



52

MILLION
CUSTOMERS



49

COUNTRIES



10

BUSINESSES

2017-2018
INTEGRATED REPORT



CRÉDIT AGRICOLE S.A.

02 – 03
Joint Interview with the Chairman and the Chief Executive Officer

PART 1
04 – 07
**A SOLID GROUP WITH DEEP LOCAL
ROOTS AND GLOBAL EXPERTISE**

04 – 05
About Crédit Agricole
06 – 07
Crédit Agricole's Strengths

PART 2
08 – 09
**RISKS AND OPPORTUNITIES
CREATED BY THE MAJOR CHANGES
IN OUR ENVIRONMENT**

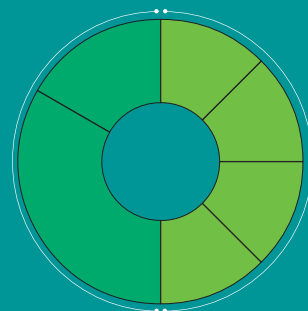
PART 3
10 – 23
A WHOLE BANK JUST FOR YOU

10 – 11
An Ambitious Customer Project Supported
by Three Core Focus Areas
12 – 15
Businesses That Support Customer-Focused
Banking and Climate Finance
16 – 17
Innovation That Benefits Customers
18 – 19
A Customer Relationship Built to Last
20 – 21
The Group's Transformation
22 – 23
The Group's Contribution to Society

PART 4
24 – 29
A TAILORED GOVERNANCE MODEL

24 – 25
Crédit Agricole S.A. Governance
26 – 27
Executive Compensation Policy
28 – 29
Risk Management

APPENDICES
30 – 36
30 – 32
Strategic Plan Tracking Indicators
33 – 36
Glossary and Sustainable Development Goals



**CRÉDIT AGRICOLE GROUP'S
BUSINESS LINES AT A GLANCE**

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**UNDERLINED
WORDS ARE DEFINED
ON PAGE 33;
THE ICONS
REPRESENTING
THE UN SUSTAINABLE
DEVELOPMENT
GOALS ARE DEFINED
ON PAGE 36.**

**For more information,
see our other publications:**

 **REG DOC 3-3:** Registration Document,
Chapter 3, Section 3

 **REG DOC 2-p. 34:** Registration Document,
Chapter 2, page 34

 **A01 1-pp. 10-15:** Update A01 of the
Registration Document, Chapter 1, pages 10 to 15

A WHOLE BANK JUST FOR YOU

Crédit Agricole serves **52 million customers worldwide**, with customer focus, accountability and community support, the enduring values that have been its hallmark for 120 years.

Led by its **139,000 engaged employees**,
the bank forges genuine partnerships with its customers.

Thanks to its **universal customer-focused banking model**
– based on close cooperation between its retail banks and its specialised business lines –
reaffirmed by its “A whole bank just for you” brand signature, Crédit Agricole helps its customers to realise all their personal and business projects. It does so by offering them an extensive range of services consisting of day-to-day banking, loans, savings products, insurance, asset management, real estate, leasing and factoring, corporate and investment banking, and issuer and investor services.

Crédit Agricole’s **corporate social responsibility policy** lies at the heart of its identity. This is reflected in its products and services and informs the actions of all its business lines. This commitment is a key factor contributing to overall performance and a powerful innovation driver.

Built on strong cooperative foundations and led by its **9.7 million mutual shareholders** and **more than 30,000 directors** of its Local and Regional Banks, Crédit Agricole’s robust organisational model gives it stability and staying power as a European group open to the wider world.

Crédit Agricole Group extends its **leadership** year after year. It is the number one provider of financing to the French economy and the number one insurer in France. It is also the leading bancassurer in Europe, the top-ranked European asset manager and the world’s largest green, social and sustainability bonds bookrunner.



52m
CUSTOMERS



49
COUNTRIES



139,000
EMPLOYEES

9.7m
MUTUAL
SHAREHOLDERS

30,000+
DIRECTORS
OF LOCAL AND
REGIONAL BANKS

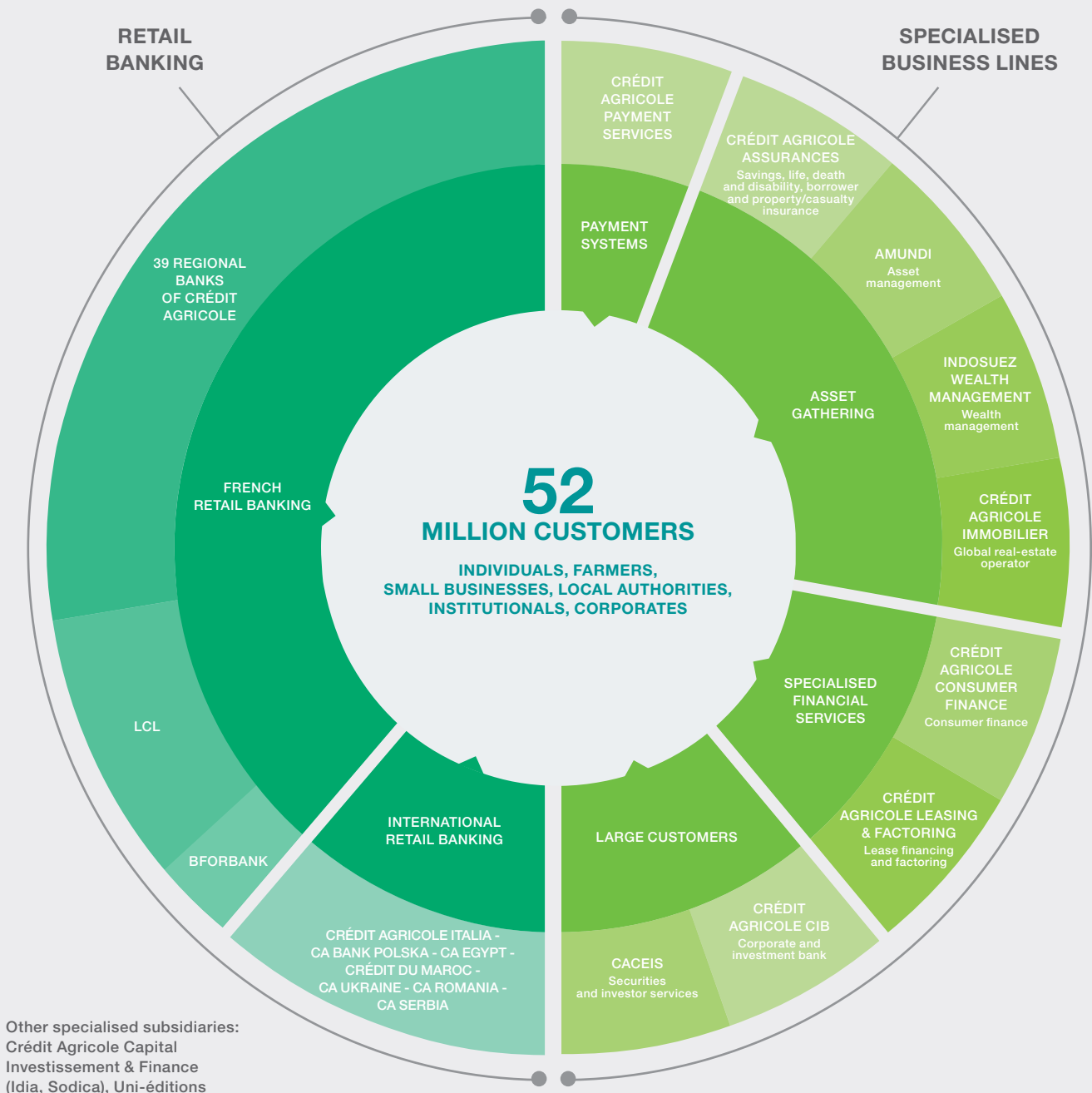
Group Organisation

9.7 million mutual shareholders underpin Crédit Agricole's cooperative organisational structure. They own the capital of the **2,447 Local Banks** in the form of mutual shares and they elect their representatives each year. **More than 30,000 directors** work in their best interests.

The Local Banks own the majority of the **39 Regional Banks'** share capital.

The Regional Banks are cooperative regional banks that offer their customers a comprehensive range of products and services. Their sounding board is the Fédération Nationale du Crédit Agricole, where the Group's strategic vision and policies are discussed.

The Regional Banks together own, via **SAS Rue La Boétie**, the majority (56.6%) of the share capital of **Crédit Agricole S.A.** Working with its specialist subsidiaries, Crédit Agricole S.A. coordinates the various business lines' strategies in France and abroad.



WELCOME TO CRÉDIT AGRICOLE S.A.'S INTEGRATED REPORT

Crédit Agricole is publishing an Integrated Report for the second year in a row to share its strategy and stakeholder-focused corporate social responsibility (CSR) commitments.

This Integrated Report is aligned with our other annual publications, including *the Registration Document/Annual Financial Report, Key Figures, Accelerating the Energy Transition* and *Shareholders' Guide*, all of which are designed to give stakeholders consistent information about the Group and its operations. These publications also serve as a basis for an ongoing dialogue that we hope will be as open and extensive as possible. We invite you to share your opinions and comments with us at contact.reporting@credit-agricole-sa.fr.



Methodology

This report has been prepared based on the guidelines published by the [International Integrated Reporting Council \(IIRC\)](#). It is a collective effort that involved a number of different Crédit Agricole S.A. and Fédération nationale du Crédit Agricole (FNCA) departments, including Finance, Sustainable Development, Human Resources, Customers and Innovation, Strategy, Risk, Communication and Corporate Secretariat.

This year's report also took into account feedback from stakeholders after the publication of first Integrated Report. It reflects the Group's desire to share its convictions and strategy on an even wider scale.



New This Year

This year, we wanted to explain our Group's organisation, businesses and strategy even more clearly. The report has also been enriched with key performance indicators over three years (see pages 30 to 32), used to measure the progress of our Strategic Ambition 2020 Plan as of 31 December 2017. As the comparatives show, the plan has already produced results, with a good revenue performance across the Group's business lines and a steadily stronger financial structure.

As part of its mission, the **Board of Directors** was involved in preparing this report through the **Strategy and CSR Committee**, which has worked on the issue of integrated strategy for several years. The Board approved the report's content and findings at its meeting of 17 April 2018.

We hope that you will find this report informative and enjoyable.

SCOPE

In 2016, the Group simplified its ownership structure by transferring the around 25% interest held by Crédit Agricole S.A. in each of the Regional Banks to a holding company. This move improved Crédit Agricole S.A.'s capital in both quantitative and qualitative terms while maintaining the Regional Banks' key role within the Group as France's leading retail banking network. The Regional Banks are an integral part of the Group's universal customer-focused banking strategy, offering the financial products and services developed by Crédit Agricole S.A.'s specialised business lines.

JOINT INTERVIEW

Steps to simplify the Group's organisation marked a major milestone in Crédit Agricole's recent transformation. Halfway through the Strategic Ambition 2020 Plan, we take a look at Crédit Agricole's key differentiating factors in the areas of organisation and strategy, its mission of financing the economy and its leading role in climate finance.

IN YOUR OPINION, WHAT ARE THE KEY FACTORS THAT DIFFERENTIATE CRÉDIT AGRICOLE FROM ITS PEERS?

Dominique Lefebvre: This report is designed to provide a clear, concise view of our model and of who we are. The main factors that set us apart are our cooperative model, which means customers are involved in our governance; our regional footprint and sustained ability to provide innovative, tailored solutions; our conviction that we have a long-term responsibility towards our stakeholders; and our role in supporting the various transitions underway in society. The Group was founded and has grown on the values of cooperation, mutual support, loyalty, usefulness, responsibility and concern for the collective interest.



Philippe Brassac,
Chief Executive Officer

Halfway through our Strategic Ambition 2020 Plan, many indicators are positive, notably concerning cost of risk and Crédit Agricole S.A.'s solvency ratio. Underlying net income Group share (i.e. restated for factors specific to 2017) came to €3.9 billion for Crédit Agricole S.A. and to €7.1 billion for Crédit Agricole Group, very close to the Strategic Ambition 2020 targets. Crédit Agricole S.A.'s underlying Return on Tangible Equity (RoTE) was also in line with the plan's objectives, at 11.1%.



Dominique Lefebvre,
Chairman of the Board
of Directors

IN AN INCREASINGLY COMPETITIVE ENVIRONMENT, WHAT ELEMENTS OF YOUR STRATEGY MAKE YOU BELIEVE YOU WILL MEET THE FINANCIAL TARGETS ANNOUNCED IN MARCH 2016?

Philippe Brassac: First of all, I'd point to the pertinence of our Customer Project, which is based on maintaining a comprehensive, long-term relationship with our customers, on coordinating all of the Group's business lines to give every customer access to all our expertise, and on building a "100% human, 100% digital" distribution model. A number of focus areas are driving the success of the Strategic Plan we presented in 2016. They include prioritising organic growth, making compliance a positive differentiating factor and optimising synergies within the Group.

As you noted, we are operating in an ever more competitive environment shaped by higher and higher expectations from society as a whole. We are working to understand all of the changes occurring today to develop our strategy and make Crédit Agricole a useful bank. Take the growing concern over how personal data is being used, for example. Being a trusted third party is a real strength in this situation that will help us retain existing customers and win new ones. The publication of our Code of Ethics and Personal Data Charter in late 2016 gave a powerful expression of our corporate culture.

YOU ARE PUBLISHING A SECOND INTEGRATED REPORT. DOES THIS SHOW THAT CORPORATE SOCIAL RESPONSIBILITY (CSR) IS A FULL PART OF THE BANK AND YOUR STRATEGY?

