



CRÉDIT AGRICOLE GROUP 2026

WORKING EVERY DAY IN THE INTEREST
OF OUR CUSTOMERS AND SOCIETY



THE GROUP

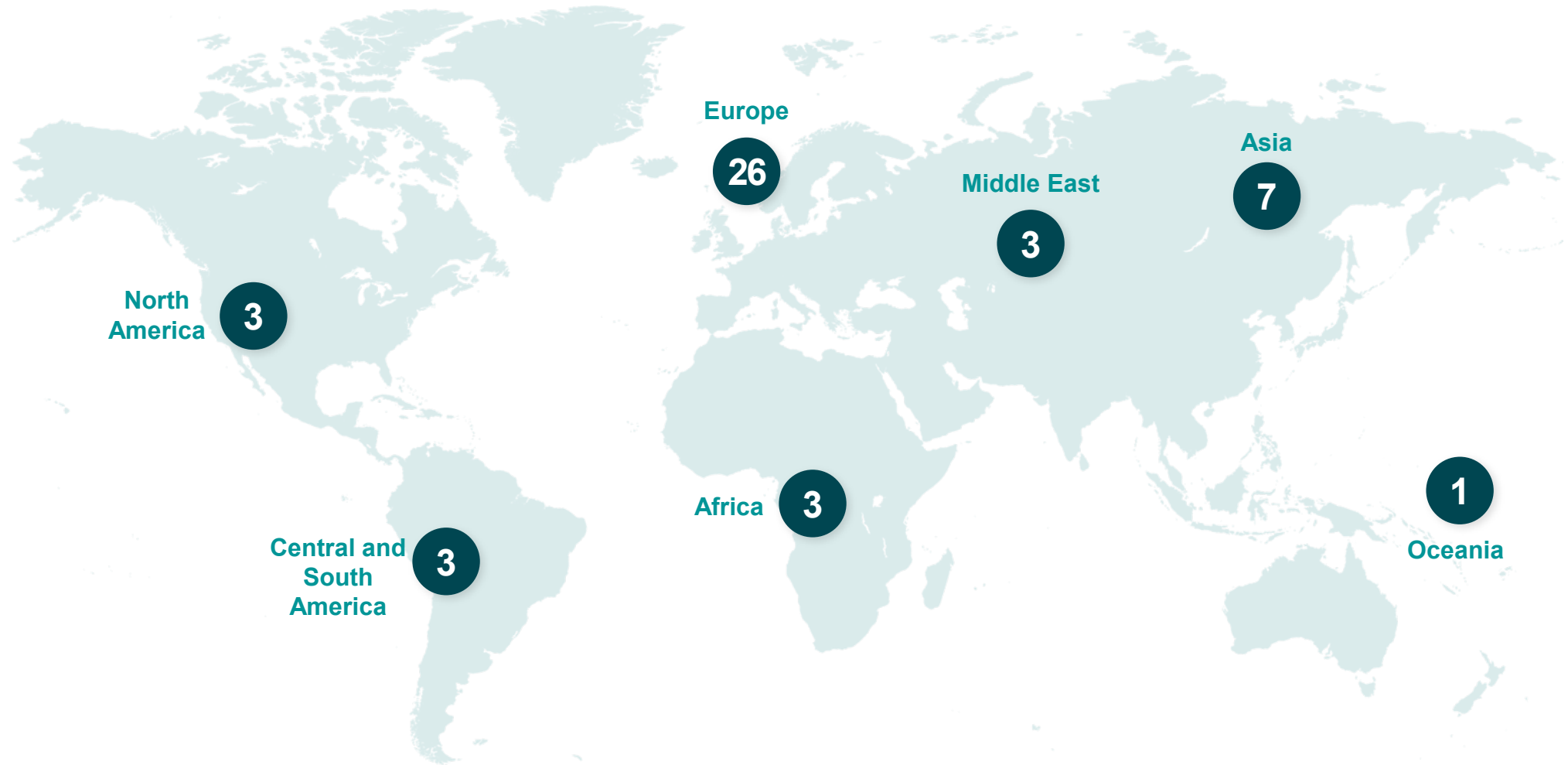
**A UNIVERSAL BANKING MODEL BASED
ON A COOPERATIVE AND MUTUALIST IDENTITY TO
SERVE ALL CUSTOMERS ACROSS ALL REGIONS**

WORKING EVERY DAY IN THE INTEREST
OF OUR CUSTOMERS AND SOCIETY



LOCATIONS


157,000 employees in 46 countries






No.1 PROVIDER OF FINANCING TO THE FRENCH ECONOMY AND 10TH LARGEST BANK IN THE WORLD

 **1st**
Provider of financing to the French Economy
 Source: ECO 2024

 **10th**
Largest global bank by balance sheet size
 Source: The Banker 2025


ENVIRONMENT AND SOCIETY

TO THE ENVIRONMENT



€27.9bn Low-carbon energy loans (Group) – 30/06/2025	€6.1bn Investments in low-carbon energy (CAA and Amundi Transition Energétique) – 30/06/2025	€22.8bn Green, social and sustainable bonds (CACIB) – 31/12/2024
14 GW Installed capacity in renewable energy (CAA)- 31/12/2024		37 % New vehicles financed by CA Personal Finance & Mobility is electrified – 31/12/2024

