



# WORKING EVERY DAY IN YOUR INTEREST AND THAT OF SOCIETY

RESULTS

**for the 2<sup>nd</sup> quarter 2021 and  
1<sup>st</sup> half 2021**

AGIR CHAQUE JOUR DANS VOTRE INTÉRÊT  
ET CELUI DE LA SOCIÉTÉ





Working every day in the interest of our  
customers and society

# Philippe Brassac

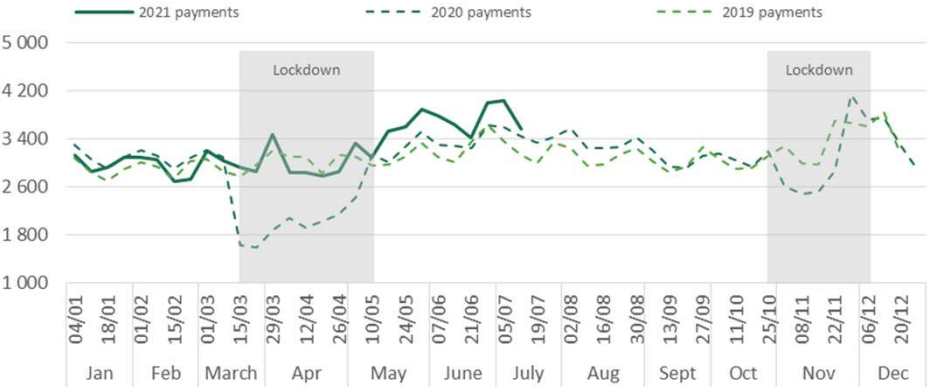
## SECOND QUARTER 2021 RESULTS

Not surprisingly, results are excellent this quarter and have reached historic levels

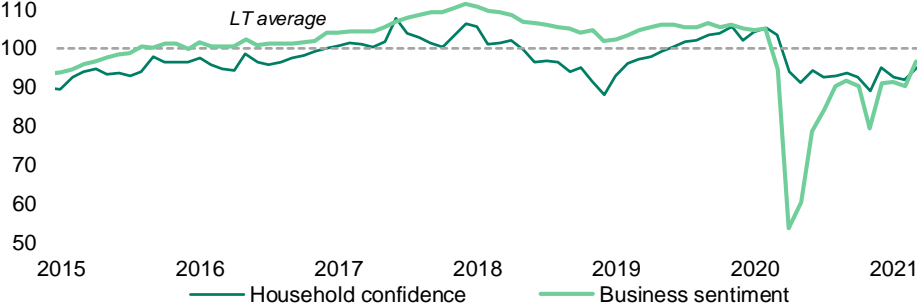
Building upon its fundamental differences, the Group is at the forefront to respond to the major challenges of society

# As expected, the public stimulus measures enabled the economy to rebound

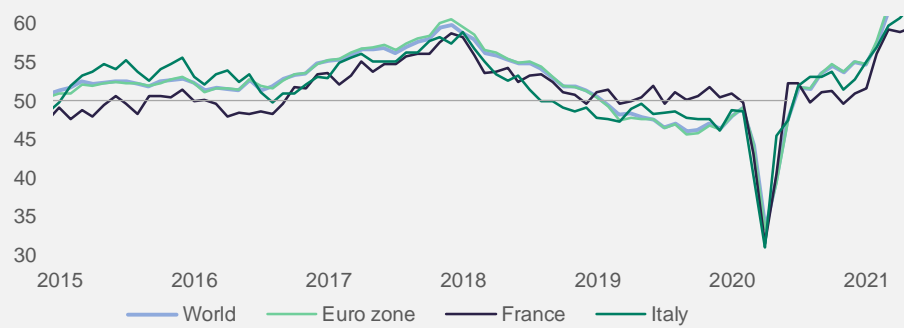
Group shareholders' payment amounts (CR + LCL)