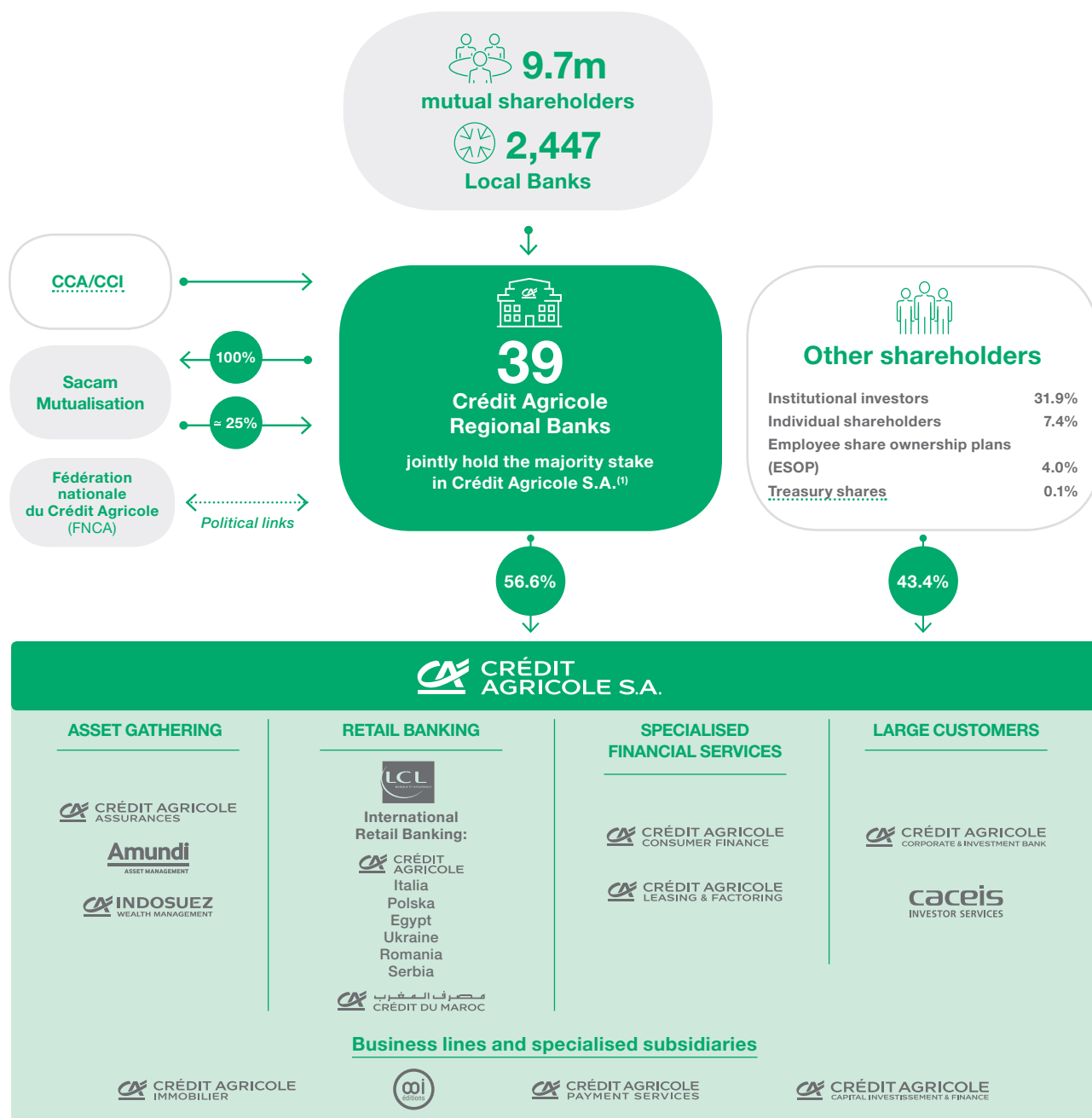
Dominique Lefebvre: We hope that this report will give our stakeholders a measure of how far we have come with regard to CSR. The decisions we make every day show that CSR criteria are taken into account in our business model and customer financing. The Board of Directors is increasingly involved in this aspect, notably through its Strategy and CSR Committee, which I chair. In our business lines, we have a number of meaningful yardsticks that attest to our commitment and excellence. CSR sector policies, for instance, provide a tangible example of our responsible and practical approach. Crédit Agricole S.A. is also taking part in the debate over climate finance, which aims to focus global finance on green investments and accelerate the transition to new energies and a more carbon-neutral economy. We rank first among French banks when it comes to financing renewable energies. We are also a leader in socially responsible investing, a pioneer in low carbon investing and a world leader in green bonds. More generally, we keep a close eye on all of the community's shared concerns and the roadmap shaped by the United Nations Sustainable Development Goals.

PART 1

A SOLID GROUP WITH DEEP LOCAL ROOTS AND GLOBAL EXPERTISE

Crédit Agricole, a European banking group open to the wider world, is built on cooperative and mutualist foundations. It has invented a new configuration combining cooperative and listed companies, for a decentralised yet unified whole.

About Crédit Agricole



(1) Through SAS Rue La Boétie. Crédit Agricole Regional Bank Corsica is 99.9% owned by Crédit Agricole S.A., and is a shareholder of Sacam Mutualisation.

The Crédit Agricole Group scope of consolidation comprises the Regional Banks, the Local Banks, Crédit Agricole S.A. and their subsidiaries. Crédit Agricole S.A. is the listed entity. It notably owns the subsidiaries of its business lines (French Retail Banking, International Retail Banking, Asset Gathering, Specialised Financial Services and Large Customers).

MUTUAL SHAREHOLDERS AND LOCAL BANKS

The **Local Banks** are cooperatives owned by their mutual shareholders. The Local Banks are grouped together in Regional Banks.

- 9.7 million **mutual shareholders**. Through their mutual shares, mutual shareholder customers own the share capital of the 2,447 Local Banks that make up the Group, and through them the majority of the capital and all of the voting rights of the 38 Regional Banks. This model places mutual shareholder-customers at the centre of the Group's governance system.

Mutual shareholders:

- Hold mutual shares, i.e., a non-listed portion of the capital of their Local Bank.
- Play a role in their bank's operation by participating in its Annual General Meeting and voting on the resolutions tabled at the meeting. Each individual member has one vote at the Annual General Meeting regardless of the number of mutual shares held, in accordance with the cooperative principle of one person = one vote.
- 30,902 elected **Directors**. Mutual shareholders are represented by elected Directors of the Local Banks, which are grouped together in Regional Banks.

REGIONAL BANKS

The **Regional Banks** are autonomous, fully-fledged cooperative banks that share the Group's mutual values.

FÉDÉRATION NATIONALE DU CRÉDIT AGRICOLE (FNCA)

FNCA is the sounding board for Regional Banks and provides a forum for discussing the Group's strategic vision and policies.

SAS RUE LA BOÉTIE

Founded when Crédit Agricole S.A. was listed on the stock market, **SAS Rue La Boétie** is a simplified joint stock company that owns all of the Crédit Agricole S.A. shares held by the Regional Banks. As the majority shareholder, SAS Rue La Boétie plays a role in Crédit Agricole S.A.'s governance. It is represented on the Boards of Directors of Crédit Agricole S.A. and its main subsidiaries and participates in a number of committees.

CRÉDIT AGRICOLE S.A.

Crédit Agricole S.A. is the central bank and body that guarantees the Group's financial unity and oversees the operation of the Crédit Agricole network. It coordinates the strategies of the Group's specialised subsidiaries in France and abroad. Crédit Agricole S.A.'s initial public offering in 2001 reflected the Regional Banks' desire to expand their business in France and the rest of Europe. Through SAS Rue La Boétie, the 39 Regional Banks own 56.6% of Crédit Agricole S.A. shares and hold 56.7% of the voting rights.

- To Crédit Agricole S.A.'s knowledge, no shareholder other than SAS Rue La Boétie owns more than 5% of the share capital.
- At 31 December 2017, institutional investors held 31.9% of the share capital of Crédit Agricole S.A., compared with 30.0% at the previous year-end. The shares remained concentrated in the hands of more than 500 institutional investors.
- Crédit Agricole S.A. had nearly 900,000 individual shareholders at the end of 2017, down slightly from 31 December 2016. Individual shareholders own 7.4% of the share capital. Customers of Crédit Agricole Regional Banks represent 49% of individual shareholders and own 3.6% of the share capital. In addition, 45% of Crédit Agricole S.A.'s shareholder customers are also mutual shareholders of the Group.
- Employees held 4.0% of the share capital at 31 December 2017 versus 4.6% at the previous year-end.
- Treasury shares accounted for 0.1% of the share capital, on a par with 2016.

SACAM MUTUALISATION

Wholly-owned by the Regional Banks, **Sacam Mutualisation** was formed during the process to simplify the Group's capital structure. It holds an around 25% interest in each Regional Bank, thereby promoting greater cohesion.

Crédit Agricole's Strengths



A GOVERNANCE MODEL THAT INVOLVES CUSTOMERS IN THE BANK'S STRATEGIC DECISIONS

Mutual shareholders account for 46% the Regional Banks' customers. They are represented within the Local and Regional Banks by 30,902 Directors who bring mutual shareholders' concerns and expectations to the Group's attention. The presence of elected Directors in the Group's governance bodies ensures that customer needs are understood and addressed.

Each of the 39 Regional Banks is governed by a Chairperson elected by the Board of Directors who represents mutual shareholder customers and a Chief Executive Officer appointed by the Board.

Crédit Agricole's specific governance model distinguishes between the functions of oversight and guidance, which are entrusted to an elected Director, and those of executive management. In line with this model, Crédit Agricole S.A. has historically separated the positions of Chairperson and Chief Executive.

A SOLID FINANCIAL BASE THAT GIVES BOTH THE GROUP AND CRÉDIT AGRICOLE S.A. THE RESOURCES THEY NEED FOR SECURE GROWTH

In terms of solvency, the Crédit Agricole Group ranks with the best-in-class among comparable European banks, with a Common Equity Tier 1 (CET1) ratio of 14.9% at 31 December 2017. This greatly exceeds the minimum regulatory requirement of 9.5% at 1 January 2019. The legal and internal solidarity mechanisms described below ensure that Crédit Agricole S.A. and its affiliates benefit fully from this robust financial situation.

AN ABILITY TO DELIVER ALL OF ITS EXPERTISE TO EVERY CUSTOMER IN EVERY HOST REGION

As France's leading banking group, Crédit Agricole has deployed a **universal customer-focused model** that makes it possible to deliver expertise directly to customers through a close-knit network. This coverage comprises nearly 7,000 Crédit Agricole branches and 2,000 LCL outlets in France, as well as more than 2,000 branches outside France, of which more than 1,000 in Italy.

In all, 139,000 employees in 49 countries come together to serve 52 million customers with comprehensive and tailored solutions in both good times and bad as part of a long-term relationship. These solutions include **day-to-day banking, loans, savings products, insurance, asset management, real estate, leasing and factoring, corporate and investment banking, and issuer and investor services.**

As leaders in France and the rest of Europe, Crédit Agricole S.A.'s specialised business lines leverage the Group's local presence and close relationships with its customers to continuously improve their line-up of products and services.

INTERNAL SOLIDARITY MECHANISMS

In accordance with the French Monetary and Financial Code, Crédit Agricole S.A. is responsible for taking all the necessary measures to ensure the liquidity and solvency of each member of the Crédit Agricole network and of its affiliated members, chief among them the Regional Banks and Crédit Agricole Corporate Investment Bank (CIB). Crédit Agricole S.A. also acts as the central body for the Regional Banks and in this capacity can intervene when refinancing is necessary. In addition, through a joint and several guarantee issued in 1988, the Regional Banks guarantee all of the obligations of Crédit Agricole S.A. to third parties and they also cross-guarantee each other, should Crédit Agricole S.A. become insolvent and after the liquidation and dissolution of Crédit Agricole S.A.

The Role of Corporate Social Responsibility (CSR) in Our Growth Model

Environmental and social factors and shared value have been an integral part of the Group's strategic vision since 2010. This focus was reconfirmed in the Strategic Ambition 2020 Plan. Since 2011, Crédit Agricole S.A. has used an internal index known as FReD (for Fides, Respect, Demeter) to steer CSR performance and measure the progress made. The index, which is audited annually by PricewaterhouseCoopers, determines one third of the performance conditions for Group Senior Executives' deferred variable compensation. It demonstrates the involvement and collective action of Crédit Agricole S.A and its subsidiaries in the area of CSR. In fact, FReD is now taken into account in the variable compensation of more than 10,000 employees as a result of incentive agreements negotiated in several Group units.

In 2015, CSR was included in the scope of the Board of Directors' Strategy and CSR Committee, reflecting Crédit Agricole S.A.'s determination to meet the new shared value challenges of its universal banking business and its Board's direct involvement in this issue. A CSR survey is conducted among stakeholders each year to re-evaluate these challenges. The findings, along with the UN Sustainable Development Goals (SDG) roadmap, are used to adjust the Group's CSR strategy and priorities on a regular basis (see information on the survey and materiality matrix [REG DOC 2-pp. 33-34](#)).



PART 2

RISKS AND OPPORTUNITIES CREATED BY THE MAJOR CHANGES IN OUR ENVIRONMENT

Crédit Agricole, like all major broad-line banking groups, operates in a globalised economy and a constantly changing social environment. These factors are taken into account in the Strategic Ambition 2020 Plan.



INCREASED REGULATORY PRESSURE

Growing number of global, European Union and national regulations, as well as non-binding soft law standards, to:

- Ensure prudential soundness and guarantee market integrity and transparency (Dodd-Frank, EMIR, Basel III, IFRS 9, etc.).
- Fight against financial and cybercrime (Fatca, AML/CTF Third and Fourth Directives, etc.).
- Protect customers and investors (MiFID I and II, CRD IV, Sapin II Law, PSD2, GDPR, etc.).
- Respect human rights (duty of vigilance).
- Take climate and ESG risks into account and ensure that CSR initiatives are transparent (Art. 178 of French Law 2015-992 of 17 August 2015 on the energy transition, statement of extra-financial performance).

RISKS EVALUATED AND MANAGED

- Limits on activities and products offered.
- Higher capital requirements and stricter liquidity management.
- Increased operating costs (HR, IT, etc.).
- Distorted competition with new, less-regulated players.

OPPORTUNITIES IDENTIFIED

- Strengthen the ethics framework.
- Further identify climate, ESG and other new risks and innovate with new offerings.



CLIMATE DISRUPTION



- Rising average global temperature, more extreme weather events and higher economic losses from weather-related disasters (threefold increase worldwide between 1980 and 2014).
- Urgent need to limit the scale of climate disruption and to adapt behaviours and economic models to climate change.
- Growing number of regulatory and fiscal initiatives to reduce greenhouse gas emissions.

RISKS EVALUATED AND MANAGED

- Higher cost of risk due to the increase in climate-related risks affecting customers.
- Cost of physical damage from climate-related disasters.
- Uncertainty over the nature and timetable of the unavoidable transition to a low-carbon economy.

OPPORTUNITIES IDENTIFIED

- Further develop investment and financing solutions for the energy transition and green technologies, green bonds and climate-related insurance products.



A NOTICEABLY IMPROVING ECONOMY

- Noticeable acceleration in growth in 2017 driven by the slow recovery in productive investment.
- Low inflation due most certainly to structural factors such as international competition, offshoring, development of the service sector and uberisation.
- A central scenario in which growth should slacken naturally without upheaval or inflationary threat and monetary policy should gradually tighten. Long-term rates should rise slowly, despite sudden ups and downs, and real rates should remain low, or even negative.

RISKS EVALUATED AND MANAGED

- Bank balance sheet exposure to interest rate risk.
- Decline in insurance portfolio asset value.

OPPORTUNITIES IDENTIFIED

- Increase Group revenue through the universal customer-focused bank model.
- Make the most of the strategic plan focused on identifying revenue synergies and less rate-sensitive products.



CHANGES IN AGRICULTURE AND THE AGRI-FOOD INDUSTRY



- Declining competitiveness in an environment of globalisation and market volatility.
- New consumer expectations and the development of new models to meet economic, environmental and social challenges.

RISKS EVALUATED AND MANAGED

- Higher cost of risk.
- Higher number of claims.
- Loss of market share.

OPPORTUNITIES IDENTIFIED

- Solidify the Group's leadership, excellent knowledge of the sector and unique dedicated organisation in France and deploy these strengths internationally.
- Leverage partnerships with FoodTech firms and others and unlock the value of the Group's innovation capabilities.
- Develop products to protect farmers' revenue against climate risks and to support the deployment of new models.



DEMOGRAPHIC CHANGES IN FRANCE ⁽¹⁾



- French population expected to reach 74 million in 2050, an increase of 8.2% from 2013.
- Life expectancy expected to rise from 79.5 to 90 years for men and from 85.4 to 93 years for women between now and 2070.
- French population's profile expected to change in terms of age (20-64 year-olds to account for less than 50% of the population in 2050) and geographic spread (growth in southern and western France).

RISKS EVALUATED AND MANAGED

- Slower growth in newly banked households.
- Lower profitability in certain regions.
- Changes in saving and borrowing behaviour as the population ages.

OPPORTUNITIES IDENTIFIED

- Enhance Crédit Agricole's standing as a lender and partner (life insurance, retirement savings, healthcare, housing, etc.).
- Develop customer-focused services to address diminished independence issues, homecare, etc.



INCREASING UNCERTAINTIES IN LIFE ⁽¹⁾



- Increase in single-parent households (23% in 2014 versus 9.4% in 1975).
- Increase in loss of independence (1.3 million French people today, expected to rise to 1.5 million in 2020 and 2 million in 2040).
- Greater job scarcity and instability, particularly among young people. At present, only 44% of French people in the 15-24 age group have long-term employment contracts.
- Development of entrepreneurship. Business creation rose 7% in France between 2016 and 2017, 37% of new business were started by people under 30 and 41% were microbusinesses.

RISKS EVALUATED AND MANAGED

- Incomplete risk evaluation models.
- Higher credit risk.

