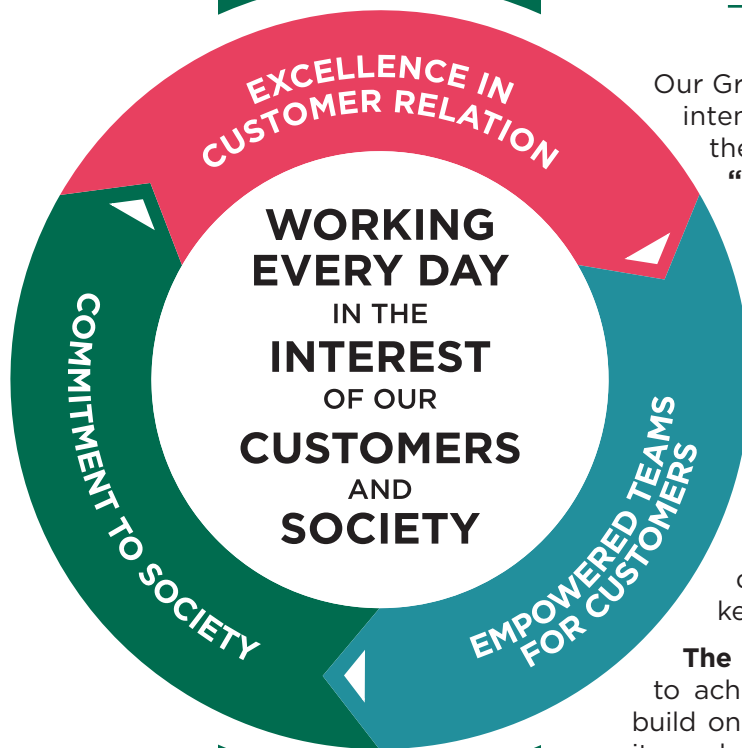




Group Project and Ambitions 2022



Our Group Project and the Ambitions it sets for 2022 are intended to guide our commitments and action over the years to come. They draw on our *raison d'être*, “**Working every day in the interest of our customers and society**”.

To apply this *raison d'être*, we are amplifying our relationship model with three flagship projects. **Our Customer Project**, focused on excellence in customer relations, carries the ambition of becoming the favourite bank of individuals, entrepreneurs and corporates. It goes hand in hand with **our Human-centric Project**, which is based on empowering our teams and placing even more trust in them. **The Societal Project** involves pursuing our mutualist commitment to inclusive development and making green finance one of the key drivers of our growth.

The Group Project will be underpinned by three levers to achieve the objectives set for 2022. These objectives build on our medium-term plan, which largely delivered on its goals. The levers are: **growth on all our markets, development of revenue synergies and investment in technology** for greater efficiency.

Today, we can collectively be proud to be the 10th largest bank in the world, and even more than a bank thanks to the ongoing commitment of our elected representatives and our employees. Now, we must continue to make history, writing a new chapter based on our collective energy and shared successes. This is the challenge that we will undertake together.

Dominique Lefebvre,
President of FNCA, President of Crédit Agricole S.A.

Raphaël Appert,
Senior Vice-Chairman of FNCA,

Philippe Brassac,
Chief Executive Officer of Crédit Agricole S.A.

CRÉDIT
AGRICOLE
GROUP





OUR CUSTOMER PROJECT



BE THE FAVOURITE BANK OF INDIVIDUALS, ENTREPRENEURS AND CORPORATES

COLLECTIVELY MANAGE EXCELLENCE IN CUSTOMER RELATIONS

Mobilise all our business lines on one goal: customer satisfaction

- Manage quality of service at the highest level
- Put customer satisfaction (NPS) at the centre of employees, managers and senior executives assessment
- Create an Academy for Excellence in customer relations

Zero-defect culture: implement a Group-wide set-up to target pain points

- A “Customer Champion” (Customer’s voice function), across all business lines to solve pain points and design seamless customer journeys
- A “Process Manager” in Regional banks, to streamline banking processes

BECOME A BEST-IN-CLASS DIGITAL BANK

Bring all our tools and apps to the highest standards across all our markets

Adapt our solutions to new customer practices

- Solutions providing access to all of our services, for all of our customers
- Clear, simple and transparent pricing
- Solutions tailored to new customer habits and key life moments
- Develop platforms beyond banking services

Acquire new customers via social networks and major e-commerce platforms

- Develop new forms of interaction via chatbot, voice assistant, etc.
- Enhanced Group expertise in digital enrolment: managing data, content and e-marketing

Leverage data to better know our customers and be their trusted third party

Speed up innovation

- Open 17 new Villages by CA in France and Italy
- Customer journeys natively designed for digital usage

OFFER CUSTOMERS A BROAD RANGE OF BANKING AND EXTRA-BANKING SERVICES

An innovative strategy with services platforms operated with partners

- Je suis entrepreneur
- Mon association
- Mon premier emploi
- Mon logement

New services offered by Crédit Agricole

- Ma voiture/Agil'auto
- Ma santé
- Ma data banque





OUR HUMAN-CENTRIC PROJECT



BE THE BEST COMPANY TO WORK FOR IN FINANCIAL SERVICES IN FRANCE AND TOP 5 IN EUROPE

ALWAYS OFFER CUSTOMERS A DIRECT ACCESS TO AN EMPOWERED RELATIONSHIP MANAGER

Relationship managers with discernment and strengthened responsibilities, in order to quickly address the specific needs of customers

- Accountable on Net Promoter Score (NPS)
- Accountable on Engagement & Recommendation Index (ERI) for managers of Groupe Crédit Agricole S.A.