AND TO SOCIETY



€10.4bn Offers contributing to the revitalisation of territories and the reduction of inequalities (LCL)	12,600 Families in financial difficulty helped by the Regional Banks in 2024 (Point Passerelle)
--	---

No.1
Retail bank in the European Union
 Based on number of customers

No.1
European asset manager
 Source: IPE «Top 500 Asset Managers», June 2024

No.1
Insurer in France
 Source: L'Argus de l'assurance, 13 December 2024 (data at end-2023)

No.1
Cooperative mutual bank in the world
 Source: The 2023 World Cooperative Monitor, January 2024 (in revenues)

+1.9 new customers
 In retail banking in 2024



Source : 2024-2025




FINANCIAL PROFILE

DATA 2025

	Crédit Agricole Group		Crédit Agricole S.A.	
	2025	Q4 2025	2025	Q4 2025
Revenues	€39,558M +3.9% (2025/2024)	€9,971M +1.6% (Q4/Q4)	€28,079M +3.3% (2025/2024)	€6,966M -1.8% (Q4/Q4)
Gross operating income	€15,990M +4.3% (2025/2024)	€4,054M +2.5% (Q4/Q4)	€12,451M +1.3% (2025/2024)	€2,867M -9.7% (Q4/Q4)
Net income (Group share)*	€8,754M +1.3% (2025/2024)	€1,634M -23.9% (Q4/Q4)	€7,074M Stable 2025/2024	€1,025M -39.3% (Q4/Q4)


RATINGS

	Issuer/ LT senior preferred debt	Last review date	Rating decision
S&P Global Ratings	A+	21/10/2025	Stable outlook
Moody's	A1	18/11/2025	Stable outlook
Fitch Ratings	A+/AA-	04/12/2025	Stable outlook
DBRS	AA (low)	16/07/2025	Stable outlook



Cost/income ratio (31/12/2025)

GCA 59.6%
CASA 55.7%



Solvency (CET1 phased-in – 31/12/2025)

GCA 17.4%
CASA 11.8%



Liquidity reserves 31/12/2025

€485bn



* Impact of the additional corporate tax charge of -€280 million for Crédit Agricole Group and -€147 million for Crédit Agricole S.A. in 2025

COOPERATIVE AND MUTUALIST IDENTITY

UTILITY, UNIVERSALITY AND PROXIMITY:
3 principles in the interest of our customers and society

Utility

Useful, as it always has been and will be for a very long time

Universality

Serving everyone, everywhere, across all channels

Proximity

Long-term presence in each region

12.1 million

cooperative shareholders form the world's largest cooperative, mutual banking
Democratic cooperation - «1 member= 1 vote»

OUR COOPERATIVE MODEL

Cooperative shareholders elect the directors and Chairs of Local Banks who elect the directors and Chairs of the Regional Banks

