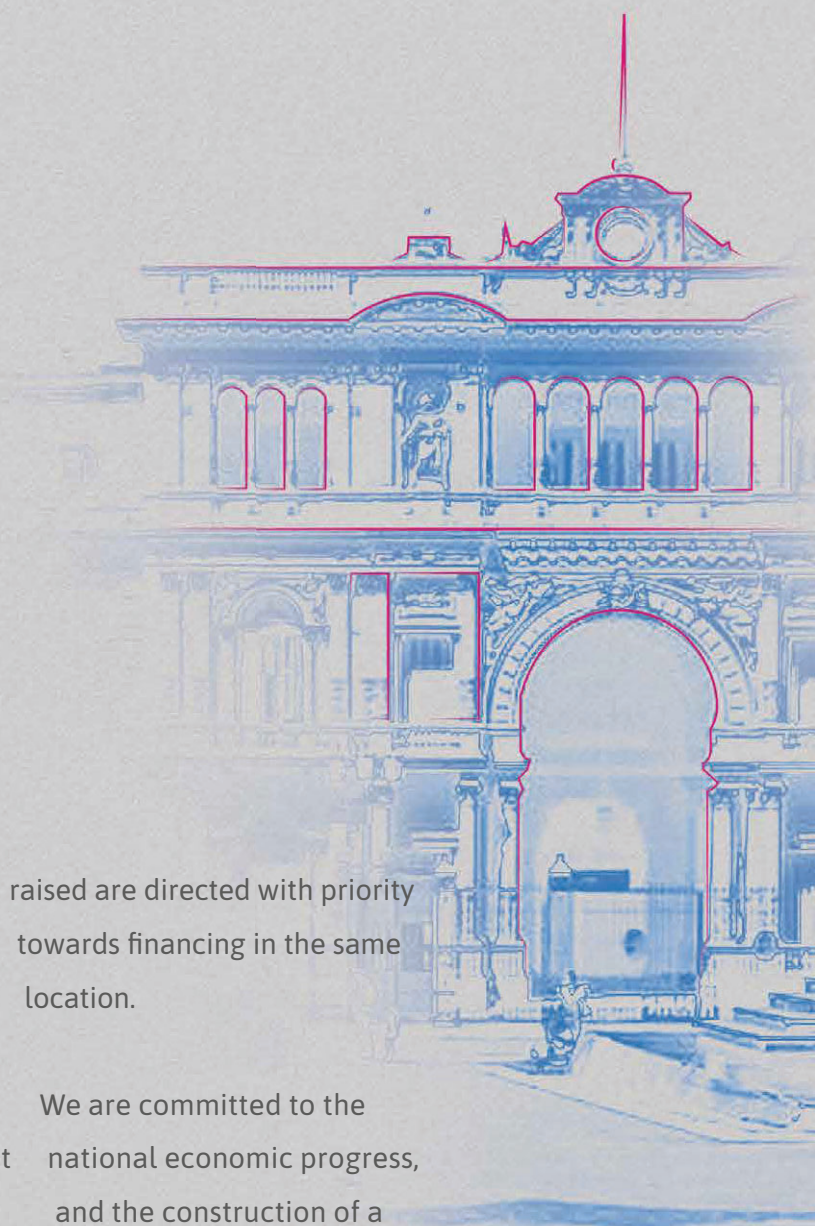
has turned after 2001 into the second private bank in Argentina. It is the most important cooperative bank in Latin America.

Banco Credicoop Cooperativo Limitado is a cooperative bank owned by its members, democratically managed. It is heir and follower of the valuable principles implemented by the cooperative credit institutions since the beginning of the 20th century.

Our leading task is to provide efficient and quality financial services to our members, with special emphasis on credit assistance to small and medium-sized enterprises, cooperatives, social economy enterprises, and individuals, located both at large urban centers, and small populations in our country. Deposits

raised are directed with priority towards financing in the same location.

We are committed to the national economic progress, and the construction of a solidary society with a more equitable distribution to secure a life with dignity for all Argentines.





AUSTRIA

**VOLKSBANK WIEN AG;
VOLKSBANK GROUP
IHRE HAUSBANK!**

Volksbank Wien AG is an Austrian cooperative bank and the central organization of the Association of Volksbanks.

Established in 2001, VOLKSBANK WIEN AG operates as a regional universal bank, foreseeing a broad range of retail banking products and services to private individuals and companies. Since July 2015, VOLKSBANK WIEN AG offers its retail banking products and services online via its registered trademark, LiveBank. It also provides cash management, business card processing, mortgage, and estate settlement services.