France – Household and business leaders' confidence

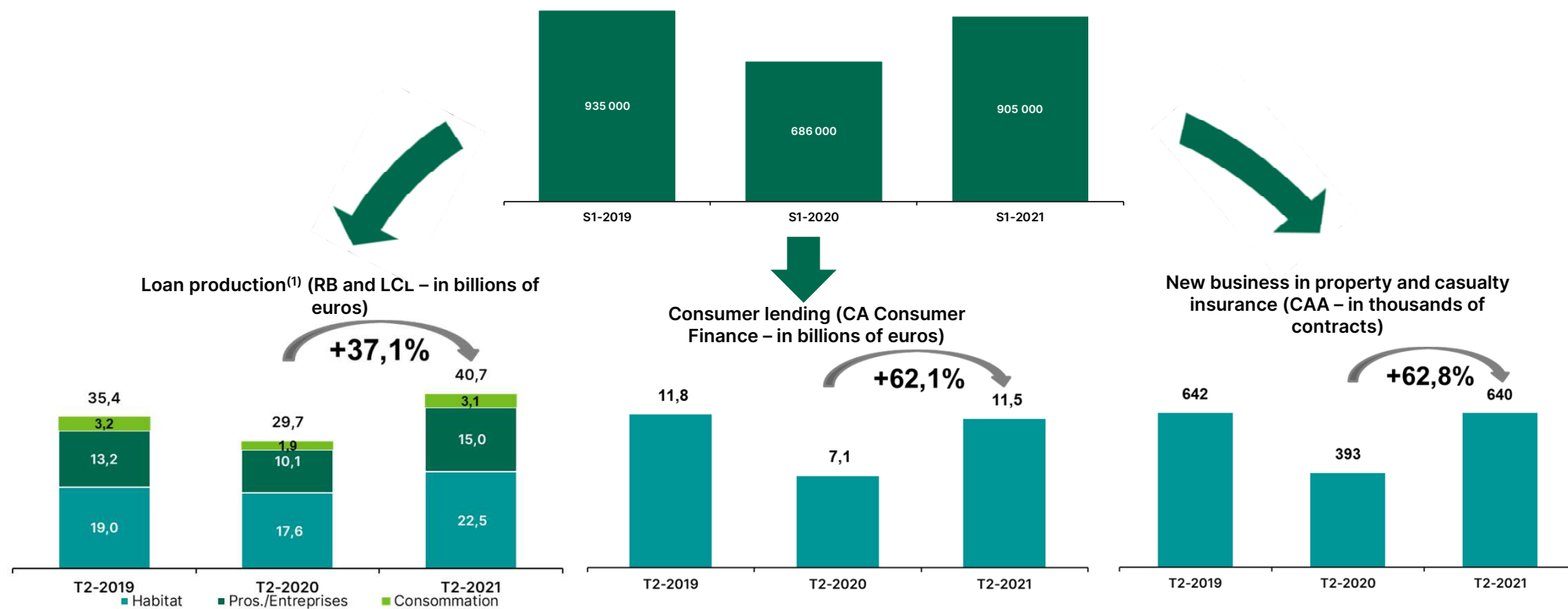


Manufacturing PMI



# Crédit Agricole is no exception, commercial activity is dynamic in all business lines

## Gross customer acquisition France and Italy Retail banking - Crédit Agricole Group



**905,000 new Retail banking customers in H1 2021 (647,000 Regional Bank customers)**

<sup>(1)</sup> Excluding Regional Bank state-guaranteed loans for Q2-2020 (€12.6 billion) and negligible for Q2-2021/Excluding LCL state-guaranteed loans

## Excellent results for Crédit Agricole Group

	Q2 2021	H1 2021
<b>Stated Net income Group share</b>	<b>€2,770m</b> +86.8% Q2/Q2	<b>€4,524m</b> +89.2% H1/H1
<b>Specific items</b>	<b>€403m</b> <small>of which CreVal badwill<sup>(2)</sup>: € 321 million and Affrancamento : € 116 million<sup>(3)</sup></small>	<b>€557m</b>
<b>Underlying net income group share</b>	<b>€2,367m</b> +32.6% Q2/Q2	<b>€3,967m</b> +43.4% H1/H1
<b>Underlying</b>		
<b>Revenues</b>	<b>€9,295m</b> +8.9% Q2/Q2	<b>€18,378m</b> +8.7% H1/H1
<b>Operating expenses excl. SRF<sup>(1)</sup></b>	<b>-€5,504m</b> +9.4% Q2/Q2	<b>-€11,005m</b> +4.7% H1/H1
<b>Gross Operating Income</b>	<b>€3,779m</b> +11.2% Q2/Q2	<b>€6,709m</b> +14.8% H1/H1
<b>Cost of risk</b>	<b>-€445m</b> -63.1% Q2/Q2	<b>-€982m</b> -54.1% H1/H1

<sup>(1)</sup> Underlying contribution to the SRF +€95 million Q2/Q2 and -€102 million H1/H1; operating expenses +7.4%Q2/Q2 and +5.4% H1/H1

<sup>(2)</sup> Gross negative goodwill of +€925 million in Q2, including an initial provision estimate of -€547 million, before the Q4-21 PPA (prudential recognition of negative goodwill in Q4-21)

<sup>(3)</sup> Exceptional Italian tax provisions for the non-accounting revaluation of goodwill and its amortisation

## Best results since the IPO for Crédit Agricole S.A.

	Q2 2021	H1 2021
<b>Stated Net income Group share</b>	<b>1 968 m€</b> <i>x 2,1 T2/T2</i>	<b>3 014 m€</b> <i>+89,3% S1/S1</i>
<b>Specific items</b>	<b>353 m€</b> <i>of which CreVal badwill<sup>(2)</sup> €285 million and Affrancamento<sup>(3)</sup>: €111 million</i>	<b>466 m€</b>
<b>Underlying net income group share</b>	<b>1 615 m€</b> <i>+46,0% T2/T2</i>	<b>2 548 m€</b> <i>+44,9% S1/S1</i>
<b>Underlying</b>		
<b>Revenues</b>	<b>5 829 m€</b> <i>+12,4% T2/T2</i>	<b>11 337 m€</b> <i>+9,8% S1/S1</i>
<b>Operating expenses excl. SRF<sup>(1)</sup></b> (1)	<b>-3 221 m€</b> <i>+8,3% T2/T2</i>	<b>-6 414 m€</b> <i>+4,0% S1/S1</i>
<b>Gross Operating Income</b>	<b>2 596 m€</b> <i>+21,9% T2/T2</i>	<b>4 401 m€</b> <i>+18,5% S1/S1</i>
<b>Cost of risk</b>	<b>-254 m€</b> <i>-72,0% T2/T2</i>	<b>-638 m€</b> <i>-58,2% S1/S1</i>

<sup>(1)</sup> Underlying contribution to the SRF +€67 million Q2/Q2 and -€83 million H1/H1; operating expenses +5.8% Q2/Q2 and +5.0% H1/H1