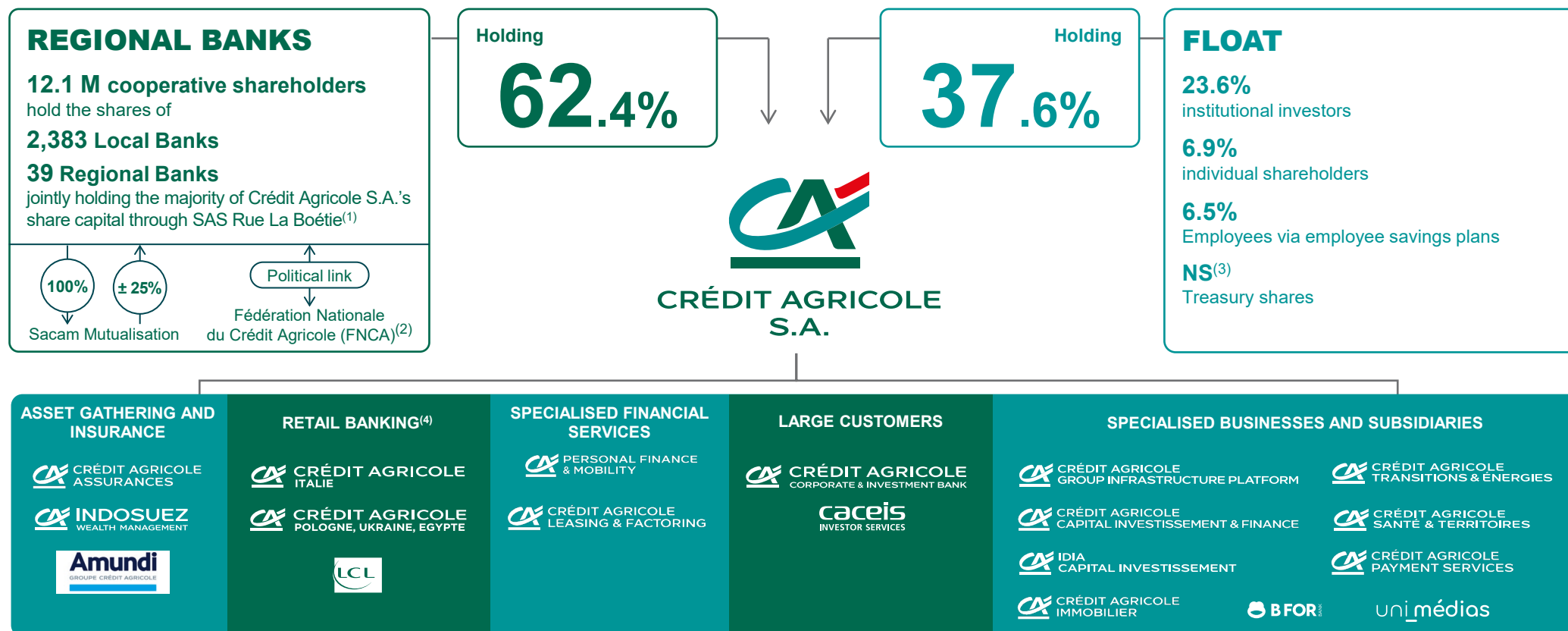


over **27,000**
electees act as the voice of
our customers each year

Source: 2024-2025 consolidated report

SCOPE AND SHAREHOLDING STRUCTURE

Crédit Agricole Group encompasses Crédit Agricole S.A., all the Regional Banks and Local Banks, as well as its subsidiaries/business lines



(1) The Regional Bank of Corsica, 99.9% owned by Crédit Agricole S.A., is a shareholder of SACAM Mutualisation. (2) The Fédération nationale du Crédit Agricole (FNCA) acts as a think-tank, a mouthpiece and a representative body for the Regional Banks vis-à-vis their stakeholders. (3) Non-significant: 0.53% treasury shares, including buy-backs in 2024 that will be cancelled in 2025.



A UNIVERSAL BANKING MODEL OFFERING ONGOING DEVELOPMENT POTENTIAL

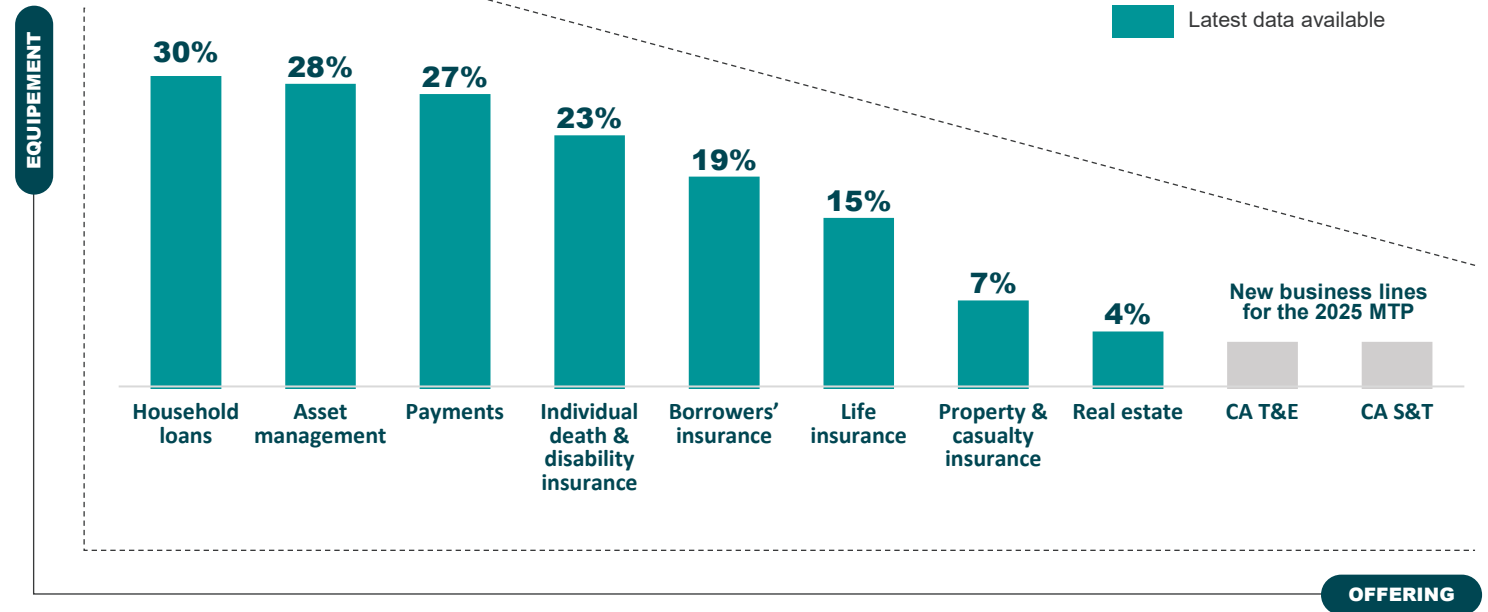
Reconciling the interest of all our entities' customers with corporate challenges and respect for our mutualist values

The Group's development is based on three pillars:

- A scalable range of products and services adapted to the needs of all customers
- An ever-expanding potential for product usage thanks to the retail banks
- An ever-expanding potential for customer acquisition, allowing for ongoing growth of the customer base

A global approach to our customers in each of our domestic markets...
(here's the example of the retail market)