ÖGV ÖSTERREICHISCHER GENOSSENSCHAFTSVERBAND GEMEINSAM ERFOLGREICH

Österreichischer Genossenschaftsverband (Austrian Association of Cooperatives) is the service and audit organization of Volksbanks and commercial goods and service cooperatives in Austria. The tasks include providing legal and economic advice to its members as well as representing their interests at national and European level



BELGIUM

**LA VOLONTÉ DE RÉUSSIR
ENSEMBLE THE WILL TO
SUCCEED TOGETHER**

BANQUE CPH, is a Belgian local bank. Its headquarters are located in Tournai, Belgium. It counts 28 points of sales in the French-speaking part of the country. With a workforce of more than 200 people, BANQUE CPH defines itself as an independent local bank, the last French-speaking private player. BANQUE CPH is a cooperative society with excellent financial solidity. It has the competitive advantage of knowing its customers well. The client also knows his banker well. As a cooperative, many customers are also shareholders, which increases the proximity between the latter and his banker.

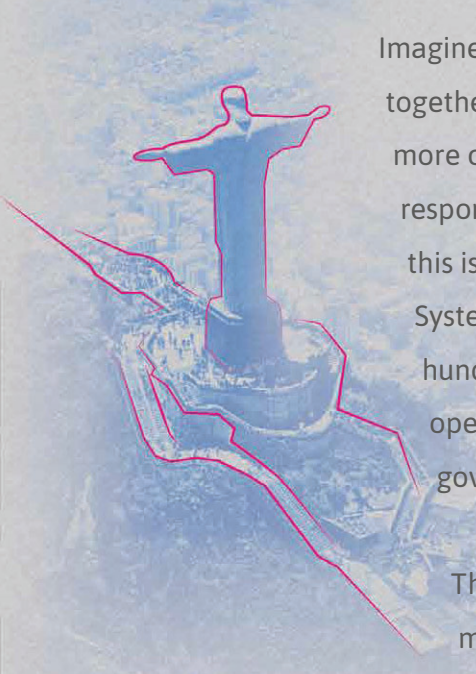




BRAZIL

**SICOOB, SISTEMA DE
COOPERATIVAS DE
CRÉDITO DO BRASIL**

Sicoob is the largest system of cooperative banks and financial services of Brazil.



Imagine more than 6 million people together building a world with more cooperation, belonging, social responsibility and financial justice: this is Sicoob – Financial Cooperatives System in Brazil. Today, we are hundreds of financial cooperatives operating in all Brazilian states, always governed by these values.

Those who are part of Sicoob have more than 3,800 points of service, thousands of ATMs and a variety of digital channels that allow access to

a complete portfolio of financial products and services - such as checking accounts, investments, credit, cards, pension plans, consortium, insurance, collection and much more –, with much fairer rates than those found in the conventional financial market.

This happens because, here, whoever joins is not just a client: he is a member and, as the owner of the enterprise, he democratically participates in decisions and financial results - results that are reinvested in regional development, in a virtuous circle of socioeconomic prosperity.

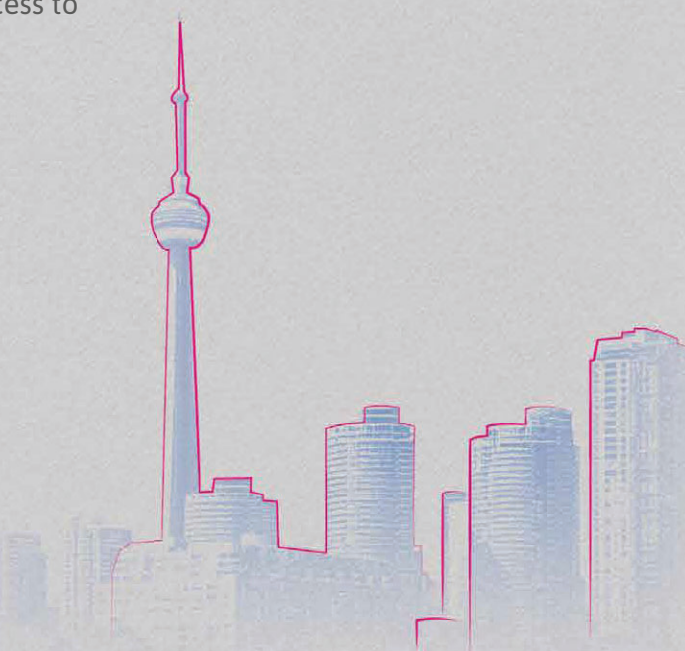


CANADA

**DESJARDINS
GROUP**

Founded in 1900 in Lévis (Québec) by Alphonse Desjardins, Desjardins Group is the largest association of credit unions in North America and the leading cooperative financial group in Canada with assets of CDN\$350 Billion.

To meet the diverse needs of its 7 million members and clients, Desjardins offers a full range of products and services to individuals



and businesses through its extensive distribution network, online platforms, and subsidiaries across Canada. Ranked among the World's Strongest Banks, according to The Banker magazine, Desjardins has one of the highest capital ratios and credit ratings in the industry.