<sup>(2)</sup> Gross negative goodwill of +€925 million in Q2, including an initial provision estimate of -€547 million, before the Q4-21 PPA (prudential recognition of negative goodwill in Q4-21)

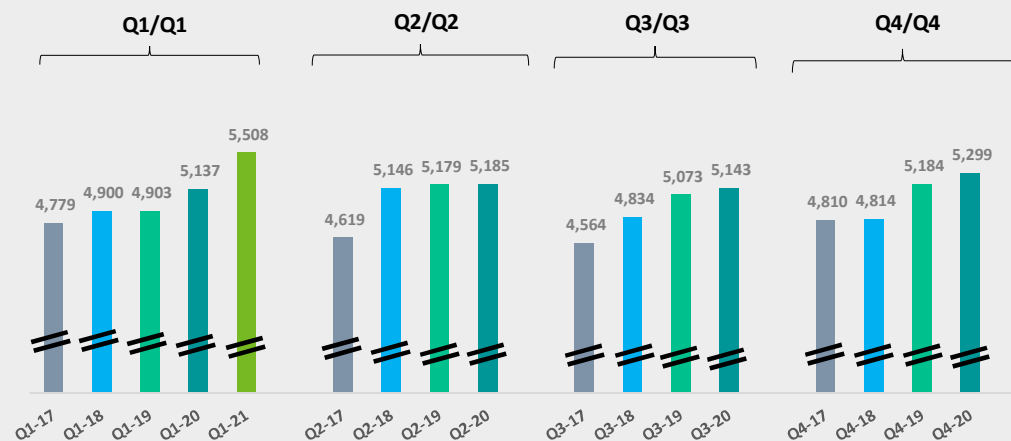
<sup>(3)</sup> Exceptional Italian tax provisions for the non-accounting revaluation of goodwill and its amortisation

## The Group's specific strengths

## Steady revenue growth

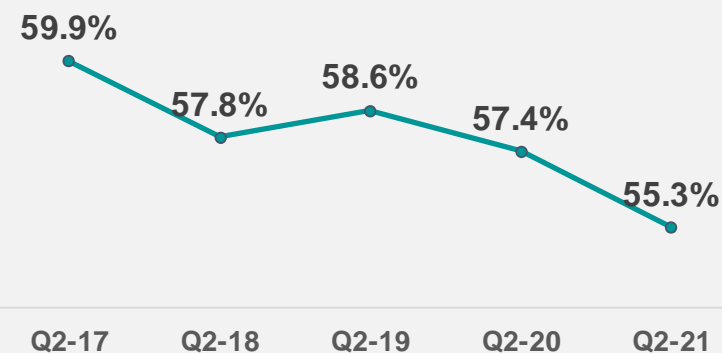
Crédit Agricole S.A. regular underlying quarterly revenue growth for the past 5 years

### REVENUE : GROWTH Q/Q SINCE 2017



## Operational efficiency

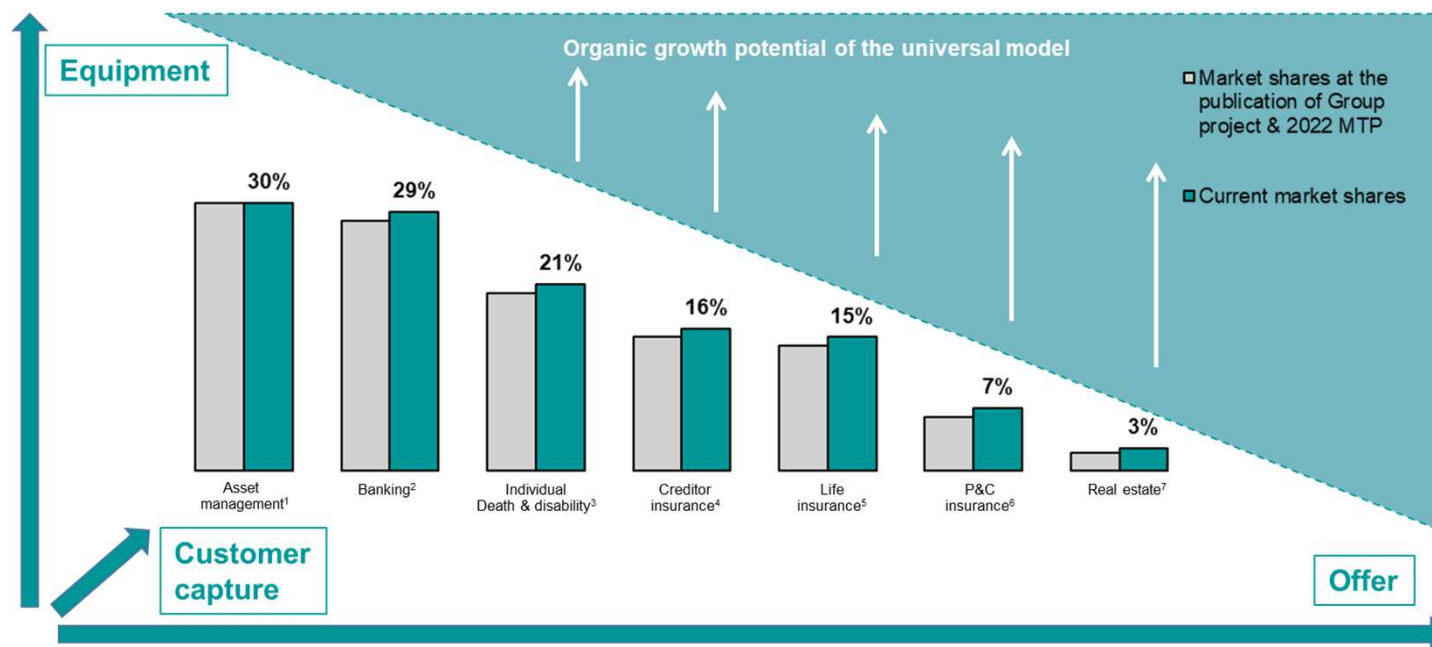
Crédit Agricole S.A. efficiency: improvement of the underlying cost/income ratio excl. SRF: 55.3% (-2.1 pp Q2/Q2)