Crédit Agricole Group market share in France



Source: 2024-2025 consolidated report

DIVERSIFIED BUSINESSES THAT TOP THE CHARTS IN SERVICE TO RETAIL BANKS

Close ties between retail banks and specialised businesses that create a comprehensive range of banking products and services tailored to all the needs of all our customers as part of a long-term banking relationship across all regions

SPECIALISED BUSINESS LINES

LARGE CUSTOMERS	 CRÉDIT AGRICOLE CORPORATE & INVESTMENT BANK  caceis INVESTOR SERVICES	
SPECIALISED FINANCIAL SERVICES	 PERSONAL FINANCE & MOBILITY  CRÉDIT AGRICOLE LEASING & FACTORING	
ASSET GATHERING AND INSURANCE	 CRÉDIT AGRICOLE IMMOBILIER  CRÉDIT AGRICOLE ASSURANCES  Amundi GROUPE CRÉDIT AGRICOLE  INDOSUEZ WEALTH MANAGEMENT	
PAYMENT SYSTEMS	 CRÉDIT AGRICOLE PAYMENT SERVICES	
NEW BUSINESS LINES	 CRÉDIT AGRICOLE TRANSITIONS & ÉNERGIES  CRÉDIT AGRICOLE SANTÉ & TERRITOIRES	

OTHER SPECIALISED SUBSIDIARIES

BforBank

Crédit Agricole Immobilier

CA Group Infrastructure Platform

CA Capital Investissement & Finance

IDIA Capital Investissement

Uni-Médias




54
million customers
Individuals, farmers, small businesses, local authorities, institutions, corporates

46 countries


157,000
employees

RETAIL BANKING



In France

- 39 Regional Banks of Crédit Agricole
- LCL



Abroad

- CA Italia
- CA Bank Polska
- CA Egypt
- CA Ukraine

Source: 2024-2025 consolidated report



GOVERNANCE AT CRÉDIT AGRICOLE S.A.

Executive Committee (as at 1st January 2026)



OLIVIER GAVALDA
Chief Executive Officer
of Crédit Agricole S.A.



JÉRÔME GRIVET
Deputy Chief Executive Officer
of Crédit Agricole S.A.



JEAN-FRANÇOIS BALAY
Chief Executive Officer of Crédit
Agricole CIB, in charge of Major
Clients division



VALÉRIE BAUDSON
Chief Executive Officer of Amundi



OLIVIER BITON
Director of Technological
Transformation of Crédit
Agricole S.A.



HUGUES BRASSEUR
Chief Executive Officer of Crédit
Agricole Italia and Senior
Country Officer for the Group



NICOLAS DENIS
Chief Executive Officer of Crédit
Agricole Assurances



GRÉGORY ERPHELIN
Deputy General Manager of Crédit
Agricole S.A., in charge of
Transformation, Human Resources
and Transitions division



VÉRONIQUE FAUJOUR
• Corporate Secretary
of Crédit Agricole S.A.
• Managing Director
of the Grameen Crédit Agricole
Foundation



GÉRALD GRÉGOIRE
Deputy General Manager of
Crédit Agricole S.A., in charge of
the Customer, Development and
Innovation division



CLOTILDE L'ANGEVIN
Deputy General Manager of
Crédit Agricole S.A., in charge of
Finance and Steering division



SERGE MAGDELEINE
Chief Executive Officer of LCL



STÉPHANE PRIAMI
Deputy General Manager of
Crédit Agricole S.A., in charge of
International Banking and Services
division



LAURENCE RENOULT
Group Head of Internal
Audit



HUBERT REYNIER
Group Head of Compliance



ANNE-CATHERINE ROPERS
Group Head of Human Resources
at Crédit Agricole S.A.



VALÉRIE WANQUET
Deputy General Manager of
Crédit Agricole S.A., in charge
of the Risk Management
Division

GOVERNANCE AT CRÉDIT AGRICOLE S.A.

Board of Directors

COMPOSITION OF THE BOARD DIRECTORS

21 board members, including
18 elected by the General Meeting

Average age: **58 years old**
Women: **44%**
Men: **56%**

- 1** **Regional Bank Chief Executive Officer representing**
SAS Rue La Boétie
- 10** **Chairs or Chief Executive Officers**
from Regional Banks of Crédit Agricole, including the Chair of the Board
- 2** **Representatives designated**
by the two main trade unions in the professional elections (Art. L.225-27-1 and L.225-18 of the French Commercial Code)
- 1** **Representative for agricultural professional organisations**
designated by joint order of the Ministers of Agriculture and Finance (Art. L.512-49 of the French Monetary Code)
- 1** **Board Member representing the shareholder employees**
- 6** **Independent Board Members** from outside the Group
-  **Participants without voting rights**
3 non-voting observers, 1 representative from the Social and Economic Committee
- 1** **A majority shareholder guaranteeing a long-term commitment**
- 1** **A Corporate Social Responsibility Committee** within the Board of Directors

Source: 2024-2025 consolidated report

GROUP PROJECT

Reconciling the interest of all our entities' customers with corporate challenges and respect for our mutualist values

CUSTOMER PROJECT



Defines our priorities to act in the interest of each of our customers in keeping with the ambitions explicitly set out in our "Raison d'être".