CHILE

COOPEUCH,
COOPERATIVA DE
AHORRO Y CREDITO

Founded in 1967 by a group of employees from the Universidad de Chile, with the purpose to satisfy the financial needs of its members, in a time of booming of the cooperative business model. Coopeuch is the biggest credit union in Latin America, ranking first in market share in Chile with a wide margin since its foundation.



COLOMBIA

BANCO
COOPERATIVO
COOPCENTRAL

CoopCentral is a Colombian financial cooperative with 17 branches around the country, reportedly has received approval to become a cooperative banking institution. This will provide for stricter governmental oversight of the bank and allow CoopCentral to use the national clearinghouse to transfer money to and from other banks in the clearinghouse's network.

as a leader in the provision of financial products to the solidarity sector, its associates and customers, through a network of 800 efficient integrated offices and competitively.

Furthermore, CoopCentral is oriented towards sustainability and the consolidation of solidarity entities, their associates and customers.

CoopCentral ambition is to be by 2020 the only bank, owned and cooperative in nature, at the specialized service of the solidarity sector, positioned



A UNIVERSAL COOPERATIVE BANKING MODEL SERVING CUSTOMERS AND THE ECONOMY

Groupe BPCE, the second largest banking group in France, carries out all banking and insurance businesses. It relies on two networks of cooperative and autonomous banks: on one side the network of the 14 Banques Populaires and on the other side the one of 15 Caisses d'Epargne, owned by 9 million members.

A major player in France in retail banking and insurance with the two large networks Banque Populaire and Caisse d'Epargne as well as with Banque Palatine and Oney, the Group also deploys management businesses at a global level, with Natixisof assets, large clientele banking and payments.

Resolutely cooperative and innovative, Banque Populaire supports, in a lasting and close relationship, all those who live and do business in each region.

The Banque Populaire banks are the leading bank for SMEs (small and medium-sized enterprises) in France.

Banque Populaire: success is within you

CAISSE D'EPARGNE

The 15 Caisses d'Epargne, cooperative banks whose capital is 100% owned by their members, innovate on a daily basis so that their customers - individuals, professionals, businesses and all players in the regional economy - benefit from the best support throughout their professional or life projects. The Caisse d'Epargne has always made it its mission to be useful to everyone without ever losing sight of the collective interest. It thus combines trust, modernity, proximity, and solidarity for the benefit of all its customers. Its signature, "To be useful to you", reflects this daily commitment.



DZ BANK is the second largest bank in Germany with 595 bn EUR total assets and is also the central institution for more than 800 co-operative banks in Germany.

Its task is to support the work of the local cooperative banks and to boost their competitiveness. It is also active as a corporate bank and is the holding company for the DZ BANK Group. With their strong brands, the companies of the DZ BANK Group constitute key pillars in the range of financial products and services offered by the cooperative financial network. The DZ BANK Group sets on its strategy and range of services for the cooperative banks and their customers through its four strategic business lines – Retail Banking, Corporate Banking, Capital Markets, and Transaction Banking.

The combination of banking, insurance, home savings, and personal investment products and services ensures that the cooperative banks in Germany are able to offer their clients a comprehensive range of outstanding financial services.

BVR BUNDESVERBAND DER DEUTSCHEN VOLKSBANKEN UND RAIFFEISENBANKEN

The National Association of German Cooperative Banks (BVR) is the umbrella association for the cooperative banking sector in Germany.

For more than 150 years, cooperative banks have been combining financial success with social responsibility. The reason for establishing cooperatives was to achieve more by voluntarily joining forces and in doing so to strengthen the independence of the individual.

BVR works to ensure the actions of institutions do not block or restrict individuals but instead strengthen their self-determination and motivate them to take their own action. This is the area in which the BVR acts as the mouthpiece for its members at national level. Local cooperative banks apply this approach through their membership of the BVR and take it to grassroots level through their local activities. Our annual report on corporate citizenship in the Cooperative Financial Network gives an insight into the wide variety of activities that we undertake.





MOROCCO

BANQUE POPULAIRE DU MAROC

GRANDIR. ENSEMBLE.

The first Banque Populaire banks of the cooperative type and with a regional vocation were created at the end of the 20s of the last centuries in the main cities of the Kingdom.

BCP Group is a cooperative structure, reflected by the cross-participation between Banque Centrale Populaire (BCP), the central entity of this organization, and the 8 regional banks. In this structure, BCP plays a central role with two essential tasks: development of its own banking activity offering medium or small, artisanal, industrial, or service business and management of the support functions

of regional popular banks. Faithful to its entrepreneurial spirit, Crédit Populaire du Maroc has drawn inspiration from a cooperative and mutualist model that reflect its culture, carry its vision, translate the commitments for the economic and social development of Morocco to all the needs of its customers and strengthen the network of agencies in Morocco and abroad, subsidiaries and foundations. Currently, the Group is present in 32 countries in the world, including 18 sub-Saharan Africa countries.