Gross operating income up sharply +21.9% Q2/Q2



## Continued renewal of organic growth potential...

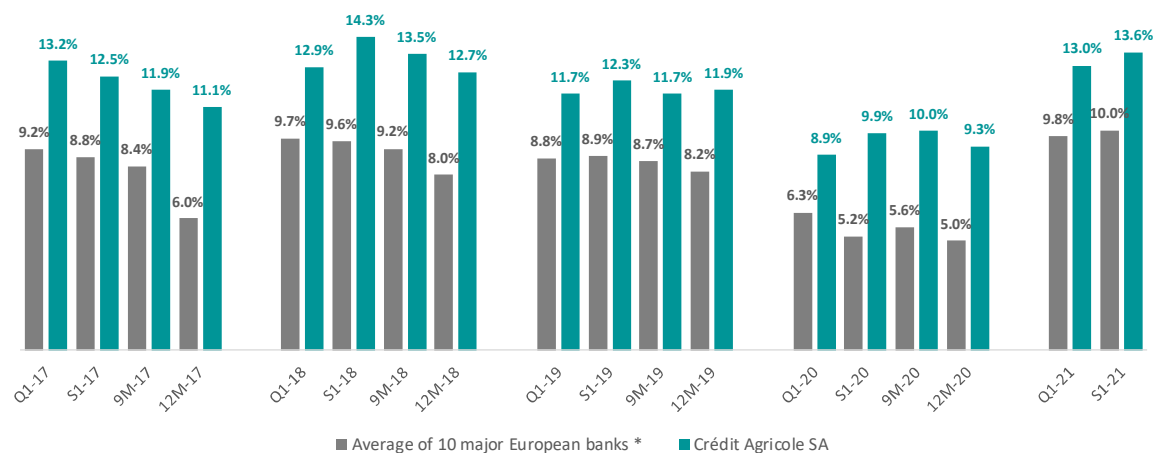


...supplemented by acquisitions and partnerships that will foster future growth for our universal bank (Lyxor, Creval, Amundi Technologies, Azqore)

<sup>(1)</sup> Market share of UCITS in France at end December 2020 <sup>(2)</sup> End 2020, Crédit Agricole S.A. study – France – PDM loans to LCL and RB households <sup>(3)</sup> End 2019, scope: annual contributions for temporary insurance for death + funeral coverage + long-term care <sup>(4)</sup> End 2019, annual contributions collected by CAA originated by CRCA and LCL (total Group market share of 25% including 9% insured by CNP) <sup>(5)</sup> End 2020, scope: Prédica, outstandings <sup>(6)</sup> End 2019, Pacifica & La Médicale de France Property & Casualty business, annual contributions. Market size: Argus de l'Assurance <sup>(7)</sup> Internal sources <sup>(8)</sup> Average equipment rate of Regional Banks, LCL and CA Italia in car, home, health, legal, all mobile phones and personal accident insurance, weighted by the number of individual customers of the three entities

## Profitability and financial strength at the highest levels of European standards

Underlying RoTE<sup>(1)</sup> since 2017



**Solvency**  
(CET1 phased-in)

**17.3%**

+8.4 pp above SREP  
requirements

**EBA stress tests, CET1 at highest  
level among European G-SIBs**

\* Arithmetic average of 10 major European banks publishing their RoTE: Société Générale; BNP Paribas; Banco Santander SA; UniCredit SpA; Credit Suisse AG; UBS Group AG; Deutsche Bank AG; HSBC Bank PLC; Standard Chartered Bank; Barclays Bank PLC

(1) Underlying Credit agricole S.A. RoTE calculated based on the annualised underlying net income Group share and IFRIC expenses recorded on a straight-line basis over the year

# Create the conditions for a new growth model that respects the environment and brings progress for all

## For a low-carbon economy



Commitment by the Group throughout all business lines to the Net Zero Carbon Alliances

## For the inclusion of young people



A plan for the integration of young people: €25 million for employment, solidarity and financial support, major partner with the government platform *1jeune1solution* (1youngperson1solution)



Non-banking services for young people<sup>(3)</sup>: Job offers, internships, guidance, professional advice...