SOCIETAL PROJECT



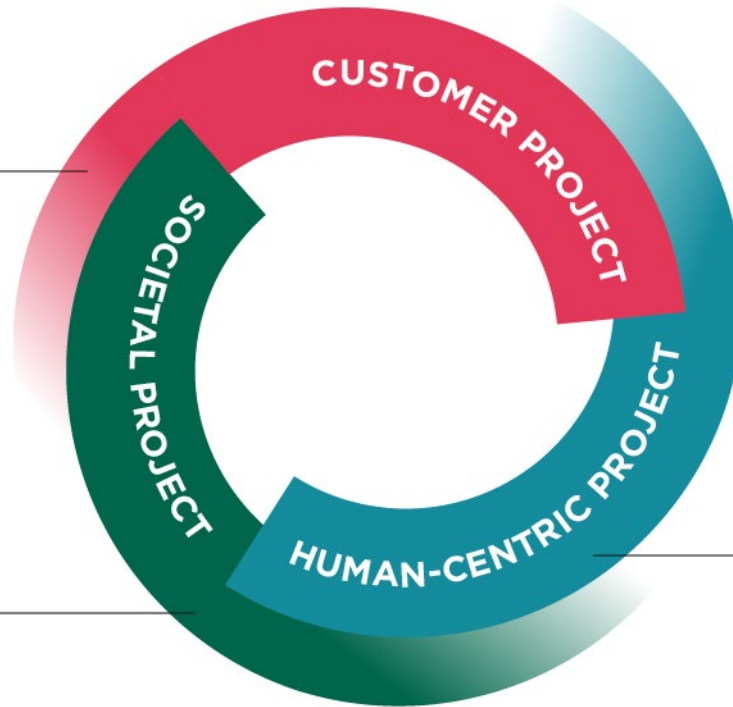
Expresses our ambition to act in the collective interest of society based on three main priorities: climate, social cohesion and the agrifood transition.

**"WORKING EVERYDAY
IN THE INTEREST OF
OUR CUSTOMERS
AND SOCIETY"**

HUMAN-CENTRIC PROJECT



Organises the increased role of the Group's women and men in increasingly regulated companies organised via digital processes.



Social Utility X Universality

OUR VALUE CREATION

FOR OUR CUSTOMERS



- **Number 1 funder of the French economy**⁽¹⁾ (€817bn in outstanding loans in retail banking, Crédit Agricole Group)
- **32.7%** share of the French home loans market⁽²⁾
- **37.5%** share of the French interest-free green loan market⁽³⁾
- **Number 1 insurer** in France⁽⁴⁾
- **Number 1 asset manager** in Europe⁽⁵⁾ (€2,240bn in assets under management)

FOR OUR EMPLOYEES

- **6 million** training hours delivered within the Group
- **23,500** young people welcomed and trained during the year under the "Plan Jeunesse" programme⁽⁶⁾
- **67,200** employees of Crédit Agricole S.A accessed the LinkedIn Learning platform
- **84%** of Crédit Agricole S.A. employees feel empowered (2024 IMR survey)
- **40%** of women in Crédit Agricole S.A Top 1000

FOR OUR SHAREHOLDERS AND INVESTORS

- **€38.1bn** in Crédit Agricole Group reported revenues
- **€40.4bn** in Crédit Agricole S.A. market capitalisation
- **€7.1bn** in Crédit Agricole S.A. reported income
- **€8.6bn** in Crédit Agricole Group reported income:
- **€2.1bn** distributed to shareholders and mutual shareholders, and AT1 coupons
- **75%** retained and reinvested in regional services

FOR PUBLIC AUTHORITIES AND PARTNERS

- **€7.5bn** of Group procurement
- **€7.5bn** of Group taxes and social security costs

FOR CIVIL SOCIETY AND THE ENVIRONMENT



- **€31.2bn** in cash invested in green, social and sustainable bonds, Crédit Agricole Group
- **€22.8bn**: handled as bookrunner for green, social and sustainable bonds, Crédit Agricole CIB
- **€26.3bn**: in low-carbon energy financing, Crédit Agricole Group (7)
- **€10.4bn**: in assets linked to revitalising territories and reducing inequalities (8), LCL
- **€16bn**: in assets in impact solutions according to the ESG Impact Framework, Amundi
- **14 GW**: of renewable energy production capacity financed, CA Assurances
- **37%** of new financed vehicles are electrified (9), CA Personal Finance & Mobility
- Point Passerelle: **12,600 families** in financial difficulty helped by Regional Banks

Contribution to carbon neutrality by 2050 (Net Zero Banking Alliance)

- Publication of Net Zero ambitions for **10 business sectors** representing approximately 60% of the Group's outstandings and 75% of global greenhouse gas emissions
- **63% reduction** in greenhouse gas emissions financed in the Oil & Gas sector between 2020 and 2023; reduction target updated to -75% by 2030 (vs. -30% as announced in 2022)

(1) ECO, 2024; (2) ECO, at end-September 2024; (3) Source Crédit Agricole S.A., market share at 30 September 2024; (4) L'Argus de l'Assurance, 13 December 2024 (data at end-2023); (5) IPE "Top 500 Asset Managers", June 2024; (6) "Plan Jeunesse" of Crédit Agricole Group: welcoming 50,000 young people between 2022 and 2025 (excluding permanent contracts); (7) Assets linked to low-carbon energy comprising renewable energy produced by the customers of all Crédit Agricole Group entities, including assets linked to nuclear energy in the case of Crédit Agricole CIB. (8) Offers linked to loans to professionals and SMEs in rural regeneration areas (ZRR); (9) Electric or hybrid vehicles.