OPPORTUNITIES IDENTIFIED

- Become a fully-fledged partner to customers and create value from the Group's mutual roots.
- Provide solutions for customers in dealing with unexpected events, as well as in the areas of healthcare, life insurance and housing.
- Strengthen the Group's profile among professionals and businesses.



DIGITAL: NEW HABITS AND NEW CUSTOMER NEEDS



- Lower traffic in bank branches, more online banking and advice, sharply higher smartphone use coupled with more selective choice of applications (ten on average, of which one banking app).
- High expectations concerning cybersecurity and data protection.
- Greater attentiveness to fees and delivered value. Day-to-day banking increasingly seen as a commodity that should be free of charge.
- Arrival of millennials and digital natives in the market whose habits and expectations are becoming the norm for all customers. These include demands for transparency; real-time data; responsiveness; an easy, intuitive and ultra-personalised experience; a peer-to-peer economy; access rather than ownership; and flat-rate, unlimited full service with no strings attached.

RISKS EVALUATED AND MANAGED

- Decrease in branch profitability.
- Poorer image in terms of innovation and customer experience.
- Failure to move swiftly in adapting internal processes, distribution and services.

OPPORTUNITIES IDENTIFIED

- Make the most of Crédit Agricole's positioning as a multi-channel, "100% human, 100% digital" bank and trusted third party.
- Leverage the Group's size and scope to offer a wide range of services and advice.
- Pursue initiatives to support start-ups, through Villages by CA and dedicated investment funds.
- Make operations more efficient.



MULTI-FACETED COMPETITION

- Arrival of new players and models (aggregators; neo-banks; FinTech and InsureTech companies; Google, Amazon, Facebook and Apple; large retailers) and fragmentation of the value chain.
- Development of innovative, low-cost/free-of-charge offers (freemium, API monetization, distribution commissions, etc.).
- Steady roll-out of new technologies (API, blockchain, artificial intelligence, chatbots, virtual reality, connected objects for secure payment, etc.) that challenge the traditional banking model and require investment.

RISKS EVALUATED AND MANAGED

- Eroding margins and market share.
- Decoupling of offerings and limited opportunities for cross-selling.
- Late or difficult development in relation to FinTech companies.

OPPORTUNITIES IDENTIFIED

- Use new technologies to support the Group's customer-relationship model and develop smarter, more personalised services.
- Leverage Crédit Agricole's solid information systems and status as a trusted third party.
- Forge partnerships with and invest in FinTech companies and start-ups.

In identifying opportunities stemming from the major changes in our environment, the Group undertakes to participate in the solutions set out in the UN Sustainable Development Goals (SDG), notably SDGs 2, 3, 7, 8, 11, 12 and 13.

(1) Source: French National Institute of Statistics and Economic Studies (Insee).

A WHOLE BANK JUST FOR YOU

An Ambitious Customer Project Supported by Three Core Focus Areas

THE UNIVERSAL CUSTOMER-FOCUSED BANK

Defining feature: Strategic fit between the retail banks and the specialised business lines, with an organisation that delivers the best that banking has to offer to all customers, no matter what their project, location or situation. The model leverages a tight-knit national network and the expertise of specialised business lines that lead their markets in France and the rest of Europe.

THE MULTI-CHANNEL RETAIL BANK

Defining feature: A distribution model that lets customers choose how they want to interact with their bank, depending on the transaction and the level of advice needed.

THE CUSTOMER RELATIONSHIP BANK

Defining feature: The promise of a personalised, comprehensive and long-term partnership with all customers, be they individuals, farmers, professionals, municipalities, institutions or businesses. A trustworthy and useful bank that helps customers select the best options, that makes their lives easier and that facilitates the accomplishment of their personal and professional projects.



STRATEGIC AMBITION 2020

The objective of the Strategic Ambition 2020 Plan presented in March 2016 is to enhance all aspects of the Group's organisation in order to optimise the related customer benefits. The Plan leverages the Group's strengths and includes:



- **A commitment to strengthening the universal customer-focused banking model** by encouraging growth in the Group's business activities and expanding the climate finance business (see pages 12-15 for details).



- **An ambitious customer project amplified by the digital revolution** thanks to a full multi-channel distribution model that makes it possible to offer a "100% human, 100% digital" banking experience (see pages 16-17 for details).

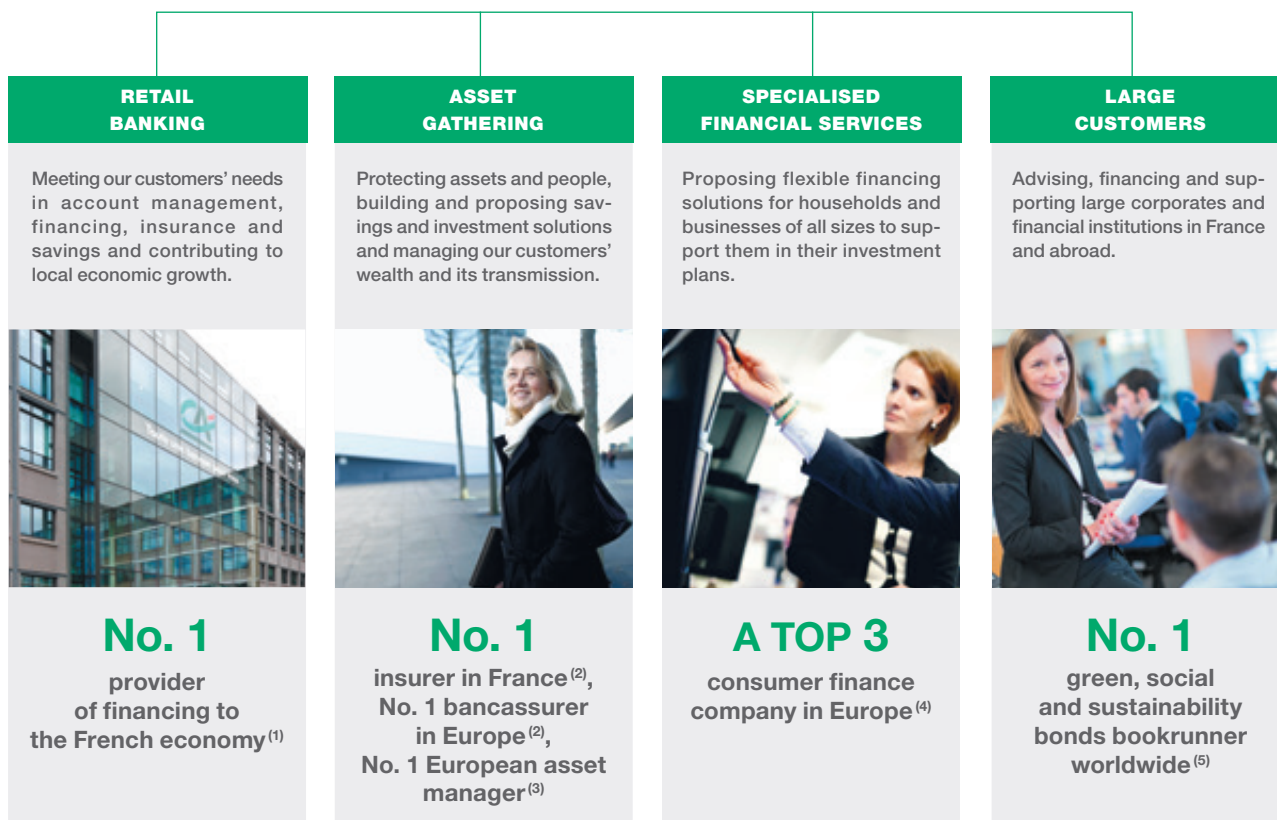
(1) In terms of loans outstanding at 31 December 2017. Source: Crédit Agricole.

(2) In terms of premium income. Source: Argus de l'Assurance, 8 December 2017 (based on data at 31 December 2016).

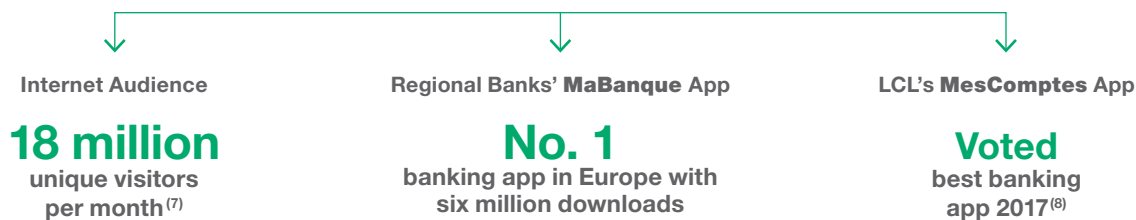
(3) Source: IPE Top 400 Asset Managers 2017, published in June 2017 on the basis of assets under management in December 2016.

(4) Source: Crédit Agricole.

THE GROUP'S BUSINESS ACTIVITIES



"Crédit Agricole is ahead of its rivals in digital technology."⁽⁶⁾



• **An ambitious customer project to broaden and deepen the customer relationship** and make the Group a true partner to its customers. The Plan also covers areas with the potential to deliver value added over the longer term, as well as sources of innovation for the community and all Crédit Agricole stakeholders. These include a culture of ethics at the centre of the customer relationship model and a commitment to financial inclusion, in keeping with the Group's mutual roots (see pages 18-19 for details).

The Group's transformation is a prerequisite to the Strategic Ambition 2020 Plan and a key success factor in achieving the goals of sustainably improving industrial efficiency and financing innovation. Crédit Agricole is putting a priority on ensuring that employees receive effective support during this period of change (see pages 20-21 for details).

(5) All currencies, in 2017. Source: Bloomberg.

(6) Source: Les Échos, 25 January 2018 issue. Crédit Agricole rated BBB+ for digital performance by D-Rating.

(7) Source: Xiti, all Group brands. 124 million visits per month.

(8) Source: The Trophée Qualité award organised by meilleurebanque.com for the third year in a row. Overall customer satisfaction rate of 91%.



Businesses That Support Customer-Focused Banking and Climate Finance

The Group's development strategy is based on its universal customer-focused banking model, which itself is based on the strategic fit between efficient retail banks and expert entities that offer innovative and accessible solutions.

Strategic Ambition 2020: Encouraging Growth in the Group's Business Activities

PRIORITY FOCUSES

INCREASING ADDITIONAL SOURCES OF REVENUE THROUGH ORGANIC GROWTH

IDENTIFYING VALUE-CREATING ACQUISITIONS

TARGETS FOR END-2019

€8.8 BILLION IN REVENUE SYNERGIES

A SPECIFIC STRATEGY FOR EACH BUSINESS LINE

RETAIL BANKING

- Stepping up new customer acquisitions to consolidate our leadership in the long term.
- Pursuing our cross-selling momentum in synergy with the specialised business lines.
- Ensuring our digital transformation while controlling our cost base.

Acquisition of new customers and mutual shareholders

Regional Banks: 12 million mutual shareholders
LCL: market share of 50% for mid-cap customers
Crédit Agricole Italia: 2 million customers

Cross-selling momentum

Regional Banks: +2 million personal and property insurance contracts
LCL: 25% of customers with insurance and life insurance contracts
Crédit Agricole Italia: Annual growth of 12% in UCITS/life insurance

ASSET GATHERING

A driving role in Crédit Agricole S.A.'s revenue growth

- Strengthening revenue synergies.
- Investing in business line growth.

Amundi

Net inflows of €160 billion

Crédit Agricole Assurances

Combined ratio⁽¹⁾: below 96%

Indosuez Wealth Management

Average annual net inflows of €3 billion

SPECIALISED FINANCIAL SERVICES

- Selectively restoring growth after several years of serious pressure.
- Improving profitability through efforts to cut costs and adapt the model to capital and liquidity constraints.

Crédit Agricole Consumer Finance

Annual growth of 5% in managed loans

Crédit Agricole Leasing & Factoring

35% of the renewable energies market in France

LARGE CUSTOMERS

Corporate and investment banking activities that support the Group and have a low risk profile

- Making Large Customers a coherent business unit with potential for synergies.
- Actively optimising RWA and the cost base to offset the impacts of new regulatory requirements.

Crédit Agricole CIB

Annual growth of 1.4% in financing activities revenue

Annual growth of 3.8% in capital markets and investment banking revenue

CACEIS

Assets under custody of €2.7 trillion

(1) Scope: Pacifica.

ACHIEVEMENTS IN 2017

ENHANCING OUR POSITIONS THROUGH TARGETED ACQUISITIONS

- Acquisition of Pioneer Investments finalised on 3 July, strengthening **Amundi's** forefront positions in France, Italy, Austria and Germany.
- Acquisition by **Crédit Agricole Cariparma** of 95% of the capital of three savings banks in regions neighbouring the Group's branch network on 21 December. This transaction increased Crédit Agricole Cariparma's distribution capacity in Italy by around 20%.
- Announcement by **Indosuez Wealth Management** on 7 November of an agreement to acquire a 67.67% interest in Banca Leonardo, a leading independent wealth manager in Italy.

REFOCUSING ON OUR CORE BUSINESSES

- Completion of several transactions to reduce the Group's dependence on contributions from companies accounted for by the equity method. These included the sale of part of Crédit Agricole S.A.'s stake in Banque Saudi Fransi (16.2% out of 31.1% held) and the divestment of its entire 15.4% stake in Eurazeo. Their contributions have been advantageously replaced by acquisitions of majority-controlled activities in the Group's core business focus.

DEVELOPING SHARED OFFERINGS TO SERVE CUSTOMERS MORE EFFECTIVELY AND EXPAND CROSS-SELLING OPPORTUNITIES

- Success of **the single, all-inclusive savings platform** (employee savings, employee share ownership and group retirement) offered by **Amundi** and **Crédit Agricole Assurances** to SBF 120 companies.
- New joint initiatives by **Crédit Agricole CIB** and the **Regional Banks** to provide financing for large customers and support **mid-caps** and **SMEs**.
- Closer cooperation between **Crédit Agricole Consumer Finance** and the **retail banks** resulting in an 8% increase in consumer finance origination for the Regional Banks and a 27% rise in Italy compared with 2016.
- Gradual incorporation of **remote monitoring solutions** from protection and security subsidiary **Nexecur** in Crédit Agricole Assurances' property and casualty insurance offering.
- Continued roll-out of the **Greenlease** sales model to simplify equipment **lease financing** simulations and proposals for customers of the **Regional Banks** and **Crédit Agricole Leasing & Factoring**.

BUILDING CONFIDENCE BY BRINGING ACTIVITIES IN-HOUSE

Creditor insurance from Crédit Agricole Assurances offered by the **Regional Banks** for all new home loans following an agreement with CNP. Similarly, **group health and life insurance policies** for employees of Group entities are now handled by **Crédit Agricole Assurances**. As of end-2017, 46 million in annual premiums had been brought in-house.

FINANCIAL AND NON-FINANCIAL IMPACT OF OUR INITIATIVES IN 2017



€620 billion
loans outstanding in retail banking and €83 billion in consumer finance

19 million
bank cards in circulation in France and 3.1 million collected for recycling

Leading financial backer of **Initiative France**, with 5,484 loans granted in a total amount of €327 million for the **Regional Banks** and 152 loans in a total amount of €5 million for **LCL**

95%
customer satisfaction rate following property and casualty insurance claims

€1,868 billion
assets under management, of which €168 billion **SRI** assets under management

€48 billion
in factoring, representing 3.1 million invoices handled

No. 2
in project financing in the **EMEA** region for a total of more than \$3.9 billion

Crédit Agricole plays an active role in fostering the emergence of a low-carbon economy.

The Group finances the transition to new energy sources and supports its customers with projects to combat climate disruption. Crédit Agricole's long-standing commitment, demonstrated by its signature in 2003 of the United Nations Global Compact and the Equator Principles, combined with its teams' expertise, have made the Group a leader in climate finance.

Climate Finance Strategy: Factoring environmental criteria into our products and services in order to step up the transition to a low-carbon economy and protect the environment.