## Climate change issues integrated into the activities of the business lines

### Energy transition for our customers



Smart Business Entreprises<sup>(4)</sup>

### ESG product range



100% of open-ended funds with ESG score > average investment universe score/€31 billion environmentally themed solutions



Redesign of the Real Estate UL offering

\$24 billion green, social and sustainable bond issuance arranged/Green bond issuance advisory services



Transition rating assigned to 8,000 corporate customers



Green finance partnerships with Fnac Darty and FCA Bank

### The Group is a leading ESG player

- ➔ No. 1 in Europe for responsible investment<sup>1</sup>
- ➔ No.1 in renewable energy financing in France<sup>2</sup>

(1) Extel/Institutional Investors ranking: 1st place in the SRI & Sustainability ranking 2019. Including Group liquidity portfolio: €11 billion in socially responsible securities (2) 28% market share (3) Youzful platform to assist young people in their orientation and employment. (4) Programme dedicated to helping SMEs and small businesses identify their transformation challenges (business, digital and environmental) and design ad hoc solutions (4) SCPI, OPCI and SCI ISR or solidarity-based SCI. Spirica



Working every day in the interest of our  
customers and society

# Jérôme Grivet

SECOND QUARTER 2021 RESULTS

## Sharp rise in results in all business lines

## REGIONAL BANKS

Sustained commercial momentum and strong growth in income

### Underlying data

	Q2 2021	
Revenues	€3,453 m	+4.1% versus Q2 2020
Costs excluding SRF <sup>(1)</sup>	-€2,236 m	10.5% versus Q2 2020
Gross operating income	€1,217 m	3.8% versus Q2 2020
Cost of risk	-€186 m	-37.5% versus Q2 2020
Net income Group share	€741m	+11.7% versus Q2 2020

(1) Single Resolution Fund

GRUPE CRDIT AGRICOLE

### Growth in outstanding loans and customer assets, dynamic customer capture

- **Loans outstanding:** up +6.6% June/June and loans above pre-crisis levels (+17.8% vs Q2-2019)
- **Customer assets:** +7.3% for one year, gradual return to pre-crisis rate of on-balance sheet deposits, with off-balance sheet deposits up +6.1% June/June
- **Gross customer acquisition:** +647,000 new customers in H1

### Net income Group share up strongly, high revenues and diminishing cost of risk

- **Revenues:** increase driven mainly by increase in the MNI, sustained by good refinancing conditions and fee and commission income, including in insurance
- **Expenses:** increase associated with incentive and profit-sharing plan
- **Cost of risk:** down -37.5% Q2/Q2, 14 bp<sup>(1)</sup> on outstandings, **Doubtful loans ratio:** 1.7% (stable versus March-21), **coverage ratio** very high (102.3%, +1.1 pp versus March-21)

<sup>(1)</sup> over four rolling quarters and 13 bp on an annualised quarterly basis

## CRÉDIT AGRICOLE S.A. Net income Group share

Very strong growth of reported and underlying net income, both at a very high level

Q2 2021

Stated net income Group share	1 968 m€ <i>x 2,1 T2/T2</i>
Total of specific items	+€353m
Of which CREVAL	+€258m
Of which AFFRANCAMENTO	+€111m
Underlying net income Group share	1 615 m€ <i>+46,0% T2/T2</i>

Stated net income at its highest since 2007 thanks to the impact of badwill linked to the CreVal acquisition

### Specific items:

- **CREVAL:** Gross badwill +€925 million in Q2, including an initial provision estimate of -€547 million, before the final Q4-21 PPA (prudential recognition of badwill in Q4-21)
- **AFFRANCAMENTO:** Exceptional Italian tax provisions for the non-accounting revaluation of goodwill and its amortisation

Underlying net income at its highest since the initial public offering

# CRÉDIT AGRICOLE S.A.

Revenues and gross operating income up sharply, reflecting our support to the economic recovery

## Underlying data

	Q2 2021	H1 2021
<b>Revenues</b>	<b>€5,829m</b> +12.4% Q2/Q2	<b>€11.3bn</b> +9.8% H1/H1
<b>Costs excluding SRF<sup>(1)</sup></b>	<b>-€3,221m</b> +8.3% Q2/Q2	<b>-€6,414m</b> +4.0% H1/H1
<b>Gross Operating Income</b>	<b>€2,596m</b> +21.9% Q2/Q2	<b>€4,401m</b> +18.5% H1/H1
<b>Cost of risk</b>	<b>-€254m</b> -72.0% Q2/Q2	<b>-€638m</b> -58.2 H1/H1
<b>Net income Group share</b>	<b>€1,615m</b> +46.0% Q2/Q2	<b>€2,548m</b> +44.9% H1/H1

(1) Single Resolution Fund

CRÉDIT AGRICOLE S.A.

- Strong revenue growth, thanks to sustained activity in all business lines and a positive market effect in asset gathering  
*On a like-for-like basis, increase in revenues of +10.3% Q2-21/Q2-20 and +10.5% Q2-21/Q2-19<sup>(1)</sup>*
- Increase in expenses due to the recovery in activity, variable compensation and a scope effect  
*On a like-for-like basis, increase in expenses of +6.3% Q2-21/Q2-20 and +3.6% Q2-21/Q2-19<sup>(2)</sup>*
- Sharp rise in gross operating income, ongoing improvement of operational efficiency (Cost/income ratio 55.3%, -2.1 pp Q2/Q2)
- Cost of proven risk historically low reflecting the effectiveness of economic stimulus measures and quality of the portfolio
- Strong increase in Q2/Q2 net income, driven by higher gross operating income and lower cost of risk

(1) Scope effects Q2-21/Q2-20 +€113 million and H1-21/H1-20 +€110 million: CréVal, Sabadell AM, Amundi BOC, Fund Channel, CACF NL, CAIWM Brazil and Miami, CAA Via Vita, scope effects Q2-21/Q2-19 +€109 million and H1-21/H1-19 +€141 million: CréVal, Sabadell AM, Amundi BOC, Fund Channel, CACF NL, CAIWM Brazil and Miami, CAA Via Vita, Kas Bank; S3, CA Romania; on a like-for-like basis H1-21/H1-20 +8.8%, Q2-21/Q2-19 +10.5% and H1-21/H1-19 +11.1%