FOCUS ON DIVERSIFIED BUSINESSES SERVING THE GLOBAL RELATIONSHIPS OF BUSINESSES THAT TOP THE CHARTS IN THEIR MARKETS

**WORKING EVERY DAY IN THE INTEREST
OF OUR CUSTOMERS AND SOCIETY**



RETAIL BANKS

FRENCH RETAIL BANKS



In 2024

Regional Banks

- 39 Regional Banks
- 21.2 million individual customers
- 12.1 million cooperative shareholders
- 25.2% market share for household lending
- 81% market share; the agricultural market
- 38% corporate market
- Nearly 5,550 branches and about 5,000 Relais CA installed at small retailers

LCL

- 6.1 million individual customers
- €171bn in loan outstandings (of which €105bn in housing loans)
- €255bn in total assets under management
- Nearly 1,400 branches

INTERNATIONAL RETAIL BANKS

Egypt, Italy, Poland, Ukraine



In 2024

- €77.1bn in on-and off balance sheet deposits
- €69.5bn in loan outstandings
- 5.2 million customers

Incl. CA Italia

- 1,200 branches
- 2.8 million customers
- 12,500 employees
- 7^e largest Italian bank in terms of loans outstanding

Incl. CA Bank Polska

- 235 branches
- over 1.5 million customers
- 3,700 employees

Incl. CA Egypt

- 85 branches
- 450,000 customers
- 2,535 employees

Incl. CA Ukraine

- 138 branches
- 390,000 customers
- 2,093 employees

SAVINGS AND INSURANCE BUSINESSES



ASSET MANAGEMENT

In 2024

- €2,240bn in assets under management
- N°1 European asset manager in the global top 10 players¹
- Over 100 million individual customers and 1,000 institutional clients
- 600 savings and wealth managers
- Over 60,000 users on its technology platforms
- 5,700 employees located in 35 countries
- 1st among the 10 largest global asset managers for its votes on environment and social-related shareholder resolutions²



WEALTH MANAGEMENT

In 2024

- €215bn in assets under management
- 4,500 employees
- Located in 16 countries



INSURANCE

In 2024

- €37.2bn in revenue
- €330bn in life insurance assets under management
- 15.8 million P&C insurance policies
- €26.4bn in revenue for savings/pensions
- €5.7bn in property protection revenue
- 5,800 employees
- Located in 8 countries

(1) Source: IPE "Top 500 Asset Managers" published in June 2024, based on assets under management as at 31/12/2023.

(2) ShareAction Voting Matters 2024.



MAJOR CLIENT BUSINESSES



CORPORATE INVESTMENT BANKING

In 2024

- **No.4** for the All bonds category in euros⁽¹⁾
- **\$22.8bn** handled as bookrunner for green, social and sustainable bonds (top 2 worldwide⁽²⁾)
- Over **3,600** Corporate and Investment Banking customers
- **10,400** employees
- **18** trading rooms
- Located in more than **35** countries



ASSET SERVICING

In 2024

- **€5,291bn** in assets under custody
- **€3,397bn** in assets under administration
- **€2,438bn** in assets deposited
- **7,000** employees
- **17** countries

Sources (1) Refinitiv; (2) Bloomberg.



SPECIALISED FINANCIAL BUSINESSES



PERSONAL FINANCE
& MOBILITY

PERSONAL FINANCE & MOBILITY

In 2024

- **€119.3bn** in assets under management, of which **€23.7bn** on behalf of Crédit Agricole
- **€63.6bn** of automobile assets under management at the end of 2024
- **16.7 million** customers
- Over **11,000** employees
- Located in **22** countries



CRÉDIT AGRICOLE
LEASING & FACTORING

LEASING AND FACTORING

In 2024

- **€127bn** factored revenues
- **€34bn** in assets under management, of which 30% outside
- **260,400** customers, included **85,600** outside of France
- **10** locations

SPECIALISED BUSINESSES AND SUBSIDIARIES

CRÉDIT AGRICOLE IMMOBILIER

- 1,840 employees
- 17.4 million m² under management for institutionals in commercial and residential
- 15.400 m² of tertiary production sold
- More than 120,000 units under the management of Square Habitat and Crédit Agricole Immobilier

CRÉDIT AGRICOLE PAYMENT SERVICES

- France's leading provider of cardholder payment services with a 27.3% market share and 22.2 million bank cards (payments and withdrawals)
- Merchant electronic payment system: 7th in Europe for card payment and acquisition
- 15.3 billion payment transactions processed

B FOR BANK

- 325,000 customers including 145,000 new customers since its relaunch in September 2023

IDIA CAPITAL INVESTISSEMENT

- IDIA Capital Investissement: €2.9 billion in assets under management
- 243 million invested in 2024 in 12 new investments
- IDIA will be an active minority shareholder in more than 120 investments by the end of 2024