A 4-TIER CLIMATE AND ENVIRONMENT STRATEGY

- MANAGE THE CARBON AND ENVIRONMENTAL FOOTPRINT
- DEVELOP THE GROUP'S PRESENCE IN RENEWABLE ENERGIES
- ASSIST CLIENTS IN IMPROVING THEIR ENERGY AND CARBON PERFORMANCE
- ATTRACT USEFUL AND RESPONSIBLE SAVINGS



TARGETS FOR END-2019

Arrange **€100 billion** in new green financing via **Crédit Agricole CIB**

Provide **€5 billion** in financing for energy transition projects through **Amundi's** joint asset management companies with EDF and Agricultural Bank of China

Finance one-third of France's renewable energy and energy efficiency projects through the **Regional Banks**, **LCL** and **Crédit Agricole Leasing & Factoring**
With this objective, Crédit Agricole intends to double the level of renewable energy financing in France

Reduce direct greenhouse gas emissions by 15% over the 2016-2020 period and fully offset the direct footprint of Crédit Agricole S.A. and its subsidiaries with respect to energy and business travel through 2040

Invest **€2 billion** in cash in green bonds by end-2017 via **Crédit Agricole S.A.** and **Crédit Agricole CIB**: Target met

ACHIEVEMENTS IN 2017

INCORPORATING ESG RISK IN THE ECONOMIC ANALYSIS OF CORPORATE FINANCING

- Systematic evaluation for financing of large corporates at Crédit Agricole CIB.
- ESG risk questionnaire tested among mid-cap and SME customers in five Regional Banks (no impact on credit decisions in 2017).

FORGING PARTNERSHIPS WITH INDUSTRY AND OTHER FINANCIAL GROUPS TO DEVELOP JOINT FINANCING

- Crédit Agricole Assurances' partnership with Engie strengthened to grow their joint wind asset portfolio (€350 million invested in renewable energy programmes).
- Announcement by Amundi and World Bank member International Finance Corporation (IFC) of a project to create the largest fund of green bonds dedicated to emerging markets (US\$2 billion).

REVISING OUR CSR SECTOR POLICIES AND GRADUALLY WITHDRAWING FROM COAL FINANCING

Under a new revision to the Group's oil and gas policy, financing phased out for low energy-efficiency, high environmental-risk projects. Financing for new coal-fired power plants ended in France in 2015 and worldwide in 2016.

INNOVATING ACROSS ALL OUR BUSINESSES TO PROTECT THE ENVIRONMENT

- Crédit Agricole Immobilier involved in developing the BiodiverCity® Life label to promote a harmonious relationship between people and nature in all its diversity in commercial and office building districts.
- Crédit Agricole Immobilier honoured with the French real estate profession's prestigious *Pyramide Vermeil de l'Innovation Industrielle* award for its *Le R* project in Toulouse, which combines urban farming, connected housing and the Homdyssée evolving home concept.

PURSUING POST-PARIS AGREEMENT INITIATIVES

- Amundi and Crédit Agricole CIB both co-founding members of *Finance for Tomorrow*, an initiative led by Paris Europlace to shift financial flows towards a low-carbon and inclusive economy, in line with the Paris Agreement and the United Nations Sustainable Development Goals.

FINANCIAL AND NON-FINANCIAL IMPACT OF OUR INITIATIVES IN 2017



€71 billion

in financing in support of the energy transition arranged for customers by Crédit Agricole CIB

121,000

zero interest-rate eco-loans via the Regional Banks for a cumulative total of €2.25 billion as of end-2017

€203 million

in financing for energy transition projects arranged by Amundi via its specialised management companies

More than 27 GW of total installed capacity for renewable energies financed by the Group worldwide at end-2016, equivalent to the annual consumption of 12 million French households

€494 million

in assets under management by the Amundi *Valeurs Durables* fund, which invests in European companies that develop green technologies



Innovation That Benefits Customers

Crédit Agricole has opted to develop a fully multi-channel distribution model that leaves customers free to choose how they want to interact with their bank — in person, by phone or on line — depending on the transaction and the level of advice needed.

Strategic Ambition 2020: Offer a “100% Human, 100% Digital” Banking Experience

PRIORITY FOCUSES

A TRANSFORMATION AMPLIFIED BY THE DIGITAL REVOLUTION...

- Allowing customers to choose how and when they want to interact with their bank and switch at any time thanks to our fully multi-channel distribution model.
- Investing in the digital transformation and in modernising our retail banks.
- Improving the customer experience by making it seamless and by digitalising all key customer processes.

AND ENCOURAGED BY INNOVATION



- Introducing new working methods and encouraging agility.
- Capitalising on our links with innovative companies to create a new ecosystem.
- Developing a digital culture among the Group's employees.

TARGETS FOR END-2019

Regional Banks

All key customer journeys digitalised and dematerialised, interruptible and interoperable
15 minutes maximum to open an account and order a bank card, both in branches and on line

LCL

All branches renovated in line with the “LCL Mon Agence” concept or refurbished

Crédit Agricole Italia

50% of branches in Italy advice-focused and automated

600 start-ups supported by Villages by CA

40% of employees connected to the DigitalI learning platform and 30% digital passport holders (as of end-2018)

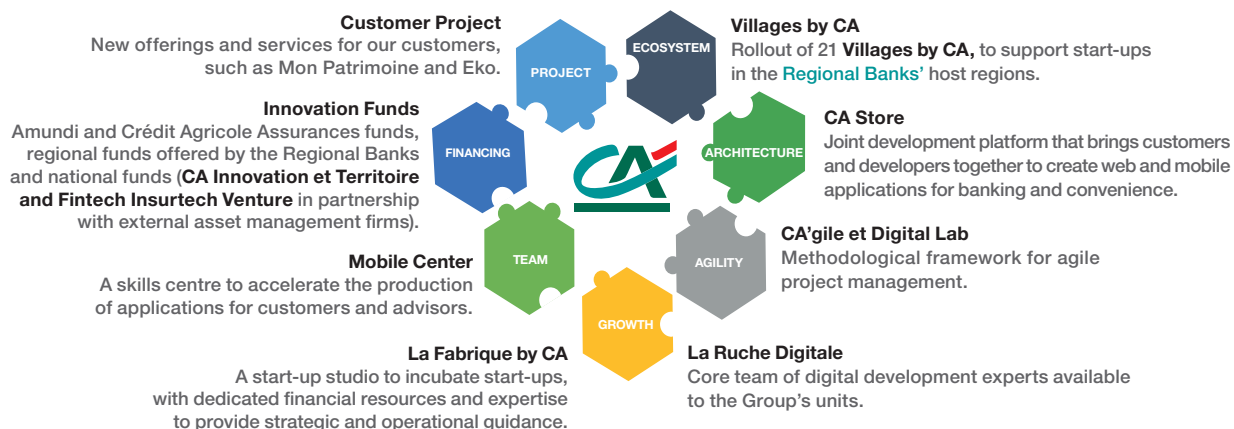
POWERFUL DISTRIBUTION CAPABILITIES

- 139,000 Group employees, of which 71,000 at Crédit Agricole S.A.⁽¹⁾.
- 11,000 branches in 8 countries.
- 68% of Regional Bank employees in contact with customers.
- 10 LCL customer relationship centres open from 8 a.m. to 10 p.m., six days a week.
- 16 claims management units and one specialised risk management unit.

(1) Average workforce.

ACHIEVEMENTS IN 2017

FOSTERING INNOVATION WITH A GROUP ECOSYSTEM THAT PROMOTES DEVELOPMENT, EXPERIMENTATION, INVESTMENT AND SUPPORT



- Numerous experiments underway, including around 30 POCs concerning artificial intelligence and tests of blockchain technology for money transfers with Ripple. **CACEIS** becomes a shareholder in LiquidShare, a European FinTech venture created to develop a post-trading blockchain infrastructure for the **SME** market.
- Initiatives to **enhance employability** and ensure the success of the Group's strategy. These include the Digital acculturation platform and free-access training in digital resources. Deployment by **Crédit Agricole S.A.**, in partnership with a start-up, of an HR big data solution called **JobMatch** that minimises biased decision-making and identifies development opportunities

REG DOC 2-5

17

MAKING INDIVIDUAL CUSTOMERS' LIVES EASIER AND RESPONDING TO NEW WAYS OF USING BANK SERVICES

- Secure **home loan page** on the **Regional Banks'** websites that allows customers to follow up on proposals presented by their branch advisor, upload the necessary documents and track their project's status.
- 91% user satisfaction rate for **LCL's** mobile app, which has been enhanced with new services such as appointment scheduling and biometric recognition.
- For **Crédit Agricole Italia** customers, new TouchID fingerprint identification on the **NowBanking app** and ability to simulate and finalise a consumer loan via smartphone using the **Agos4Now per Crédit Agricole** app.
- Introduction by **Crédit Agricole Consumer Finance** of fully digital applications for taking out consumer loans and managing contracts in France, Italy, Germany and the Netherlands.
- Rollout by **Crédit Agricole Payment Services** of **Paylib**, a contactless mobile payment solution with biometric authentication for Regional Bank customers. Contactless Paylib and Paylib online are accessible via the **MaCarte** application.
- Promotion of the access economy alongside the ownership economy through new offerings from **Crédit Agricole Consumer Finance**.

HELPING PROFESSIONAL CUSTOMERS AND CORPORATES BECOME MORE EFFICIENT

- Launch by **Crédit Agricole Leasing & Factoring** of a new, fully digital factoring solution called Cash in Time for **SMEs** and **micro-enterprises**.

REG DOC 1

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FINANCIAL AND NON-FINANCIAL IMPACT OF OUR INITIATIVES



400 start-ups
supported by Villages by CA

300 strategic partners
within Villages by CA

Accounts opened within
15 minutes
in Regional Bank branches and on line



A Customer Relationship Built to Last

Crédit Agricole draws on its strong, unique identity and shared values to build relationships of trust. This trust, coupled with broad employee involvement, gives legitimacy to the Group's ambitious Customer Project.

Strategic Ambition 2020: Establish Crédit Agricole as a Partner to Its Customers by Developing a Shared Culture of Ethics Across the Group

PRIORITY FOCUSES



THE RIGHT ASSET MANAGEMENT ADVICE, FROM THE FIRST EURO

A bank that can respond to all customer needs

EVERYDAY BANKING REINVENTED

A bank that offers clear, flat-rate fees, with no surprises

A SOLID PARTNER AT MILESTONE MOMENTS

A bank that has the answers to help customers make the right decisions

SUPPORT FOR CUSTOMERS' PROJECTS

A bank that stands out for the quality of its customer information

TARGETS FOR END-2019



Increase Regional Bank customer satisfaction every year based on the customer recommendation index (CRI)

Measure employee engagement using an annual engagement and recommendation index (ERI) survey

ACHIEVEMENTS IN 2017

HELPING CUSTOMERS MAKE INFORMED DECISIONS AND OFFERING THE MOST APPROPRIATE SOLUTIONS

- Cross-functional expertise leveraged to provide customers with tailored asset-management advice based on a 360-degree view of their financial, real estate, life insurance and retirement assets.
- Internal network of financial advisors created at [Crédit Agricole Italia](#) for customised asset management (140 advisors as of end-2017, target of 300 for end-2019).

PROMOTING A CULTURE OF ETHICS GOVERNED BY CLEAR GUIDELINES

To ensure that personal data is protected and used in a transparent manner, the Group has issued:

- A Group **Ethics Charter** designed to clearly spell out the rules to be followed and instil a culture of compliance.
- A **Charter on the Use of Personal Data**, currently being rolled out to financial and customer advisors in the [Regional Banks](#).

REINVENTING EVERYDAY BANKING

- Launch of **Eko**, a simple, straightforward solution that offers online and in-branch account management for a monthly fee of just €2. Customers can subscribe in less than ten minutes.
- Introduction of the **LCL Mon Agence** concept designed to revamp the welcome process, create a new relationship between customers and advisors and promote a new way of working.

SUPPORTING CUSTOMERS AT MAJOR MILESTONES

- More than 900 job offers made after companies were connected with 2,000 young people thanks to the **1st internship/1st job programme** organised in partnership with the Wizbii youth employment platform.
- Deployment of **E-Ris**, the 3.0 approach to **buying and selling small businesses**.
- Construction of a specific approach for young pensioners at [Crédit Agricole Assurances](#) (to be deployed in 2018) and pilot testing of the Ageing Well at Home project.
- Rollout of a “big deal” strategy that allows [Crédit Agricole CIB](#) to tap into significant resources, when necessary, to support large customers involved in strategic and/or transformational transactions.

SUPPORTING HOST REGIONS' SUSTAINABLE AND ECONOMIC DEVELOPMENT

- Funds at preferential rates made available by [Crédit Agricole S.A.](#) to the [Regional Banks](#) for distribution to customers with projects in specific areas, in partnership with the European Investment Bank.
- Partnership agreement signed with Action Logement, France's forefront low- and medium-income housing agency, to support access to housing for salaried employees.

ALLOCATING SAVINGS TO ACTIVITIES WITH A POSITIVE IMPACT

- Savings product offered by [Amundi](#) and [Crédit Agricole Assurances](#) to support innovative projects addressing challenges such as employment, inclusion, loss of independence and housing.

STANDING BY FARMERS

In a slightly improving environment, the Group strengthened the system to secure farm revenues with **CACEIS**, which offers hedging solutions and resources for managing agricultural commodity price volatility. Other new products include:

- **Installation by CA** solutions for young farmers starting out.
- **Agil@ppro**, a mobile financing solution that eases payment of agricultural supplies in partnership with suppliers.
- **Pro Agris Express Loan**, the first online express loan granted immediately without a guarantee.

LISTENING CAREFULLY TO OUR CUSTOMERS AND EMPLOYEES

In a period of profound change, employee engagement (measured by the [ERI](#)) is a crucial factor in Group performance. An internal, anonymous survey was launched in 2016 and will be conducted annually to track engagement indicators. Across the Group as a whole, 40 units in France took part in the 2017 survey conducted by an external consultancy among 97,400 employees worldwide.

FINANCIAL AND NON-FINANCIAL IMPACT OF OUR INITIATIVES



1%

increase in agricultural investment financing

12,336

beneficiaries of the [Regional Banks' Points Passerelle](#) personalised support network, with a success rate of 85%

19,328

customers in fragile situations identified by [Crédit Agricole Consumer Finance](#) teams, of which 3,131 received personalised support

€2.341 billion

in [assets under management](#) in social impact funds managed by [Amundi](#)

€57.5 million

in funding of microfinance institutions

€4.8 million

in equity investments in [social business enterprises](#) by the [Grameen Crédit Agricole Foundation](#)

[Crédit Agricole S.A.](#) survey results show strong employee buy-in for the Group's strategy (up 11 points), optimism about the Group's future (up 10 points), pride in belonging to the Group (up 4 points) and deeper understanding of the link between individual performance and achievement of targets (up 3 points)

The Group's Transformation

Backed by a €900 million cost-savings programme, the Strategic Ambition 2020 Plan calls for investing in digital technology and innovation and for transforming and sustainably improving the Group's operational efficiency. Providing effective human resources (HR) support throughout these multiple changes is a key part of this transformation.

Strategic Ambition 2020: Transforming the Group to Sustainably Improve Efficiency and Prepare the Future

PRIORITY FOCUSES



TARGETS FOR END-2019

AN OPERATIONAL EFFICIENCY PROGRAMME AND AN AMBITIOUS INVESTMENT PROGRAMME TO PREPARE THE FUTURE AND SERVE OUR CUSTOMERS MORE EFFECTIVELY

- Ambitious programmes to reduce IT and procurement costs.
- Operational efficiency drivers.
- Simplification of legal and organisational structures.