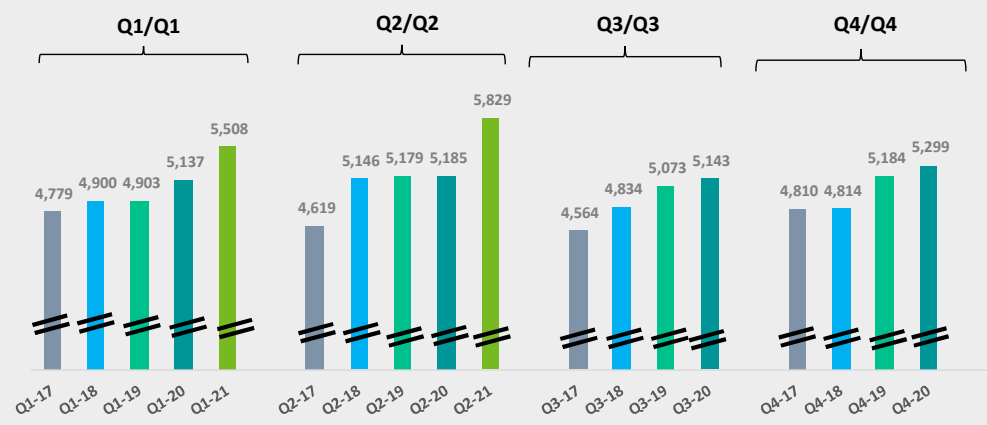
(2) Scope effects Q2-21/Q2-20 +€59 million and H1-21/H1-20 +€47 million: CréVal, Sabadell AM, Amundi BOC, Fund Channel, CACF NL, CAIWM Brazil and Miami, CAA Via Vita, scope effects Q2-21/Q2-19 +€81 million and H1-21/H1-19 +€99 million: CréVal, Sabadell AM, Amundi BOC, Fund Channel, CACF NL, CAIWM Brazil and Miami, CAA Via Vita, Kas Bank; S3, CA Romania; on a like-for-like basis H1-21/H1-20 +3.2%, Q2-21/Q2-19 +3.6% and H1-21/H1-19 +2.9%

## REVENUES

Crédit Agricole S.A. has regularly generated revenue growth over the past five years

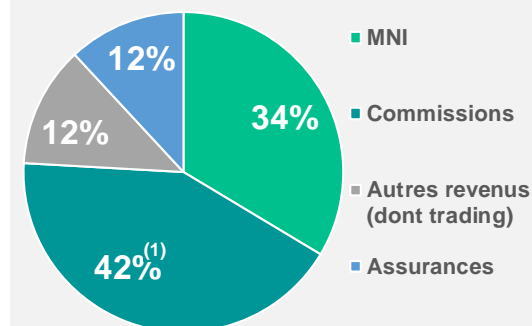
Regular underlying quarterly revenue growth over the past 5 years

REVENUE : GROWTH Q/Q SINCE 2017



Strong contribution of fee and commission income to revenues

Underlying H1 2021 revenues



Crédit Agricole S.A.

**74%**

Recurring 6M 2021 revenues<sup>(2)</sup>

<sup>(1)</sup> +1 pp H1-21/12M-20

<sup>(2)</sup> -2 pp H1-21/12M-20; recurring revenues, i.e. revenues attached to an inventory item (outstanding loans/customer assets, assets under management) or an insurance policy (property and casualty insurance, death and disability insurance)

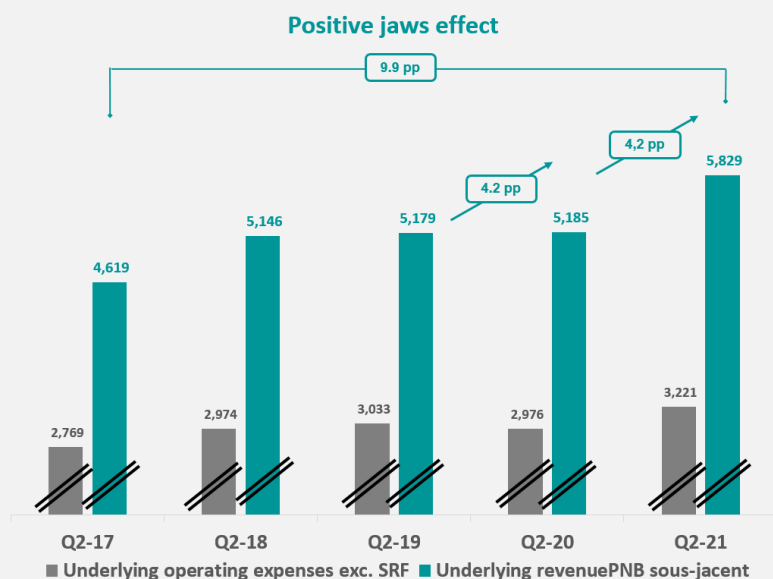
Strong revenue resilience thanks to the diversity of the universal customer-focused banking model