CRÉDIT AGRICOLE GROUP INFRASTRUCTURE PLATFORM

- 10 sites in France
- 490,000 security incidents managed at peak per second
- 193,000 workstations managed
- Level 2 Sustainable IT label obtained in July 2024.
- 2,068 employees

uni_médias

- 13 publications, most of them leaders in their sector, with nearly 1.2 million subscribers and 2 million digital subscribers
- 18 million visits per month
- 4.4 million readers per month
- 3.4 million social media followers

TWO NEW BUSINESSES TO SUPPORT SOCIETAL TRANSITIONS



SANTÉ & TERRITOIRES

2 ambitions

1 Answering basic healthcare needs in France throughout the country

2 Supporting the way the society adapt to aging

A TOOLBOX TO SERVE THE TERRITORIES

HEALTH

levers to facilitate access to care in the territories

A CONSULTANCY APPROACH TO LOCAL AUTHORITIES

(What is at stake? How to define a health master plan?)



Healthcare centres,
nursing homes



Assisted and augmented
telemedicine solutions
*"local doctors for patients
in the territory, relying on
local nurses"*



a leading player in
home paramedical
care and prevention

AGING

Levers to support good aging in the territories

A CONSULTANCY APPROACH TO LOCAL AUTHORITIES

(What is at stake? How to define a aging master plan?)



Senior co-location schemes in
rural or semi-urban areas
*"aging at home, outside of home,
near home"*



Home support services
provided by professional carers
for elderly people who are losing
their independence



Experimenting with the living well tomorrow platform



TWO NEW BUSINESSES TO SUPPORT SOCIETAL TRANSITIONS



TRANSITIONS
& ÉNERGIES

A primary ambition: becoming the energy operator in the territories

Renewable Energies

Finance, operate and market RE solutions through the consolidation of small RE units, together with players in the territories.

Energy efficiency & decarbonation

Support energy efficiency and decarbonation approaches of our customers by strengthening our advice

Other Transitions

Support environmental transitions including water management, life cycle analysis and biodiversity

5 commercial activities

Finance solutions

Investment

Electricity marketing

Advice in specialized markets

Retail markets advice

A network lead role

Support and encourage local banks and other Group entities in developing their transition activities.
Establish a leading player and the key entry point into the Group.



SUPPORTING LONG-TERM TRANSITIONS

**ENABLING A NEW PROSPERITY MODEL THAT BRINGS
PROGRESS FOR ONE AND ALL TO COPE WITH MAJOR
SOCIETAL AND ENVIRONMENTAL CHALLENGES**

MEETING THE CHALLENGES OF TOMORROW

Crédit Agricole is committed to supporting the societal and environmental transitions of all its customers, at the heart of their daily lives and the real economy of the regions. The ambitions of its Societal Project are divided into three pillars

PRIORITY 1



ACTING FOR THE CLIMATE AND THE TRANSITION TO A LOW-CARBON ECONOMY

The energy transition is forcing us towards a true industrial revolution



Achieving carbon neutrality by 2050 involves a radical transformation of the economy and lifestyles.

PRIORITY 2



STRENGTHENING SOCIAL COHESION AND INCLUSION

The energy transition and social cohesion go hand in hand



The transition must be done in the interests of justice or it could face legitimate opposition.

PRIORITY 3



ACHIEVING SUCCESS IN THE AGRICULTURAL AND AGRIFOOD TRANSITIONS

Agricultural and agri-food transitions represent a major challenge for food sovereignty and sustainability



They require us to promote the attractiveness while at the same time developing of production and consumption.