Cost/income ratio below 60% for [Crédit Agricole S.A.](#) and [Crédit Agricole Group](#)

Recurring savings of €900 million by 2019 for [Crédit Agricole S.A.](#)

Proportion of women in top-level management at [Crédit Agricole S.A.](#) increased by 10% as part of the [FRoD](#) initiative

CRUCIAL HR DRIVERS TO SUPPORT THE GROUP'S TRANSFORMATION

- Changes in the working environment.
- Collective approaches to foster employee involvement.
- Effective talent management, particularly for female employees.

ACHIEVEMENTS IN 2017

CREATING A SHARED TOP-TIER TECHNOLOGY DIVISION THROUGH THE CONVERGENCE OF IT PRODUCTION WITHIN A CRÉDIT AGRICOLE GROUP SHARED FACILITY⁽¹⁾

This convergence will make it possible to respond collectively to regulatory and security challenges by combining innovation, technological optimisation and operational efficiency. The new unit will include virtually all of the information technology (IT) production of the [Regional Banks](#), [LCL](#), [Crédit Agricole Assurances](#), [Crédit Agricole CIB](#), [Crédit Agricole Consumer Finance](#) and [Crédit Agricole S.A.](#) Once formed, it would bring together more than 1,500 employees and offer optimised visibility for developing skills, creating new career opportunities, attracting talent and leading technological partnerships.

BECOMING MORE EFFICIENT AND SUPPORTING TRANSFORMATION

- Reorganisation of the Purchasing Division to optimise its operations: 85 projects and deployment of a dedicated IT system (€107 million in savings negotiated as of end-2017 out of the total €210 million expected).
- **Transform Together** programme expected to generate €300 million in savings in support functions. More than 20 cross-functional projects are underway incorporating automation, resource pooling, optimisation of interactions and cessation of certain activities.
- Initiatives to automate/robotise back office operations, notably at [Crédit Agricole CIB](#) and [LCL](#). Projects monitored at the French agency for improvement of work conditions (ANACT)⁽²⁾ to ensure that economic performance goes hand in hand with quality of life in the workplace.
- Specific training, awareness and other programmes provided for employees and managers to give them a better understanding of transformations underway, notably at [Amundi](#) (to facilitate the integration of Pioneer Investments) and at [Crédit Agricole CIB](#) and [Crédit Agricole S.A.](#) (following the transfer of more than 300 Crédit Agricole S.A. employees to Crédit Agricole CIB).
- Inter-company agreement reached concerning the status of team members housed by [Crédit Agricole Assurances Solutions](#), a new entity formed through the transfer of employees from the Crédit Agricole Assurances holding company, Caagis, Predica and Crédit Agricole Creditor Insurance (CACI) to a single employer.

IMPROVING QUALITY OF LIFE AT WORK AND ENCOURAGING NEW WAYS OF WORKING

- Employees involved in the refurbishment and transformation of three campuses (workforce of 15,000) with the objective of fostering collaborative, cross-functional working methods and greater managerial accessibility. Workshops organised in 2017 at [Crédit Agricole Consumer Finance](#), [Crédit Agricole Assurances](#) and [Crédit Agricole Immobilier](#) to familiarise employees with new resources.

PROMOTING DIVERSITY

The Group has put a strong focus on identifying high-potential women in its workforce as early as possible in their careers to support their professional development. Initiatives address all levels of the organisation and include:

- A training programme to help **talented young women employees** familiarise themselves with corporate practices and career path development possibilities.
- A 12-month **mentoring programme** led by General Managers in the Regional Banks and members of the Crédit Agricole S.A. Executive Committee.
- Participation in the **Corporate Director Certificate programme** offered by Institut Français des Administrateurs (IFA) and the Paris Institute of Political Studies (Sciences Po) to prepare a pool of trained men and women to serve on one or more Boards of Directors within or outside the Group.

FINANCIAL AND NON-FINANCIAL IMPACT OF OUR INITIATIVES



INVESTMENTS TOTALLING

€260 million

On track to achieve

1/3

of the expected
€900 million in savings

Teleworking chosen by

3,700

employees at
12 Crédit Agricole S.A. units

13

women's networks in
France and abroad with
nearly 1,500 members,
of which 15% men

REG DOC 2-5

(1) Subject to the process of notifying and consulting employee representative bodies. The investment plan amounts to around €260 million over five years, for recurring annual savings of €185 million. The transfer is scheduled for 1 January 2019, for effective activation in 2020.

(2) ANACT is a public agency that reports to the French Ministry of Labour.

The Group's Contribution to Society

Crédit Agricole plays a major role in financing the French economy and the Group's host regions. This is reflected in direct benefits for customers (see pages 12 to 21), as well as in the advantages for employees, service providers, associations, public authorities, shareholders and other stakeholders stemming from the shared financial and extra-financial value created by the Group's operations.

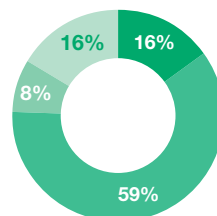
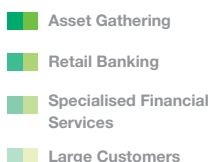
Business Activity

Activity was strong across all the Group's business lines in 2017. Asset gathering recorded a 24.2% increase in assets under management to €1,868 billion, lifted by high net inflows of €73 billion and the consolidation of Pioneer Investments' assets for €243 billion. Specialised Financial Services saw good growth, with a 6.9% increase in gross managed loans for consumer credit and a 4.4% like-for-like rise in the leasing book. The Large Customers business line turned in a good performance in a challenging environment for market activities. Retail Banking indicators were positive for loans outstanding (growth of 6.3% for the Regional Banks, 8.4% for LCL and 2.7% for Cariparma⁽¹⁾), as well as for overall customer savings⁽²⁾ (up 4.2% for the Regional Banks, 4.5% for LCL and 4.2% for Cariparma⁽¹⁾).

(1) Excluding scope effects (Calit consolidated as from 1 January 2017 and three Italian savings banks – Cesena, Rimini and San Miniato – consolidated as from 21 December 2017).
(2) On-balance sheet and off-balance sheet deposits.

CRÉDIT AGRICOLE GROUP

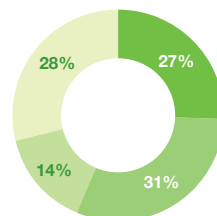
BUSINESS LINES' CONTRIBUTION TO STATED REVENUES (EXCLUDING THE CORPORATE CENTRE)



€32,108 million

Stated revenues

CRÉDIT AGRICOLE S.A.



€18,634 million

Stated revenues

Net Income

CRÉDIT AGRICOLE GROUP

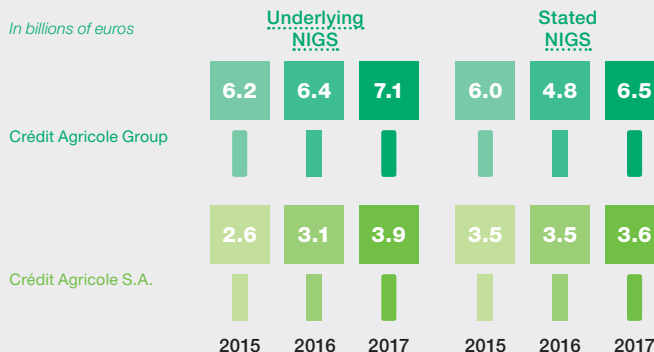
22%
€7,010m

CRÉDIT AGRICOLE S.A.

22%
€4,217m

Net Income Group Share (NIGS)

Underlying net income Group share does not include items specific to the year, as they do not reflect the company's business performance. Taken together, these restatements reduced net income by €587 million for Crédit Agricole Group and by €276 million for Crédit Agricole S.A. They primarily concerned taxes (surcharge to corporate income tax, repayment of the 3% dividend tax and revaluation of deferred tax assets), gains and losses on acquisitions and disposals, acquisition consolidation costs, the Cheque Image Exchange penalty, the issuer spread and the home purchase savings plan provision.



REDISTRIBUTION OF FINANCIAL FLOWS FROM BUSINESS ACTIVITY⁽¹⁾

IMPACT OF OUR INITIATIVES

28%
€8,971m**EMPLOYEES
AND SOCIAL
PROTECTION**

The amounts shown correspond to gross salaries, incentive schemes, profit sharing and amounts allocated to employee pensions. Payroll costs totalled €11.9 billion for Crédit Agricole Group and €6.9 billion for Crédit Agricole S.A.

The participation rate for the engagement and recommendation index (ERI) survey stood at 66% for Crédit Agricole Group, up 2 points from the year before. The results showed strong buy-in for the Group's strategy and pride in belonging to Crédit Agricole.

29%
€5,463m**EXTERNAL
SERVICE
PROVIDERS**

Crédit Agricole sources from external service providers when necessary to carry out its operations and enable employees to fulfil their missions. It is one of France's leading contract givers and works with numerous French and international companies.

As of 31 December 2017, 1,200 Crédit Agricole S.A. suppliers were rated by EcoVadis, an independent third party specialised in assessing CSR performance. The score obtained accounts for 10% in contract awarding decisions.

21%
€6,696m20%
€3,742m**OF WHICH:
COMMUNITY
INITIATIVES**

€18.2m

€3.0m

These amounts represent the total expenses qualifying for a tax deduction in accordance with French Act no. 2003-709 of 1 August 2003 on philanthropy, associations and foundations. Most Crédit Agricole S.A. sponsorship activities concerned solidarity, with funding granted through a variety of foundations and funds⁽²⁾ in France and abroad to fight poverty and exclusion.

The *Points Passerelles* support network offering free personal and financial advice for customers and non-customers dealing with unexpected life events celebrated its 20th anniversary in 2017. The network also organises educational workshops on budget planning. It supports more than 12,000 people each year, with a success rate of over 80%.

5%
€1,651m**COST
OF RISK**

These amounts reflect new provisions and reversals for all risks during the year, as well as the corresponding losses not covered by provisions.

The historically low cost of risk/outstanding ratio reflects the bank's risk strategy for financing the economy (€653 billion in loans outstanding⁽³⁾) while ensuring sound management. It also demonstrates the Group's ability to offer appropriate lending solutions for each type of customer (see pages 28-29).

8%
€1,422m24%
€7,512m**PUBLIC
AUTHORITIES**

These amounts include corporate income tax, other taxes and duties⁽⁴⁾, employer contributions and payroll taxes. They do not include the cost of non-recoverable VAT incurred by the Group.

Crédit Agricole Group's effective tax rate was 36.4% in 2017. The Group generates three-quarters of its revenues in France and pays three-quarters of its taxes in France.

21%
€3,965m**MINORITY
SHAREHOLDERS
OF COMPANIES
CONTROLLED BY
CRÉDIT AGRICOLE**

€474m

€532m

These amounts correspond to the share of the net income of Crédit Agricole subsidiaries attributable to holders of non-controlling interests.

**MEMBERS AND
SHAREHOLDERS**

€1,007m

€782m

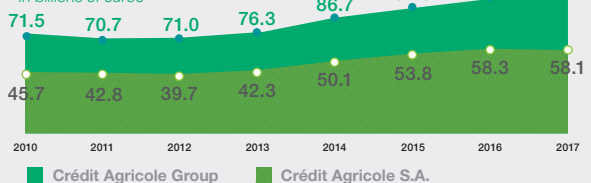
For Crédit Agricole Group: estimated total amount of interest and dividends to be paid to mutual shareholders, holders of CCA and CCI certificates and Crédit Agricole S.A. shareholders in respect of 2017 (excluding to Crédit Agricole Group)⁽⁵⁾. For Crédit Agricole S.A.: estimated amount of dividends to be paid to Crédit Agricole S.A. shareholders (excluding to Crédit Agricole Group) in respect of 2017⁽⁶⁾. Tangible net asset value per share as of 31 December 2017 before deducting the dividend to be paid in respect of 2017: €11.30 per Crédit Agricole S.A. share⁽⁶⁾.

SHARE OF RETAINED INCOME

83%

44%

The practice of retaining a significant share of income allows the Group to support its host regions' development over the long term and strengthen its capital structure. For Crédit Agricole S.A., the share of retained income reflects a commitment to strengthening its capital structure while maintaining an attractive pay-out rate for all investors.

SHAREHOLDERS' EQUITY, GROUP SHARE
In billions of euros

(1) Excluding depreciation, amortisation and impairment of intangible assets and property, plant and equipment; the share of net income of equity-accounted companies, net gains or losses on other assets; changes in the value of goodwill and net income from discontinued operations, for a total of €175 million for Crédit Agricole S.A. and a negative €269 million for Crédit Agricole Group.
(2) Foundations recognised as public interest organisations endowed by the Group and endowment funds. The amounts indicated do not include commitments disbursed to beneficiaries.

(3) Retail banks and consumer finance.

(4) Excluding provisions for tax disputes and expense transfers. Excluding tax surcharge.

(5) Subject to approval at the annual general meetings of the Local Banks, Regional Banks and Crédit Agricole S.A.

(6) The Board of Directors will recommend payment of a dividend of €0.63 per share in respect of 2017 at the Annual General Meeting of 16 May 2018.

A TAILORED GOVERNANCE MODEL

Crédit Agricole S.A. Governance

In keeping with Crédit Agricole's mutual and cooperative foundations, Crédit Agricole S.A.'s governance is shaped by:

- A clear separation between executive responsibilities, on the one hand, and control and oversight responsibilities, on the other. Crédit Agricole S.A. has always operated in this way, even before the separation of responsibilities was legally mandated in the banking industry. In accordance with the Articles of Association, the Chairman of the Board of Directors must be the Chairman of a Regional Bank, thereby strengthening the bond between the cooperative base and the listed company.
- Strong representation of the Regional Banks on the Board of Directors (52% of voting Directors), reflecting Crédit Agricole S.A.'s shareholder structure and the provisions of the Articles of Association. The presence of Directors who are a Regional Bank Chairman or Chief Executive Officer maintains the commitment to mutuality and ensures a sustainable, fair development model for all stakeholders, including customers, mutual shareholders, individual shareholders, investors, suppliers and employees.
- An environment of frank and informed discussion nurtured by the diverse skills and experience of governance body members and by balanced gender representation.

Composition of the Board of Directors

21 DIRECTORS



3 ATTENDEES



WOMEN 47% MEN 53%

18 of whom are elected by shareholders at the Annual General Meeting.

10 Directors who are either the Chairman or Chief Executive Officer of a Crédit Agricole Regional Bank.

1 Director who is the Chief Executive Officer of a Regional Bank representing SAS Rue La Boétie.

1 Director who represents Regional Bank employees.

6 Independent Directors.

3 other Directors

2 Directors elected by employees of the U.E.S. Crédit Agricole S.A. (in accordance with Articles L.225-27 through L.225-34 of the French Commercial Code).

1 Director appointed jointly by the French Minister of Agriculture and the French Minister of Finance to represent professional agricultural organisations (in accordance with Article L.512-49 of the French Monetary Code).

2 Non-voting Directors.

1 Representative of the Works Council.

Average age of members: 59
Age limit for Directors: 65
Age limit for the Chairman: 67

Board Activities

BOARD AND COMMITTEE MEETINGS

The Board of Directors had a full schedule in 2017, meeting ten times during the year. This included two strategy seminars, the first devoted to the Strategic Ambition 2020 plan and the second to the application of the Strategic Plan's customer project in retail banking and the strategy of the payment systems business. The Board reviewed the five acquisitions and disposals of the year and remained extremely attentive to the Group's economic, political, regulatory and international environment. These topics were the subject of debate and discussion with Executive Management. The quarterly reviews of the consolidated financial statements of Crédit Agricole and Crédit Agricole S.A. gave the Board an opportunity to assess the Group's strategic direction and commercial activities in relation to the strategic plan's objectives. During its annual training sessions, the Board was informed about the new challenges of sustainable development and the digital revolution.