- Deciding within a clear delegation framework
- With additional customer-facing time thanks to native integration of compliance in tools and decisions
- Trained in both behavioural and digital skills

NURTURE EMPOWERED TEAMS BY TRANSFORMATION IN MANAGEMENT & ORGANISATION AND BY SHOWING LOYALTY TOWARDS EMPLOYEES

Transform management for greater accountability

- 100% of Group Executives trained in our new leadership model
- “Entrepreneur” managers to empower teams and encourage their contributions to the Group collective success

Transform organisation for maximum responsiveness

- Shorter decision-making chains
- Agile ways of working and working spaces

Show loyalty towards employees to ensure mutual commitment between the employee and the company

- Social dialogue built on transparency and partnership
- Strong commitments in terms of social and gender diversity and integration
- Promote Crédit Agricole as an employer known for fostering Human Qualities



PURSUE OUR MUTUALIST AND SOCIETAL COMMITMENT

PURSUE OUR MUTUALIST COMMITMENT TO INCLUSIVE DEVELOPMENT



Promote inclusion for all customers using our strong local coverage

- Develop a range of affordable offers for all
- Encourage and support entrepreneurship through “Cafés de la Création” and Villages by CA
- Prevent and resolve over-indebtedness

Develop social impact financing

- Actively support Social and Solidarity Companies by providing investment and financing
- Strengthen our leadership in the arrangement of social bonds

- Create a support system for start-ups with a social impact within Villages by CA
- Support the economic development of rural populations in emerging countries (€200m)

Maintain societal ties locally

- Continue the work of our many entities, which support non-profit organisations and local initiatives, invest in culture, sport or solidarity
- Foster social diversity by taking on 750 trainees from “high-priority education networks” schools every year

EUROPEAN LEADER IN RESPONSIBLE INVESTMENT

MAKE “GREEN FINANCE” A KEY GROWTH DRIVER FOR THE GROUP

Commit all Group entities to a common climate strategy in line with the Paris Agreement

- Certified implementation by an independent body
- Published in 2020 based on the recommendations of the TCFD*
- Guided by a Group committee, a Climate lab, and scientists

Strengthen our commitment to finance energy transition

- Finance 1 in 3 French renewable energy projects, and become a major European player
- Double the size of the green loan portfolio to €13bn by 2022
- Assign a transition rating to large corporate customers
- Take into account ESG criteria in 100% of our large corporates financing activities and gradually for SMEs

- Align our sectorial policies with the Paris Agreement (scheduled 2030 exit from thermal coal financing in EU & OECD, with a 25% threshold from 2019)

Promote clean and responsible investment policies

- Apply Amundi’s ESG policy to 100% of its fund management and voting practices by 2021 and take into account ESG criteria for 100% new investments made by CAA
- Increase the amounts invested in specific initiatives related to the environment and with a strong social impact to €20bn (x2) by 2021 (Amundi)
- Reach €6bn of CA Group liquidity portfolio invested in Socially Responsible Investments (SRI) financial products

OUR SOCIETAL PROJECT



* Task force on Climate - related Financial Disclosures



WORKING EVERY DAY IN THE INTEREST OF OUR CUSTOMERS AND SOCIETY

Crédit Agricole's end purpose is to be a trusted partner to all its customers:

- **Its solid position and the diversity of its expertise** enable CA to offer all its customers ongoing support on a daily basis and for their projects in life, in particular by helping them to guard against uncertainties and to plan for the long term.
- **CA 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 model:** it is committed to helping all its customers benefit from the best technological practices, while guaranteeing them access to competent, available local teams that can ensure all aspects of the customer relationship.

Proud of its cooperative and mutualist identity and drawing on a governance representing its customers, Crédit Agricole:

- **Supporting the economy, entrepreneurship and innovation in France and abroad:** it is naturally committed to supporting its regions.
- **It takes intentional action in societal and environment fields** by supporting progress and transformations.
- **It serves everyone:** from the most modest to the wealthiest households, from local professionals to large international companies.

This is how Crédit Agricole demonstrates its usefulness and availability to its customers, and the commitment of its 141,000 employees to excellence in customer relations and operations.



AMBITIONS 2022

3 LEVERS

OF PRIORITY ACTIONS
TO SUPPORT THE GROUP PROJECT

1st

in customer
conquest

GROWTH ON
ALL OUR MARKETS

10

€bn
in 2022

REVENUE
SYNERGIES

>15

€bn
allocated
over 4 years

TECHNOLOGICAL
TRANSFORMATION

GROUP'S STRENGTHS

ALLOWING FOR CAPITAL AGILITY

THE GROUP'S FINANCIAL SOLIDITY
ENHANCED WITH A CET1 TARGET
INCL. REGULATORY CHANGES BY 2022

>16%

for Crédit Agricole Group

11%

for Crédit Agricole S.A.



« Switching off »

CRÉDIT AGRICOLE SA'S GROWTH
IN NET INCOME GROUP SHARE (NIGS)

+3%
per
year

to reach more than €5bn
in 2022 (CAGR 2018-22)
for Crédit Agricole S.A.

<60%

Crédit Agricole S.A.
cost income ratio
(excl. SRF)

~40
pb

Cost of risk
on O/s Crédit Agricole S.A.

Go to www.credit-agricole.com and www.creditagricole.info
to find all the information on the Group Project and Ambitions 2022

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