A PROACTIVE TRANSITION PLAN, DRIVING GROWTH AND OPPORTUNITIES

1

Stepping up the roll-out of renewable and low-carbon energy

2

Supporting everyone's transition, as a universal bank

3

Following through with our exit from the financing of carbon energy

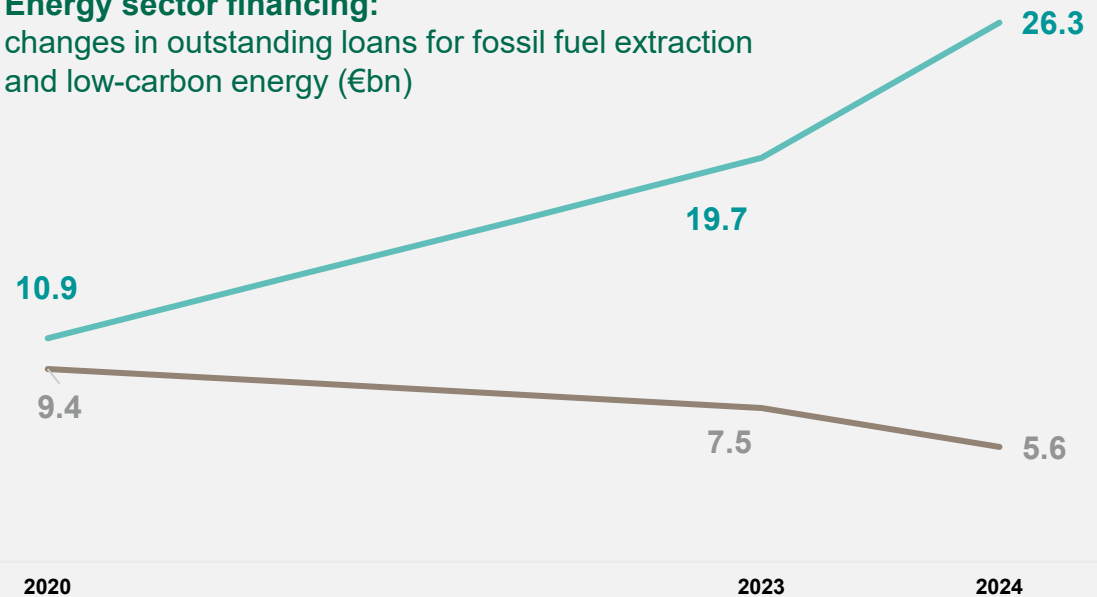
Environmental transition financing

€114.3bn

30/06/2025

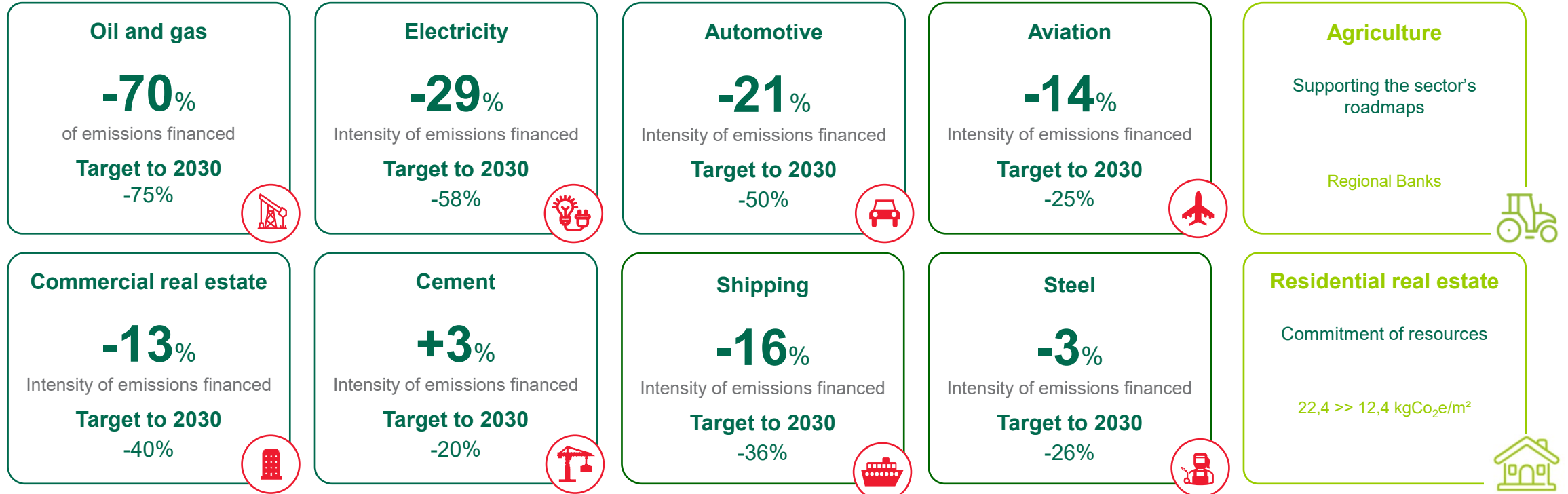
of which
Energy-efficient buildings €84.4bn
"Clean" transport €6.9bn

Energy sector financing:
changes in outstanding loans for fossil fuel extraction
and low-carbon energy (€bn)



COMMITMENTS MADE IN 10 SECTORS

Representing 60% of the Group's outstanding amounts and 75% of global emissions



APPENDICES

OUR “RAISON D’ÊTRE” IN ACTION

“Working every day in the interest of our customers and society”

CRÉDIT AGRICOLE'S END GOAL IS TO BE A TRUSTED PARTNER TO ALL ITS CUSTOMERS:



- Its solid position and the diversity of its expertise enable it to provide long-term support to each of its customers ongoing support on a daily basis and for their projects in life, in particular by helping them prepare for the unexpected and plan for the long term.
- It is committed to seeking out and protecting its customers' interests in all it does. It advises them with transparency, loyalty and pedagogy.
- It places human responsibility at the heart of its business model: it is committed to helping all its customers benefit from the best technological practices, while guaranteeing them access to competent, available retail teams that can handle all aspects of the customer relationship.

PROUD OF ITS COOPERATIVE AND MUTUAL IDENTITY AND DRAWING ON A GOVERNANCE REPRESENTING ITS CUSTOMERS, CRÉDIT AGRICOLE:

- It supports the economy, entrepreneurship and innovation in France and internationally by naturally being involved in its regions.
- It takes intentional action for society and the environment by supporting progress and transformation.
- It serves everyone, from the lowest-income to the wealthiest households, and from retail professionals to large international companies.

This is how Crédit Agricole demonstrates its usefulness and availability to its customers, and the commitment of its employees to excellence in customer relations and operations.

Source: 2024-2025 consolidated report