BOARD ASSESSMENT

Following an assessment of the Board's operations in 2017 that resulted in a sharp increase in the members' overall positive rating, new measures were taken to make meetings even smoother and more efficient. These included:

- Adding a summary for each item on the agenda to allow for shorter presentations and leave more time for discussion.
- Giving greater background for Committee opinions to support the Board's decision-making process.
- When possible, providing comparisons with Crédit Agricole's main competitors on a more regular basis for topics reviewed by the Board.
- Continuing the two annual strategy seminars devoted entirely to business strategy and current operations.

Expertise of Crédit Agricole S.A.'s Directors

Through its collective intelligence, Crédit Agricole S.A.'s Board of Directors brings together:

- Extensive experience in banking, finance and insurance, with deep expertise in auditing and risk management.
- In-depth knowledge of France's regional economies – the foundation of the Group's business – and, in most cases, official responsibilities at the local or national level.
- Executive experience in large, mainly world-class companies involved in services, technology and industry.
- Recognised experts in governance and social responsibility issues.


NUMBER
OF MEMBERS

INDEPENDENT
CHAIRMAN

NUMBER
OF MEETINGS

ATTENDANCE
RATE

THE BOARD OF DIRECTORS

21 10 98%

Approves and sets the strategic direction proposed by the Chairman and Chief Executive Officer, authorises strategic investments, determines the general principles of internal financial organisation and supervises the Group's operations, notably as regards risk.

RISK COMMITTEE

Reviews the Group's risk management strategy, notably for financial, operating and non-compliance risks.

5 6 97%

U.S. RISK COMMITTEE

Monitors risks related to activities conducted directly by the Group's units in the United States ⁽¹⁾.

3 4 100%

AUDIT COMMITTEE

Oversees the financial statement preparation process.

6 5 100%

Three joint Risk-Audit Committee meetings were held in 2017 in addition to those held by each committee, with an attendance rate of 93%.

COMPENSATION COMMITTEE

Proposes compensation policies to the Board and ensures their compliance.

6 5 97%

APPOINTMENTS AND GOVERNANCE COMMITTEE

Proposes or issues opinions on candidates for membership on the Board of Directors or appointment as corporate officers.

6 4 100%

STRATEGY AND CSR COMMITTEE

Enhances the Group's strategic thinking on growth, investments and CSR. Issues opinions on proposed strategic acquisitions or investments.

7 5 100%

(1) To meet a U.S. regulatory requirement applying to foreign banks based in the United States that came into effect on 1 July 2016.

REG DOC 3-1 to 2

INFORMS AND CONSULTS

AUTHORISES, GUIDES
AND OVERSEES

EXECUTIVE COMMITTEE

16

Main executive body of Crédit Agricole S.A., with the power to make decisions. The Executive Committee meets twice a month.

Chief Executive Officer
Deputy Chief Executive Officer

Deputy General Manager Large Customers	Deputy General Manager Operations and Transformation	Corporate Secretary
Deputy General Manager Retail Banking	Deputy General Manager Development, Customers and Innovation	Head of Human Resources
Deputy General Manager Savings, Insurance and Real Estate	Deputy General Manager Specialised Financial Services	Head of Internal Audit
Chief Executive Officer Crédit Agricole Assurances	Deputy General Manager Group Finance	Group Chief Risk Officer
Head of Crédit Agricole S.A. Group for Italy		Head of Compliance

INFORMS AND CONSULTS

INFORMS AND GUIDES

REG DOC 3-4.1

MANAGEMENT COMMITTEE

52

A forum for discussing strategy and reviewing issues of general interest to the Group, as well as major trends shaping society. The Management Committee meets every two months.

REG DOC 3-4.2

13 CROSS-FUNCTIONAL COMMITTEES

Led by Crédit Agricole S.A., with the power to make decisions in their areas of expertise.

6 COMMITTEES CHAIRED BY THE CHIEF EXECUTIVE OFFICER OR THE DEPUTY CHIEF EXECUTIVE OFFICER

Internal Control
Risks
Compliance Management
Assets/Liabilities and Liquidity – Equity Capital
OFAC Remediation Plan Steering
Disposals and Acquisitions

7 COMMITTEES CHAIRED BY A DEPUTY GENERAL MANAGER OR THE CORPORATE SECRETARY

Marketing
New Products and New Activities
IT Strategy
Purchasing Strategy
Security
Real Estate
Sustainable Development

Executive Compensation Policy

Crédit Agricole S.A. has defined a responsible compensation policy that promotes the Group's values while respecting all stakeholders, from employees and customers to shareholders. This policy is designed to reward individual and collective performance over the long term. In addition Crédit Agricole S.A.'s compensation policy complies with a strict regulatory framework, notably at the European level, as set out in the [CRD IV](#), [AIFM](#), [UCITS V](#) and [Solvency II](#) directives.

Compensation of Crédit Agricole S.A. Executives

COMPONENTS

• Basic salary

Basic salary is commensurate with expertise and level of responsibility and competitive with local market conditions for each profession.

• Individual annual variable compensation

Variable compensation for Crédit Agricole S.A. senior executives is designed to:

- Link compensation to actual long-term performance.
- Align management and Group interests by taking into account both business performance and non-financial criteria such as customer satisfaction, management efficiency and impacts for the community.
- Attract, motivate and retain senior executive talent.

Variable compensation is directly tied to annual performance and the impact on the bank's risk profile.

Failure to perform to expectations, non-compliance with rules and procedures and conduct risk all directly affect variable compensation.

• Long-term performance-related variable compensation

This component of variable compensation is designed to federate, motivate and retain executive talent by rewarding Crédit Agricole S.A.'s collective, long-term performance.

It is divided into two categories according to level of responsibility within the organisation:

- Share- and/or cash-based compensation indexed to the Crédit Agricole S.A. [share price](#) and subject to long-term performance conditions based on business, financial and [CSR](#) criteria set in accordance with the Group's long-term strategy.
- Employee [share ownership](#), open to all employees.

• Collective variable compensation

Incentive and profit sharing plans in France, profit sharing in other countries.

26

TYPE OF COMPENSATION	SCOPE	BUSINESS PERFORMANCE	EXTRA-FINANCIAL PERFORMANCE
INDIVIDUAL VARIABLE COMPENSATION	Executive Committee	Financial indicators	Shared customer (internal and external) and management value creation; Engagement and Recommendation Index
	Other Senior Executives		Shared customer (internal and external) and management value creation
LONG-TERM INCENTIVE PLAN	Top Senior Executives	Crédit Agricole S.A. adjusted operating income Relative performance of Crédit Agricole S.A. shares	FReD Index
EMPLOYEE SHARE OWNERSHIP	All Senior Executives	Crédit Agricole S.A. share price	-

Senior executives' variable compensation is tailored to reflect short- and long-term value creation, in alignment with the Group's strategy, performance and sustainable development commitments, as well as stakeholder interests. Care is taken to maintain an appropriate balance with basic salary.

- **Other benefits** (supplementary pension plans and health, death and disability insurance): In 2010 a supplementary pension plan was set up for all Crédit Agricole senior executives. It comprises a combination of defined-contribution and defined-benefit plans.

Each year, the Board of Directors reviews and sets the compensation of corporate officers, acting on the Compensation Committee's recommendations. Compensation policy for the year in progress and the amounts paid for the previous year are presented to shareholders for approval at the Annual General Meeting.

PERFORMANCE MEASUREMENT

• Performance conditions for variable compensation in respect of the year

The Chief Executive Officer and Deputy Chief Executive Officer are eligible for individual variable compensation with a target set at 100% and 80%, respectively, of their basic salary capped at 120% if the target is exceeded. Payment is contingent on performance, which is measured on the basis of two types of criteria set by the Board of Directors:

- **Business criteria** based on financial results, accounting for 50% of overall performance. For 2017, the indicators were as follows:

CRITERIA	WEIGHTING	THRESHOLD	TARGET	CEILING
Revenues	50%	80%	100%	150%
Net Income Group Share				
Cost/Income Ratio				
Return on Tangible Equity				

- **Non-business criteria**, accounting for 50% of overall performance. For 2017, these included the progress and deployment of Crédit Agricole's Strategic Ambition 2020 plan, the Group's transformation to achieve greater industrial efficiency, the management and organisational structuring of control functions in response to the stricter regulatory environment, and the Group's collective team dynamic.

Overall performance is measured by averaging the achievement rates for each criterion. The achievement rate of non-business criteria cannot exceed 150%.

• Performance conditions for deferred variable compensation in respect of the year

Part of the individual variable compensation awarded to the Chief Executive Officer and Deputy Chief Executive Officer is deferred. This portion will vest subject to the fulfilment of performance conditions and to the executive's continued presence within the Group.

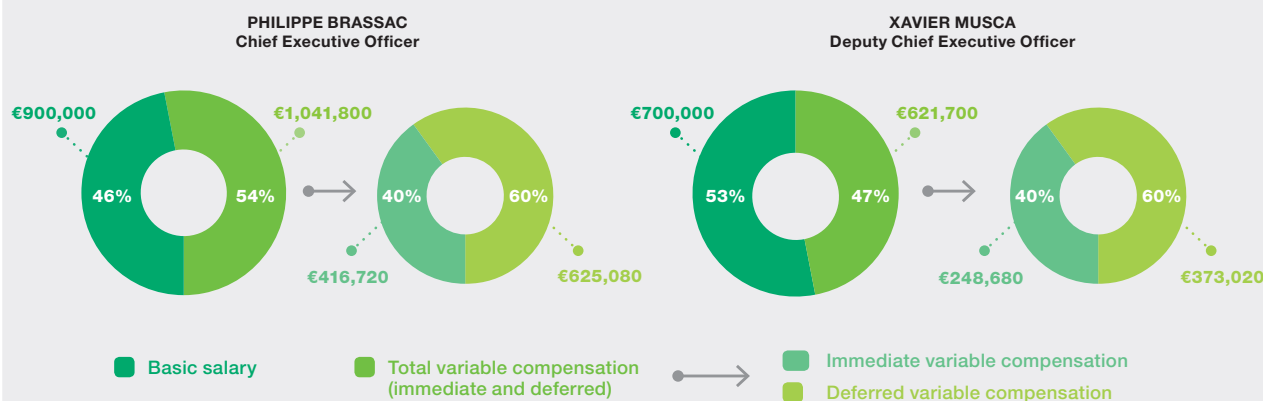
The performance condition is based on the level of achievement of three targets, each accounting for one third in the assessment of overall performance.

CRITERIA	WEIGHTING	MINIMUM ACHIEVEMENT RATE: 80%	TARGET ACHIEVEMENT RATE: 100%	MAXIMUM ACHIEVEMENT RATE: 120%
Intrinsic business performance	1/3	80% of budget	100% of budget	120% of budget
Relative share price performance	1/3	Third quartile	Median performance	First quartile
CSR performance	1/3	+ 0.75 points FReD	+ 2 points FReD	+ 2.25 points FReD

For each year, overall performance is measured by averaging the achievement rates for each criterion. This average cannot exceed 100%.

COMPENSATION AWARDED TO CORPORATE OFFICERS⁽¹⁾ IN RESPECT OF 2017⁽²⁾

Corporate officers' annual compensation includes an immediate portion and a deferred portion awarded in the form of instruments that vest subject to the fulfilment of performance conditions and the executive's continued presence within the Group. Annual compensation awarded to corporate officers in respect of 2017 was as follows.



(1) Eligible for variable compensation.

(2) Subject to approval by shareholders at the Annual General Meeting of 16 May 2018.

Risk Management

Crédit Agricole is the leading financial partner to the French economy, supporting all customers in their personal and professional projects. Guided by a culture of prudence, the Group has developed a comprehensive framework for managing the risks related to its business activities.

Group Risk Appetite Statement

Crédit Agricole has published a **risk appetite statement in compliance with European regulations**⁽¹⁾. This statement is an integral, structuring part of the **governance** framework covering the Group's strategy, commercial objectives, risk management and financial management.

Risk appetite refers to the type and aggregate level of risk that the Group is prepared to take on within the framework of its strategic objectives. It is determined on the basis of Crédit Agricole's financial and risk management policies. **Risk appetite** is one of the factors that Executive Management and the Board of Directors take into account to define the Group's growth path and devise the related operating strategies, in keeping with the Medium-Term Plan.

The Group's risk appetite is determined, in particular, with reference to its financial and risk management policies, which reflect:

- A selective, responsible financing policy that combines a prudent lending approach guided by risk strategies, a focus on corporate social responsibility and a system of delegated authorities.
- A focus on maintaining low exposure to market risk.
- Strict management of exposure to operational risk.
- Mitigation of compliance risk.

- Careful tracking of changes in **risk-weighted assets**.
- Control of asset-liability management risks.

The Risk Committee and Board of Directors regularly review and monitor the Group's risk profile. The Executive Committee receives regular updates on the status of the Group's risk profile in relation to its **risk appetite**.

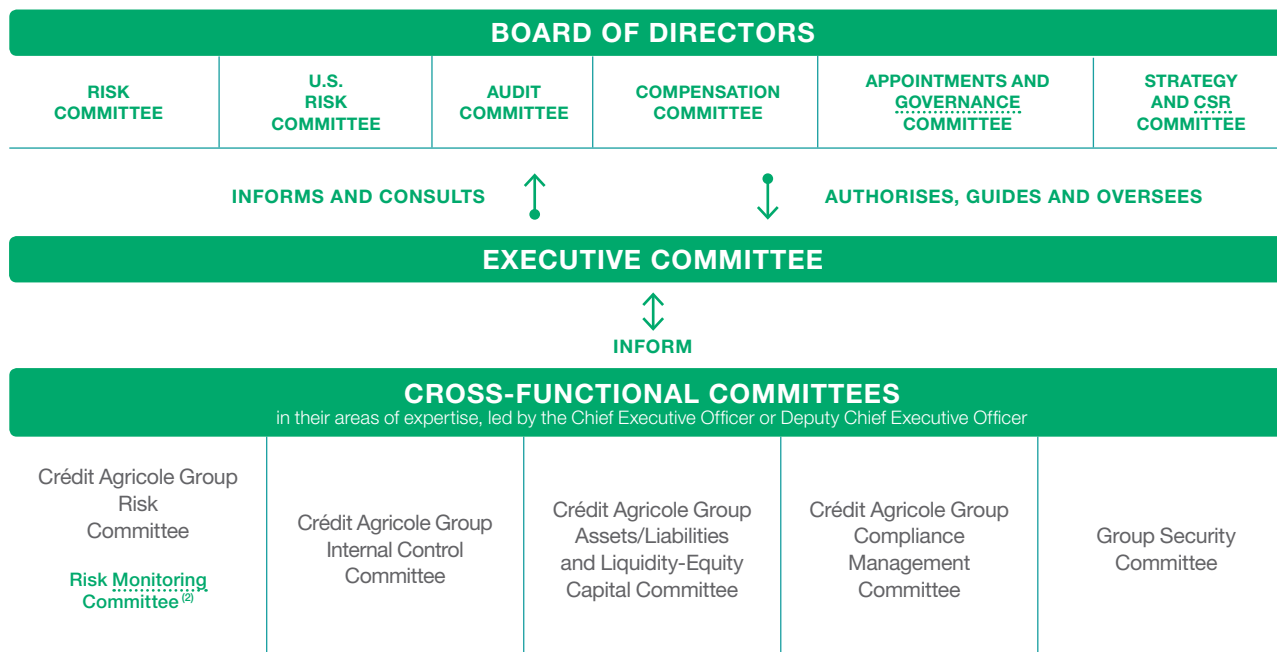
Risk management is an integral part of Crédit Agricole's internal control system. The Group implements the necessary resources to manage risks and maintain an appropriate alignment with risk appetite by leveraging:

- The operational business lines, the Risk and Compliance functions and Internal Audit, which together contribute to the internal control system's three lines of defence.
- **Process to identify key risks** and create a shared base for identification, prevention, assessment, risk appetite management, **stress tests**, risk strategies, **ICAAP** and internal control.
- Specific committees that participate in Group risk management.

