



CRÉDIT AGRICOLE ASSURANCES INVESTOR PRESENTATION

June 2021

AGIR CHAQUE JOUR DANS VOTRE INTÉRÊT
ET CELUI DE LA SOCIÉTÉ



ASSURANCES



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Forward-Looking Statements

This communication contains forward-looking information and statements about Crédit Agricole Assurances S.A. Forward-looking statements are statements that are not historical facts. These statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations, products and services, and statements regarding future performance. Forward-looking statements may be identified by the words “believe,” “expect,” “anticipate,” “target” or similar expressions. Although Crédit Agricole Assurances S.A.’s management believes that the expectations reflected in such forward-looking statements are reasonable, investors are cautioned that forward-looking information and statements are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of Crédit Agricole Assurances S.A., that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements. These risks and uncertainties include, but are not limited to, those discussed or identified in the section entitled “risk factors” in the preliminary prospectus relating to the proposed offering of securities described herein. Crédit Agricole Assurances S.A. undertakes no obligation to publicly update its forward-looking statements, whether as a result of new information, future events, or otherwise.

SUMMARY

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CHAPTER 1

COMPANY

OVERVIEW

Crédit Agricole Assurances (CAA): key figures

€29.4bn
in premium income in 2020¹



Savings & Retirement

€20.4bn



Death & disability
Creditor
Group insurance

€4.2bn



Property & Casualty

€4.8bn

Strong Financial Profile

► IFRS Net income Group share at end-2020

€1.2bn

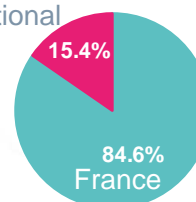
► Solvency II ratio² at end-2020

227%

► Life insurance outstandings at end-2020

€308bn

International



5,100 employees



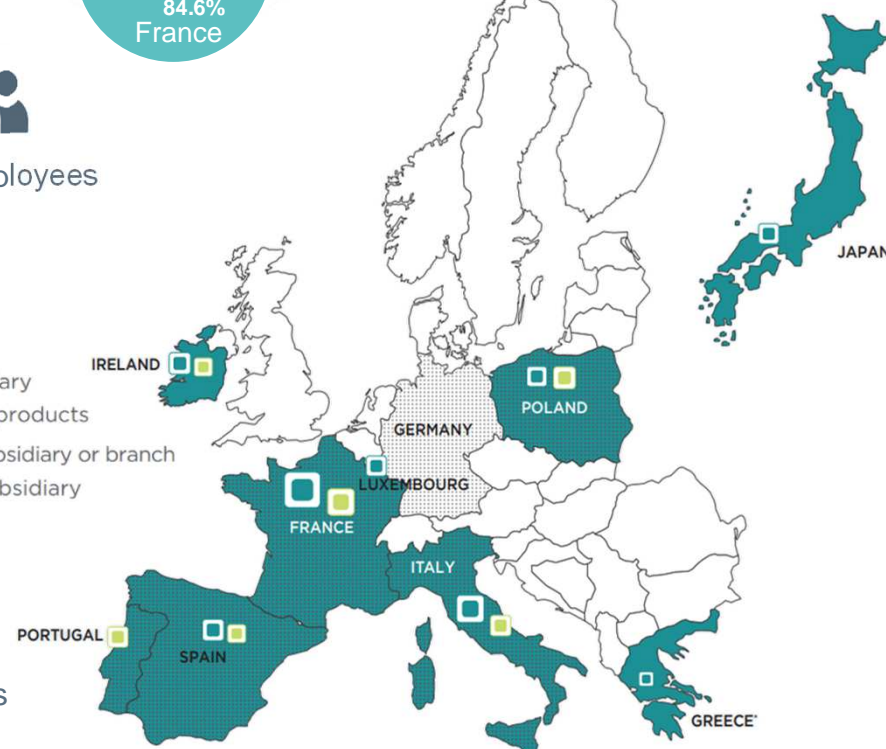
10,000 bancassurance distribution branches³

- Presence of a subsidiary
- Distribution of CACI products
- Personal insurance subsidiary or branch
- Property-Casualty subsidiary

*Run-off activities



10 countries



¹ Under IFRS ² Calculated using the standardised approach without transitional measures other than the grandfathering of subordinated debts
³ Crédit Agricole Group's networks in France and abroad