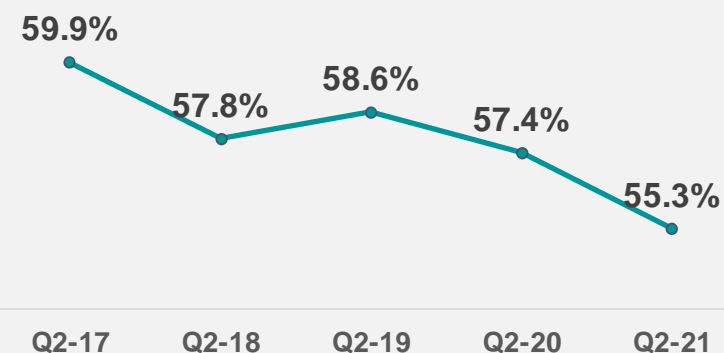
## OPERATING EFFICIENCY

Continued improvement of the cost/income ratio, positive jaws effect (+10 pp for the last five years)

Underlying revenues and costs: positive jaws effect over the last five years



Efficiency: improvement of the underlying cost/income ratio excl. SRF: 55.3% (-2.1 pp Q2/Q2)



Gross operating income up sharply +21.9% Q2/Q2  
RoTE of 13.6%, well above the average of 10 major European banks for the past 5 years

## ASSET QUALITY AND COST OF RISK

### Continued increase in the coverage ratio

#### Doubtful loan ratio <sup>(1)</sup>

Crédit Agricole S.A.

3.2%

stable/March 21

Crédit Agricole Group

2.3%

stable/March 20

Doubtful loan ratio stable Q2/Q1

#### Coverage ratio <sup>(1)</sup>

Crédit Agricole S.A. <sup>(1)</sup>

73.6%

+1.6 pp/March 21

Crédit Agricole Group <sup>(1)</sup>

85.5%

+1.1 pp/March 21

Coverage ratio up Q2/Q1, among the best in Europe

#### Loans loss reserves

Crédit Agricole S.A.

€10.3 bn

Crédit Agricole Group

€20.3 bn

Of which €10.0 billion in the  
Regional Banks

Loans loss reserves of Crédit Agricole Group representing nearly seven years of average historical cost of risk, of which **26%** is related to provisions for performing loans for **CASA**, **43%** for the **Regional Banks**, **34%** for **CAG**

### Sharp drop in cost of risk

Crédit Agricole S.A.

41 bp/24 bp

CoR/loan  
4 rolling quartersCoR/loan  
Annualised

Crédit Agricole Group

25 bp/18 bp

CoR/loan  
4 rolling quartersCoR/loan  
Annualised

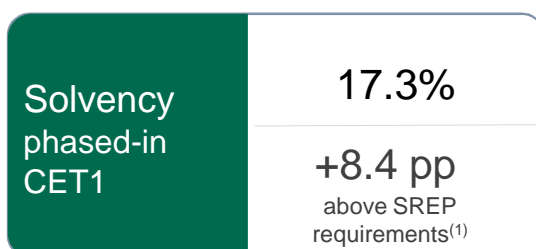
Cost of proven risk historically low,  
reflecting the effectiveness of  
economic support measures

(1) Including the full scale of reserves for performing loans due to COVID-19. Loan loss reserves, including collective provisions. Coverage ratios are calculated based on loans and receivables due from customers.

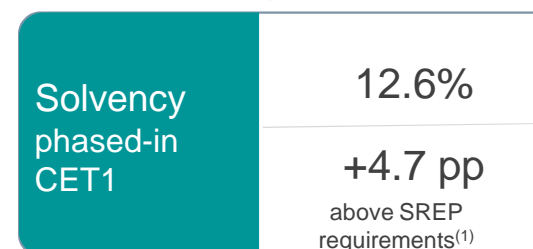
## SOLVENCY

Very robust capital position

### Crédit Agricole Group



### Crédit Agricole S.A.



### Level of CAG and Crédit Agricole S.A. capital far above regulatory recommendations

- In the adverse [EBA stress test](#) scenario, fully-loaded CAG CET1 above distribution restriction threshold, at best level of European G-SIBs
- [CASA](#): provisioning of a [€0.39 dividend](#) at end June 2021, in line with our 50% pay-out policy
- Authorisation request filed with the ECB for a second [share buy-back](#) of up to €500 million in Q4-21, in accordance with February 2021 announcement. After these two operations, the earnings per share will have increased by around 1% and the tangible net book value per share will have been more that rebuilt.

(1) Supervisory Review and Evaluation Process, i.e. regulatory requirements

## BUSINESS LINES

### Retail banking

#### LCL

- Recovery of **loan production** (+33.4% Q2/Q2 and +5.8% Q2-21/Q2-19)
- Dynamic **customer acquisition** (+87,000 new customers in Q2) and equipment: 26.2% in Home/Car/Health insurance<sup>(1)</sup> (+1.0 pp June/June)
- “**Next Generation LCL Network**” project launch encompassing 250 agencies to respond to new customer expectations and bolster the positioning of the LCL urban bank<sup>(2)</sup>

(1) Equipment rate — Car, home, health, legal, all mobile phones or personal accident insurance  
 (2) Restructuring costs for the amount of €13 million in expenses classified as specific items

**+21.3% GOI\***  
**Q2/Q2**

\* Gross operating Income  
Underlying data

#### Crédit Agricole Italia

- Very positive **commercial production**, driven by all segments; managed deposits<sup>(1)(2)</sup> up sharply (+62% June/June), thanks to a favourable market environment
- **Revenues up +12.4% excluding CreVal scope effect** driven primarily by fee and commission income (+23% Q2/Q2) managed savings and insurance.
- **Underlying gross operating income** excluding CreVal effect up sharply (+32% Q2/Q2)<sup>(1)</sup>, decreased cost of risk (-58.8% Q2/Q2)<sup>(1)</sup> reflecting the economic situation