 REG DOC 5

 A01 1-pp. 48-158

Crédit Agricole Risk Management Organization

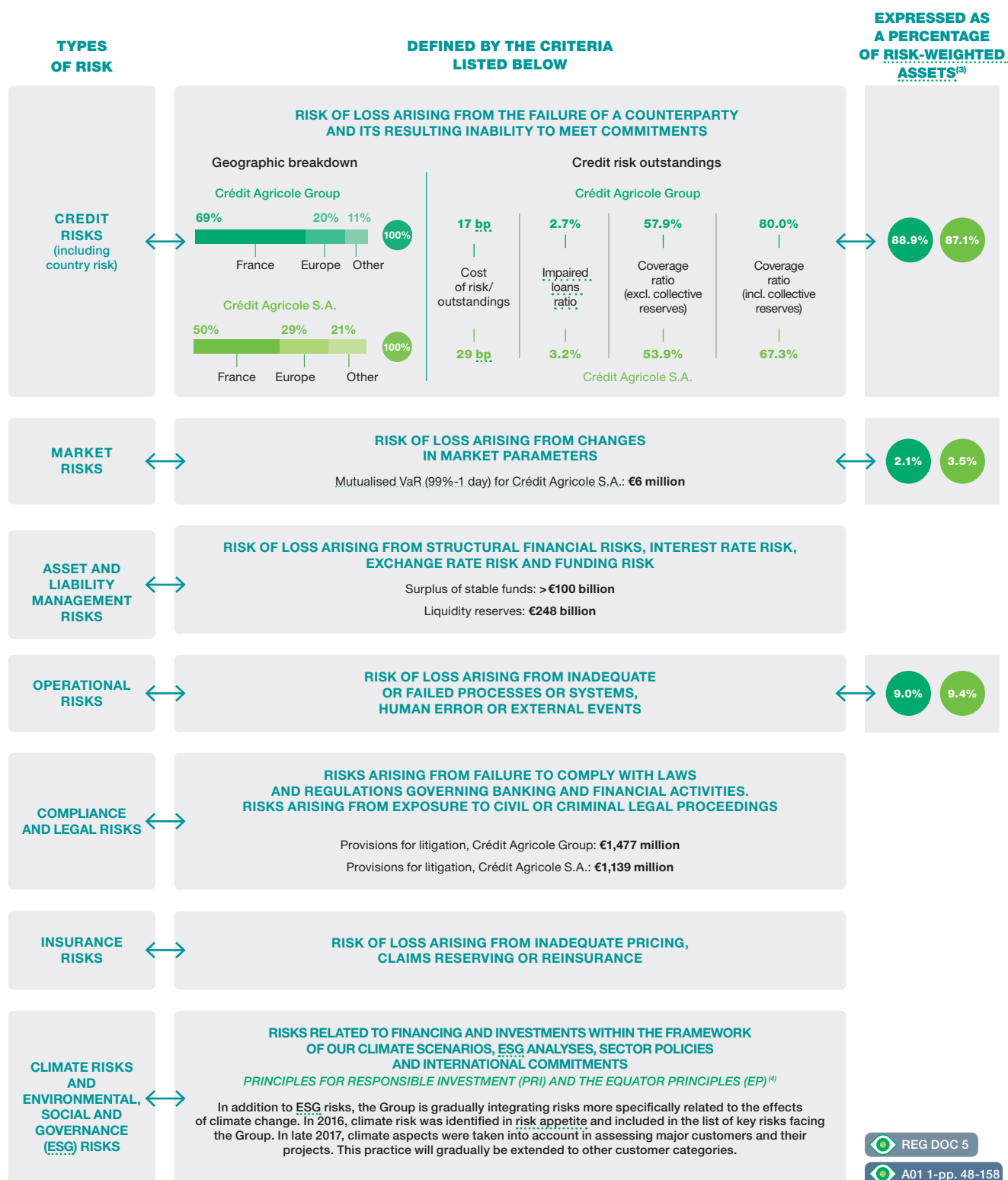


(1) EU regulation 575/2013, Article 435 (1)(f).

(2) From the Crédit Agricole Group Risk Committee.

The Group's risk profile continued to improve during 2017, with a steady decrease in the cost of risk over the past few years to historically low levels (cost of risk/outstandings at 17 basis points). The Group's business is built on an universal customer-focused

banking in Europe. It has a low default rate and a prudent provisioning rate, among the highest of all the European systemic banks. At the same time, its market risk profile has declined significantly as a result of changes in the Group's strategy since 2007.



(3) Fully-loaded Basel 3 risk-weighted assets.

(4) ESG risks are monitored by the Environmental and Social Risk Assessment Committee (Ceres) for Crédit Agricole CIB and the SRI Committee for Amundi.

APPENDICES

Strategic Plan Tracking Indicators

BUSINESS LINES THAT SUPPORT THE CUSTOMER-FOCUSED BANK AND CLIMATE FINANCE

	TARGETS FOR END-2019	2015	2016	2017	LEVEL OF ACHIEVEMENT
CRÉDIT AGRICOLE GROUP					
Revenue synergies	€8.8bn	€7.8bn	€8.0bn	€8.2bn	☆
RETAIL BANKING, ACQUISITION OF NEW CUSTOMERS AND MUTUAL SHAREHOLDERS					
REGIONAL BANKS					
Number of mutual shareholders	12m	8.8m	9.3m	9.7m	☆
LCL					
Mid-cap customer market share	50%	43%	45%	45%	☆
CRÉDIT AGRICOLE ITALIA					
Number of customers	2m	1.7m	1.7m	2m	★
RETAIL BANKING, CROSS-SELLING MOMENTUM					
REGIONAL BANKS					
Personal and property insurance contracts	+2m	9.2m	9.6m	10.2m	☆
LCL					
Percentage of customers with insurance and life insurance contracts	25%	> 20%	21.1%	22.4%	☆
CRÉDIT AGRICOLE ITALIA					
UCITS/Life insurance	+12%/year	+11.6%	+10.6%	+5.7%	☆
ASSET GATHERING					
AMUNDI					
Net inflows	€160bn cumulative over 2016-2019	€80bn	€62.2bn	€73.1bn ⁽¹⁾	★
CRÉDIT AGRICOLE ASSURANCES					
Combined ratio ⁽²⁾	< 96%	95.8%	95.9%	96.8%	☆
INDOSUEZ WEALTH MANAGEMENT					
Average annual net inflows	€3bn	€4bn	-€4bn	€5bn	☆
SPECIALISED FINANCIAL SERVICES					
CRÉDIT AGRICOLE CONSUMER FINANCE					
Managed loans within Crédit Agricole Group	+5%/year	€13.5bn	€15.3bn +13.1% vs 2015	€17.0bn +11.3% vs 2016	★
CRÉDIT AGRICOLE LEASING & FACTORING					
Share of the renewable energies market in France	35%	35%	33%	32%	☆
LARGE CUSTOMERS					
CRÉDIT AGRICOLE CIB					
AAGR in financing revenue	+1.4%/year	€2.2bn	€2.2bn +0.3 % vs 2015	€2.2bn +2.5% vs 2016	★
AAGR in capital markets and investment banking revenue	+3.8%/year	€2.1bn	€2.2bn +5.6% vs 2015	€2.3bn +1.3% vs 2016	☆
CACEIS					
Assets under custody	€2,700bn	€2,327bn	€2,522bn	€2,656bn	☆

(1) €70.6 billion based on a combined approach.

(2) Scope: Pacifica.

Underlined words are defined in the glossary on page 33; the icons representing the United Nations Sustainable Development Goals are defined on page 36.

	TARGETS FOR END-2019	2015	2016	2017	LEVEL OF ACHIEVEMENT
CLIMATE FINANCING					
New green financing arranged via Crédit Agricole CIB	€60bn → €100bn ⁽³⁾	N/A	€28bn	€71bn	★
Financing for energy transition projects through Amundi joint asset management companies with EDF and Agricultural Bank of China	€5bn	N/A	€150m	€203m	☆
Doubling of financing for renewable energies in France via the Regional Banks, LCL and Crédit Agricole Leasing & Factoring ⁽⁴⁾	x2	€425m	€514m +21% vs 2015	€635m +24% vs 2016	☆
Cash invested in green bonds by end-2017 via Crédit Agricole S.A. and Crédit Agricole CIB	€2bn	N/A	€1.1bn	€2bn	★

INNOVATION THAT BENEFITS CUSTOMERS

	TARGETS FOR END-2019	2015	2016	2017	LEVEL OF ACHIEVEMENT
REGIONAL BANKS					
% of key retail customer journeys digitalised and dematerialised, interruptible and interoperable	100%	N/A	45%	60%	☆
Time needed to open an account and order a bank card in branches and on line	15 min.	45 min. in branches	45 min. in branches	15 min.	★
LCL					
Branches renovated in line with the LCL Mon Agence concept or refurbished	100%	N/A	N/A	36	☆
CRÉDIT AGRICOLE ITALIA					
% of branches in Italy advice-focused and automated	50%	N/A	35%	38%	☆
CRÉDIT AGRICOLE GROUP: START-UPS SUPPORTED BY VILLAGES BY CA					
	600	N/A	231	400	☆
CRÉDIT AGRICOLE S.A.: RAISING EMPLOYEE AWARENESS ABOUT DIGITAL TECHNOLOGIES (TARGETS AT END-2018)					
% of connections to the Digital platform	40%	N/A	N/A	30%	☆
% of employees with a Digital passport	30%	N/A	N/A	22%	☆

A CUSTOMER RELATIONSHIP BUILT TO LAST

	TARGETS FOR END-2019	2015	2016	2017	LEVEL OF ACHIEVEMENT
REGIONAL BANKS					
Increase customer satisfaction	Annual improvement in the CRI	+ 1 pt	Stable	+ 3 pts	★
CRÉDIT AGRICOLE S.A.					
Measure employee engagement using an annual ERI survey	Every year	N/A	Achieved	Achieved	★

THE GROUP'S TRANSFORMATION

	TARGETS FOR END-2019	2015	2016	2017	LEVEL OF ACHIEVEMENT
COST/INCOME RATIO EXCLUDING SRF					
CRÉDIT AGRICOLE GROUP	< 60%	63%	65.5%	64.2%	☆
CRÉDIT AGRICOLE S.A.	< 60%	66%	68.0%	64.2%	☆
CRÉDIT AGRICOLE S.A. RECURRING SAVINGS	€900m	N/A	N/A	1/3 achieved	☆
CRÉDIT AGRICOLE S.A. INCREASE THE PROPORTION OF WOMEN IN TOP-LEVEL MANAGEMENT AS PART OF THE FReD INITIATIVE	+10% (target of 23.3%)	21.2%	21.5%	20.7%	☆

(3) Initially €60 billion at end-2018. The target was raised in 2017 to €100 billion at end-2019.

(4) Initial target (double) raised in 2017.

	TARGETS FOR END-2019	2015	2016	2017	LEVEL OF ACHIEVEMENT
AAGR REVENUES 2015-2019					
CRÉDIT AGRICOLE GROUP	+ > 1.5%	€31,836m	€30,427m -4.4% vs 2015	€32,108m +5.5% vs 2016	☆
CRÉDIT AGRICOLE S.A.	+ > 2.5%	€17,194m	€16,853m -2.0% vs 2015	€18,634m +10.6% vs 2016	★
COST OF RISK/OUTSTANDINGS					
CRÉDIT AGRICOLE GROUP	< 35 bp	30 bp	28 bp	17 bp	★
CRÉDIT AGRICOLE S.A.	< 50 bp	41 bp	41 bp	29 bp	★
NIGS					
CRÉDIT AGRICOLE GROUP	> €7.2bn	€6.0bn	€4.8bn	€6.5bn	☆
CRÉDIT AGRICOLE S.A.	> €4.2bn	€3.5bn	€3.5bn	€3.6bn	☆
FULLY-LOADED CET1 RATIO					
CRÉDIT AGRICOLE GROUP	16%	13.7%	14.5%	14.9%	☆
CRÉDIT AGRICOLE S.A.	≥ 11%	10.7%	12.1%	11.7%	★
RISK-WEIGHTED ASSETS					
CRÉDIT AGRICOLE GROUP	€534bn	€509bn	€521.0bn	€521.5bn	★
CRÉDIT AGRICOLE S.A.	€303bn	€296bn ⁽²⁾	€300.7bn	€296.4bn	★
TLAC RATIO Excluding eligible senior debt					
CRÉDIT AGRICOLE GROUP	22%	19.7%	20.3%	20.6%	☆
LIQUIDITY COVERAGE RATIO					
CRÉDIT AGRICOLE GROUP	~ 110%	>100%	>110%	133%	★
CRÉDIT AGRICOLE S.A.	~ 110%	>100%	>110%	137%	★
PAY-OUT RATIO					
CRÉDIT AGRICOLE S.A.	50% in cash	50% (scrip option)	56% in cash	56% in cash	★

★ In line with end-2019 target

☆ In progress

(1) AAGR: Compound Annual Growth Rate.

(2) Pro forma restated for the simplification of the Group's capital structure.

Glossary

ACRONYM	MEANING
AAGR	Average Annual Growth Rate
AIFM	Alternative Investment Fund Managers
AML/CTF	Anti-Money Laundering and Combating the Financing of Terrorism
CRD	Capital Requirement Directive (see Basel 3 Agreements)
CSR	Corporate social responsibility
EMEA	Europe, Middle East and Africa
EMIR	European Market and Infrastructure Regulation
FATCA	Foreign Account Tax Compliance Act
FSB	Financial Stability Board
GDPR	General Data Protection Regulation
ICAAP	Internal Capital Adequacy Assessment Process
IFRS	International Financial Reporting Standards
MIFID	Markets in Financial Instruments Directive
OFAC	Office of Foreign Assets Control
POC	Proof of concept
PSD2	Revised Payment Service Directive
SME	Small and medium sized enterprises
UCITS	Undertakings for Collective Investments in Transferable Securities

A
APPLICATIONS PROGRAMMING INTER-FACE (API). An API is a set of rules and specifications that software programs can follow to communicate with each other.

ASSET MANAGEMENT. Management of negotiable or other assets, for the manager's own account or for third-party (institutional or retail) investors. In third-party asset management, assets are adapted via funds or in the framework of management mandates. Specialised products are offered to meet the range of customer expectations in terms of geographical and sector diversification, short-term or long-term investing and the desired level of risk.

ASSETS UNDER MANAGEMENT. Operating activity indicator not reflected in the Group's consolidated financial statements, reflecting the assets marketed by the Group, whether they are managed, advised or delegated to an external fund manager. Assets under management are measured for each fund by multiplying net asset value per unit (as calculated by an external appraiser in line with the regulations in force) by the number of units/shares outstanding. Amundi fully consolidates all the assets under management by its joint ventures at 100% and not its share in the joint ventures.

B
BASEL 3 (AGREEMENTS). New development in the regulatory standards for banks, which replaces the previous Basel 2 agreements by increasing the quality and quantity of the minimum capital that banks are required to hold against the risk they take. It also introduces minimum standards for liquidity risk management (quantitative ratios), defines measures attempting to curb the financial

system's pro-cyclicality (capital buffers varying according to the economic cycle) and tightens the requirements on institutions considered as systemically important. In the European Union, these regulatory standards were introduced under Directive 2013/36/EU (CRD4 - Capital Requirements Directive) and Regulation (EU) No. 575/2013 (CRR - Capital Requirements Regulation).

BASIS POINT (BP). A basis point is one hundredth of one percentage point (0.01%) or one ten thousandth.

BLOCKCHAIN. Technology for secure digitalisation and storage of transaction records and information.

C
COOPERATIVE MEMBER CERTIFICATE (CERTIFICAT COOPÉRATIF D'ASSOCIÉS) (CCA). Unlisted securities, which may be traded over the counter and may be issued only by cooperative companies. They may be subscribed by members of the issuing Regional Banks and affiliated Local Banks. They do not carry voting rights, but give their holders rights to a share of the net assets and to receive dividends.