Crédit Agricole Assurances: #1 insurer in France

Leader in Europe



#1

bancassurer¹

Leader in France



#1

insurer²

A leading position in profitable segments



Savings and Retirement

#1

Life insurance
in France³

15%

market share in Life
Insurance in France⁴

#1

Retirement bancassurer
in France¹²

10%

market share in
Retirement in France⁵



Death & disability / Creditor / Group insurance

#1

Individual Death & Disability
in France⁶

21%

market share in Individual
Death & Disability in France⁸

#2

Creditor insurer
in France⁷

18%

market share in creditor
insurance in France⁹



Property & Casualty¹⁰

#1

Growth in home and car
insurance in France¹¹

8%

market share
in Car insurance in France¹³

#1

Home, car and health
bancassurer in France¹²

11%

market share
in Home insurance in France¹³

¹ Internal source CAA, premiums at end-2019

² Source: L'Argus de l'assurance, December 18th, 2020, premiums at end-2019

³ Source: L'Argus de l'assurance, May 21st, 2021, premiums at end-2020

⁴ Source: Data FFA 2019 – life insurance outstandings – Predica estimations

⁵ Source: Data DREES 2019 – premiums of Individual & Group supplementary retirement savings – CAA estimations

⁶ Source: L'Argus de l'assurance, April 2nd, 2021, premiums at end-2020

⁷ Source: L'Argus de l'assurance, Septembre 4th, 2020, premiums at end-2019

⁸ Source: Data FFA 2019 – premiums of Death, Funerals and Dependence contracts

⁹ Source: Data FFA 2019 – premiums

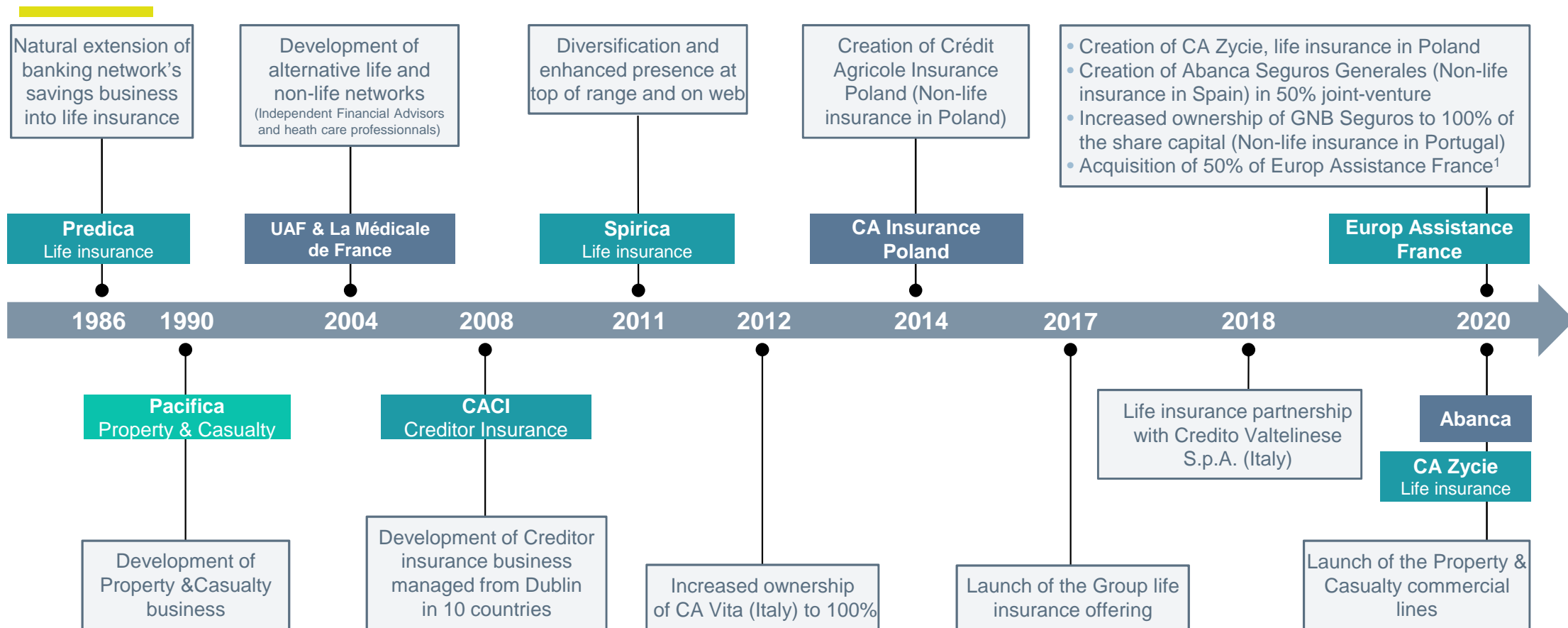
¹⁰ #5 in France (source: L'Argus de l'assurance, December 18th, 2020, premiums at end-2019)

¹¹ Source: L'Argus de l'assurance, May 7th, 2021, number of contracts

¹² Source: L'Argus de l'assurance, April 23rd, 2021, premiums at end-2020

¹³ Source: Data FFA 2019 – number of contracts – Pacifica estimations

In 35 years, CAA has built from scratch a complete, diversified and international bancassurer Group, fully integrated into the banking system