(1) Excluding scope effect linked to the first-time consolidation of CreVal in Q2-21.  
 (2) Net flows (production minus repayments)

**66.5% GOI\***  
**Q2/Q2**

#### INTERNATIONAL

- **Sustained commercial activity** in all entities
- **Increase in loans outstanding<sup>(1)</sup>**: +6.6% Q2/Q2, particularly in Ukraine (+17%), Poland (+8%) and Egypt (+5%)
- High **coverage ratio** (106%), low **doubtful loan ratio** (6.7%)

(1) Change excluding foreign exchange impact

**+8.8% GOI\***  
**Q2/Q2**

## BUSINESS LINES

### Asset gathering

#### CRÉDIT AGRICOLE ASSURANCES

- Savings/retirement: **very dynamic net inflows at €1.6 billion, driven by UL contracts**, high UL ratio (41.2%)
- Property and casualty: continued business momentum (+10.0%<sup>(1)</sup> Q2/Q2), **15 million contracts by end June 2021**
- Personal insurance: revenues +23.0%<sup>(2)</sup> Q2/Q2, **solid performance in creditor insurance**
- **Revenues** up (+4.0% Q2/Q2) primarily due to a positive market effect

(1) Changes restated for change in accounting methods; excluding restatement, personal and property insurance growth is +14.3% Q2/Q2 (property and casualty +10.7% Q2/Q2, personal insurance +17.8% Q2/Q2)

(2) The personal insurance segment includes death and disability, creditor and group insurance

#### AMUNDI

- Net management revenues +38.9% Q2/Q2 capitalising on **very favourable market conditions**, record level of **performance fee and commission income** (€155 million) and positive scope effect (€17 million, mainly Sabadell AM)
- **Excellent operational efficiency**, cost/income ratio at 47.6%
- Ramping-up of Amundi Technologies
- **Lyxor acquisition framework agreement signed.** To be completed by end 2021

#### Wealth Management

- **Increase in outstandings of +2.1% this quarter** to €131 billion<sup>(1)</sup>, excluding scope effect related to discontinuation of Miami and Brazil activities
- **Dynamic revenues** over the quarter (+5% Q2/Q2)

(1) Indosuez Wealth Management

**+4.7% Net income Group share Q2/Q2 record level**

**+51.2% Net income Group share Q2/Q2**

**+50% Net income Group share Q2/Q2**

Underlying data

## BUSINESS LINES

### Large customers

#### CACIB

- **Financing activities:** recovery of structured financing activity (+6.4% Q2/Q2), **leading positions in syndicated loans** No.1 – Syndicated Loans in France<sup>(1)</sup> No.2 – Syndicated Loans in EMEA<sup>(2)</sup>
- **Capital markets:** FICC slowdown (-28.5% Q2/Q2) against a backdrop of low volatility, continued leading position in French Corporate Bonds (No.1 All French Corporate Bonds<sup>(3)</sup>); **excellent securitisation activity**; good investment banking performance (+33.8%, Q2/Q2)
- **Net reversal of cost of risk** (+€40 million in Q2-21) versus depreciation in Q2-20 (-€339 million)

#### CACEIS

- **KAS Bank integration finalised**
- Slight erosion of net income Group share (-3.8% Q2/Q2)<sup>(1)</sup>, due to pressure on the interest margin from a Q2-20 high point, and residual integration costs of KAS Bank
- **Launch of a transformation and organisation plan, Turbo**

**+14.5% Net income  
Group share  
Q2/Q2**

**AuC +12.1% June/June  
AuA +13.7% June/June**

(1) Source Refinitiv Q2 2021  
(2) Source: Refinitiv R17  
(3) Source: Dealogic Q2 2021, in EUR

(1) Underlying data excluding restructuring costs associated with launch of a Turbo transformation and evolution plan

Underlying data

## BUSINESS LINES

### Specialised financial services

#### CA Consumer Finance

- **Strong growth in commercial production** (+63% Q2/Q2<sup>(1)</sup>), **revenues at Q2-2019 level**, driven by all segments (France, automotive partnerships, international entities)
- **Revenues up** (+5.2% Q2/Q2<sup>(1)</sup>) capitalising on a base effect in Q2-20 on insurance revenues
- **Improved operating efficiency** 48.9%<sup>(2)</sup>
- **Cost of risk down sharply** (-46.6%<sup>(1)</sup> Q2/Q2), coverage ratio up at 81.6% (+2.2 pp)
- **Very strong performance of JVs** (+36% Q2/Q2) thanks to the strong improvement in Wafasalaf results.

(1) Excl. CA Consumer Finance NL

(2) Underlying and excl. SRF

**+28.1% Net income  
Group share  
Q2/Q2**

Underlying data

#### CAL&F

- **Strong recovery in new lease financing**<sup>(3)</sup> (+65% Q2/Q2) and **factoring**(+44% Q2/Q2), exceeding 2019 levels
- **Very dynamic GOI** (+34.7% Q2/Q2) thanks to the sharp increase in revenues (+19.4% Q2/Q2), in both leasing and factoring
- **Improvement in operating efficiency** (Cost/income ratio<sup>(4)</sup> at 52.5% -3.8 pp Q2/Q2)

(3) Leasing production in Q2 2021 is 125% of Q2 2019 production. Factoring production in Q2 2021 is 131% of Q2 2019

(4) Underlying excl. SRF

**x2.1 Net income  
Group share  
Q2/Q2**