COOPERATIVE INVESTMENT CERTIFICATE (CERTIFICAT COOPÉRATIF D'INVESTISSEMENT) (CCI). Securities quoted on the stock exchange that do not carry voting rights and may be issued only by cooperative companies. They give their holders rights to a share of the net assets and to receive a dividend payment.

COMBINED RATIO. The combined ratio is used to measure the profitability of non-life insurance activities. It is calculated by dividing the sum of incurred losses and expenses by earned premiums.

COMMON EQUITY TIER 1 or CET1 RATIO.

A ratio used to measure the robustness of financial institutions. It is the ratio between core capital (Common Equity Tier 1) and risk-weighted assets.

CORPORATE CENTRE. This segment includes the results of Crédit Agricole S.A.'s holding and corporate activities and of specialised subsidiaries (notably Uni éditions, Crédit Agricole Capital Investissement & Finance and Crédit Agricole Payment Services). The issuer spread – a factor of volatility – is also classified under the Corporate Centre.

CORPORATE GOVERNANCE. Any mechanism that can be implemented to achieve transparency, equality between shareholders and a balance of powers between management and shareholders. These mechanisms encompass the methods used to formulate and implement strategy, the operation of the Board of Directors, the organisational framework between different governing bodies and the compensation policy for Directors and senior executives.

COST OF RISK. The cost of risk reflects allocations to and reversals from provisions for all banking risks, including credit and counterparty risk (loans, securities, off-balance sheet commitments) and operational risk (litigation), as well as the corresponding losses not covered by provisions.

COST OF RISK/OUTSTANDINGS. Calculated by dividing the cost of risk (over four quarters on a rolling basis) by outstandings (over an average of the past four quarters, beginning of the period).

COST/INCOME RATIO. The cost/income ratio is calculated by dividing expenses by revenues, indicating the proportion of revenues needed to cover expenses.

CUSTOMER RECOMMENDATION INDEX (CRI). The CRI measures how willing customers would be to recommend their bank to someone else. Its strength is based on the difference between the percentage of promoters (customers who answer 9 or 10 on a 10-point scale) and the percentage of detractors (customer who answer 6 or less). Passive responses (between 6 and 8) are not taken into account.

D
DEFERRED TAX ASSET. A deferred tax asset arises as a result of temporary differences between an accounting expense (provisions/expenses that are not yet deductible) and the period's tax expense.

DIVIDEND. Portion of net income or reserves paid out to shareholders. The Board of Directors proposes the dividend to be voted on by shareholders at the Annual General Meeting, after the financial statements for the relevant financial year have been approved.

E
ENGAGEMENT AND RECOMMENDATION INDEX (ERI). The ERI measures employee engagement and the extent to which they would recommend Crédit Agricole as an employer.

ESG. An acronym used by the financial community to designate Environmental, Social and Governance (ESG) criteria, which are the three key components of extra-financial analysis. These criteria are taken into consideration in socially responsible investment. (Source: Novethic)

F
FACTORING. Factoring is an arrangement in which a business sells its accounts receivables to a third party, known as a factor, in exchange for cash. The factor then recovers the amount due from the debtor.

FReD. Initiative to implement, manage and measure the progress made by the CSR programme. FReD has 3 pillars with 19 commitments that aim to bolster trust (Fides), grow individuals and the corporate ecosystem (Respect) and protect the environment (Demeter). Every year since 2011, the FReD index has provided a measure of the progress made by the CSR programme being pursued by Crédit Agricole S.A. and its subsidiaries. PricewaterhouseCoopers conducts an annual audit of this index.

G
GOODWILL. Amount by which the acquisition cost of a business exceeds the value of the net assets revalued at the time of acquisition. Every year, goodwill has to be tested for impairment, and any reduction in its value is recognised in the income statement.

GREEN BONDS. Bonds issued by an approved entity (business, local authority or international organisation) to finance an eco-friendly and/or sustainability-driven project or activity. These instruments are often used in connection with the financing of sustainable agriculture, the protection of ecosystems, renewable energy and organic farming.

GROSS OPERATING INCOME (GOI). Calculated as revenues less operating expenses (general operating expenses, such as employee expenses and other administrative expenses, depreciation and amortisation).

H
HOME PURCHASE SAVING PLANS PROVISION. The home purchase saving plans provision represents the provision set up to remunerate home saving plans benefiting from an attractive rate and likely to be closed in the short term by their holders.

I
IIRC. The International Integrated Reporting Council is a global coalition of companies, investors, regulators, standard setters, the accounting profession and NGOs. It promotes communication about value creation as the next step in the evolution of corporate reporting. Crédit Agricole S.A. became a member of the IIRC in 2016.

IMPAIRED LOAN. Loan which has been provisioned due to a risk of non-repayment.

INSTITUTIONAL INVESTORS. Businesses, public-sector bodies and insurance companies involved in securities investment and in particular in investing in the shares of listed companies. Pension funds and asset management and insurance companies come under this heading.

ISSUER SPREAD. Actuarial margin representing the difference between the actuarial rate of return at which the Group can borrow and that of a risk-free loan of identical duration.

L
LEASING. Leasing is a financing contract between a financial establishment, known as the lessor, and another party (such as a business, professional, municipality, etc.), known as the lessee, for the rental of property or equipment. When the contract reaches its term, ownership of the asset is transferred to the lessee if they so choose. The lessee may also opt to buy out the lease early.

LIQUIDITY COVERAGE RATIO (LCR). This one-month ratio aims to enhance the short-term resilience of a bank's liquidity risk profile. The LCR obliges banks to hold sufficient risk-free, highly liquid assets to cover outflows (net of inflows) to see them through a crisis period of 30 days without relying on any support from central banks.

M
MICROFINANCE. Microfinance refers to a service that provides financial products to individuals who are traditionally excluded from the formal banking system. It focuses primarily on people interested in financing activities that generate revenue or improve living conditions, but who do not fulfil the prerequisites for access to traditional banking services because they have irregular or informal income, no identity papers or deeds, or are unable to provide guarantees. Microfinance includes loans, as well as savings and insurance products, payments and money transfer services.

MUTUAL INVESTMENT FUND. Type of UCITS that issues units and does not have legal personality. By acquiring units, investors gain co-ownership of the securities, but do not have any voting rights. They are not shareholders. An FCP mutual fund is represented and managed from an administrative, financial and accounting perspective by a single management company, which may delegate these tasks.

MUTUAL SHAREHOLDERS. Holders of mutual shares, which make up the capital of the Local Banks, and the Local Banks own the share capital of the Regional Bank with which they are affiliated. They receive returns in respect of their mutual shares, the interest rate on which is capped by law. The members come together once a year at the Annual General Meeting at which they approve the financial statements of the Local Banks and elect its Directors. Each individual member has one vote at these general meetings, irrespective of the number of mutual shares that she/he owns.

MUTUAL SHARES. Portion of the capital of a Local Bank or Regional Bank. Mutual shares receive an annual interest payment. Ownership units are reimbursed at their nominal value and give no right to reserves or to liquidation proceeds.

N
NET ASSET VALUE PER SHARE (NAVPS). Net asset value per share is one method used to calculate the value of a share. It is equal to shareholders' equity Group share (assets less liabilities) divided by the number of shares in issue.

NET INCOME GROUP SHARE (NIGS). Net income/(loss) for the financial year (after corporate income tax). Equal to net income less the share attributable to non-controlling interests in fully consolidated subsidiaries.

O
OPERATING INCOME. Calculated as gross operating income less the cost of risk.

R
RESOLUTION. Shortened form of "resolution of crises and bank failures." In practice, two types of plan need to be drawn up for every European bank: 1) A preventative recovery plan prepared by the bank's senior managers, and 2) A preventive resolution plan put in place by the competent supervisory authority. Resolution is before bankruptcy of the bank, to plan its ordered dismantling and avoid systemic risk.

REVENUES. Difference between banking income (interest income, fee income, capital gains from market activities and other income from banking operations) and banking expenses (interest paid by the bank on its funding sources, fee expenses, capital losses arising on market activities and other expenses incurred by banking operations).

RISK APPETITE. Level of risk that the Group is willing to assume in pursuit of its strategic objectives. It is determined by type of risk and by business line. It may be stated using either quantitative or qualitative criteria. Establishing risk appetite is one of the strategic management tools available to the Group's governing bodies.

RETURN ON EQUITY (RoE). Indicator measuring the return on equity, calculated by dividing a company's net income by its equity.

RETURN ON TANGIBLE EQUITY (RoTE). Measures the return on tangible equity (the bank's net assets restated to eliminate intangibles and goodwill).

RISK-WEIGHTED ASSETS (RWA). Assets and risk commitments (loans, etc.) held by a bank weighted by a prudential factor and based on the risk of loss and used, when added together, as the denominator for various capital ratios.

S

SHARE. A unit of ownership in a company entitling the owner – the shareholder – to a proportional share in any distribution of earnings or net assets and to vote on major corporate matters in general shareholders' meetings.

SHAREHOLDERS' EQUITY. Shareholders' equity represents the resources belonging to the shareholders that are usually left permanently in the company (unlike liabilities, which have to be repaid). It comprises share capital, reserves, unrealised or deferred gains and losses, net income for the period and non-controlling interests in consolidated subsidiaries.

SINGLE RESOLUTION FUND (SRF). The SRF is a supranational fund built up by the banks of European Union member states since 2016 as part of the Single Resolution Mechanism (SRM), to help finance a resolution scheme in the event that a failing bank's shareholders and creditors are unable to bear the full burden. Each bank's contribution is based on its total liabilities minus equity minus covered deposits, adjusted for its risk profile.

SOCIAL BUSINESS. A social business is a non-loss business created and designed to address a social problem. It is traditional in a financial sense, but different in that its main objective is social impact. Profitability is simply a means to achieving a sustained impact. A social business creates value by pursuing its original social project, rather than by seeking to meet a market need and when possible gaining competitive advantage.

SOFT LAW. Rules that are neither strictly binding in nature nor completely lacking legal significance.

SOLVENCY. Measures the ability of a business or an individual to repay its debt over the medium to long term. For a bank, solvency reflects its ability to cope with the losses that its risk profile is likely to trigger. Solvency analysis is not the same as liquidity analysis. The liquidity of a business is its ability to honour its payments in the normal course of its business, to find new funding sources and to achieve a balance at all times between its incomings and outgoings. For an insurance company, solvency is covered by the Solvency II Directive; see Solvency II.

SOLVENCY II. European directive on insurance and reinsurance undertakings intended to ensure that they comply at all times with their commitments towards policyholders in view of the specific risks incurred by such businesses. It aims to achieve an economic and prospective assessment of solvency based on three pillars – quantitative requirements (Pillar 1), qualitative requirements (Pillar 2) and information for the public and the supervisor (Pillar 3). Adopted in 2014, it was enacted into national law in 2015 and came into force on 1 January 2016.

SOCIALLY RESPONSIBLE INVESTMENT (SRI). Systematic and clearly documented incorporation of environmental, social and governance criteria in investment decisions.

STRESS TESTS. Exercise simulating extreme economic and financial conditions to study the ramifications on banks' balance sheets, profit and loss and solvency in order to measure their ability to withstand these kinds of situations.

SYSTEMICALLY IMPORTANT BANK. Crédit Agricole Group appears on the list of the 30 global systemically important banks (G-SIBs) published by the Financial Stability Board (FSB) in November 2012 and updated in November 2016. A systemically important bank has to put in place a basic capital buffer of between 1% and 3.5% in relation to Base1.3 requirements.

T

TANGIBLE NET ASSET VALUE PER SHARE.

Tangible net asset value is equal to shareholders' equity Group share less goodwill, which is the difference between the cost of an asset and its carrying amount, and intangible assets.

TOTAL LOSS-ABSORBING CAPACITY (TLAC RATIO). Designed at the G20's request by the Financial Stability Board. It aims to provide an indication of the loss-absorbing capacity and of the ability to raise additional capital of the systemically important banks (G-SIBs).

TREASURY SHARES. Shares held by a company in its own capital. Shares held in treasury do not carry a voting right and are not used in EPS calculations as they receive no dividend and have no right to reserves.

U

UNDERLYING NIGS. Underlying net income Group share corresponds to NIGS excluding non-recurring or exceptional items specific to the year.

UNDERTAKINGS FOR COLLECTIVE INVESTMENT IN TRANSFERABLE SECURITIES (OPCVM IN FRENCH) (UCITS). Portfolio of negotiable securities (equities, bonds, etc.) managed by professionals (management companies) and held collectively by retail or institutional investors. There are two types of UCITS – SICAVs (open-ended investment companies) and FCPs (mutual investment funds).

V


VALUE-AT-RISK (VaR). Synthetic indicator used to track on a day-to-day basis the market risks taken by the Group, particularly in its trading activities (VaR is calculated using a 99%-confidence interval, over one day, in line with the regulatory internal model). Reflects the largest exposure obtained after eliminating 1% of the most unfavourable occurrences over a 1-year history.

United Nations Sustainable Development Goals

In 2015, the United Nations launched a new agenda to eradicate poverty, protect the planet and guarantee prosperity for all within the framework of 17 Sustainable Development Goals (SDGs).

The agenda calls on governments, the private sector and civil society to contribute to its mission between now and 2030.

As a financial intermediary, Crédit Agricole participates through all of its business lines.

In 2017, the Group mapped the tangible initiatives taken by its units in line with the SDGs. Certain SDGs correspond more specifically to the Group's key strategic CSR challenges. 

1 NO POVERTY 	Eliminate poverty in all its forms everywhere.	2 ZERO HUNGER 	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
3 GOOD HEALTH AND WELL-BEING 	Ensure healthy lives and promote well-being for all at all ages.	4 QUALITY EDUCATION 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
		5 GENDER EQUALITY 	Achieve gender equality and empower all women and girls.
6 CLEAN WATER AND SANITATION 	Ensure availability and sustainable management of water and sanitation for all.	7 AFFORDABLE AND CLEAN ENERGY 	Ensure access to affordable, reliable, sustainable and modern energy for all.
		8 DECENT WORK AND ECONOMIC GROWTH 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.	10 REDUCED INEQUALITIES 	Reduce inequality within and among countries.
		11 SUSTAINABLE CITIES AND COMMUNITIES 	Make cities and human settlements inclusive, safe, resilient and sustainable.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	Ensure sustainable consumption and production patterns.	13 CLIMATE ACTION 	Take urgent action to combat climate change and its impacts.
		14 LIFE BELOW WATER 	Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
15 LIFE ON LAND 	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
17 PARTNERSHIPS FOR THE GOALS 	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.		

2018 Financial Calendar

WEDNESDAY 14 FEBRUARY

Fourth quarter and full year 2017 results

•

WEDNESDAY 4 APRIL

Special Meeting for beneficiaries of the loyalty dividend in Montrouge

•

TUESDAY 15 MAY

First quarter 2018 results

•

WEDNESDAY 16 MAY

Annual General Meeting in Paris

TUESDAY 22 MAY

Ex-dividend date

•

THURSDAY 24 MAY

Dividend payment date

•

FRIDAY 3 AUGUST

Second quarter and first half 2018 results

•

WEDNESDAY 7 NOVEMBER

Third quarter and first nine months 2018 results

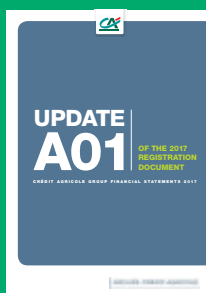
Find out more in the Group's publications



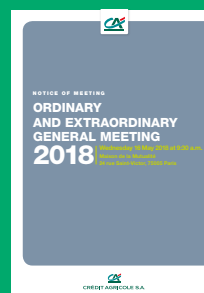
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Registration Document
Annual Financial Report



Update A01
of the Registration
Document



Meeting Notice of 2018
Annual General Meeting



2017
Key Figures



Accelerating
The Energy Transition



Guide de l'actionnaire
(in French only)

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