¹ Closing of the transaction on 13 January 2021
Crédit Agricole Assurances

1. COMPANY OVERVIEW

Crédit Agricole Group: a customer-focused universal banking model



#1 European asset manager

► **€1.729bn** AuM



#1 insurance company in France¹
#1 bancassuror in Europe²

► **14.6m** P&C insurance contracts³
► **€308bn** AuM (life insurance and retirement)³



€128bn assets under management

Cost/Income ratio: 44,1% RoNE: 22,5%



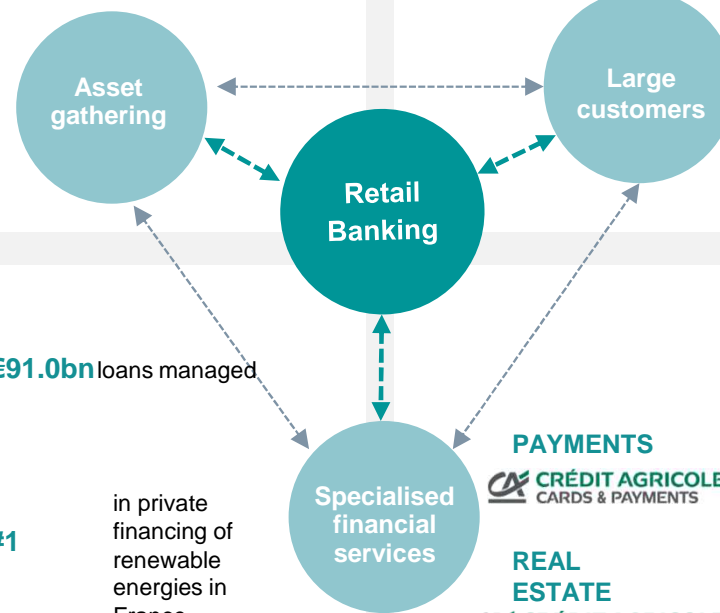
#2 worldwide arranger in green, social and sustainable bonds, all currencies in volume and market share

#3 worldwide syndicated credits for EMEA



#1 in fund administration in France

► **€4,198 bn** outstandings in custody



Cost/Income ratio: 62,9% RoNE: 10,7%



Top 3 in consumer lending in Europe

► **€91.0bn** loans managed



1 out of 3 Mid-Caps financed by CAL&F in France

► **#1** in private financing of renewable energies in France

Cost/Income ratio: 48,8% RoNE: 11,7%

PAYMENTS



Leader in payments in France

Other specialised services

► **>11bn** operations
30% market share

REAL ESTATE



#1 in financing of real estate development⁴ in France

Source : URD 2020. All figures underlying, cost income ratios excl. SRF contributions ¹ L'Argus de l'assurance, December 18th, 2020, 2019 data ² 2019 data ³ at end-2020 ⁴ ACPR study

Cost/Income ratio: operating expenses / revenues
RoNE: Return On Normative Equity: Net income excl. AT1 coupons / Average allocated Capital (Own Funds allocation rate 9,5% X average RWA)

8

CAA: an integrated bancassurance model in France and abroad

86%¹ **Bancassurance model:** distribution of personal insurance, property & casualty and creditors insurance in CA's banking networks



8%¹ **Group partnerships:** internal financial partners together with complementary channels (internet, independent wealth management advisors, network dedicated to health professionals)





































6%¹ **External partnerships:** e.g. partnerships with local banks



¹ As a percentage of premiums at end-2020

CAA: various business models to support the Group international strategy

Country	Distributors		Distribution model
	Group	Non-Group	
 Italy	 CRÉDIT AGRICOLE (ITALIE)   FCA BANK	GRUPPO BANCARIO  Credito Valtellinese  and 3 local partner banks	Customer Focused Universal Banking Model
 Poland	 CRÉDIT AGRICOLE (Poland)  EFL GRUPA CRÉDIT AGRICOLE		Customer Focused Universal Banking Model
 Luxembourg	 INDOSUEZ WEALTH MANAGEMENT  LCL  CRÉDIT AGRICOLE BANQUE PRIVÉE	 BARCLAYS  UBS  JPMorgan  First and ~20 other partners	European Private Banking Hub
 Japan		 TOKAI MITSUBISHI BANK 東京スター銀行  RESONA  SHINSEI BANK  SHIZUOKA BANK  MUFG Bank of Tokyo-Mitsubishi UFJ  SuMi TRUST and ~30 other partners	Open architecture model in synergy with Amundi and CACIB
 Portugal	 credibom (CACF) CRÉDIT AGRICOLE GROUP	 NOVO BANCO	Bancassurance Model
 Spain	 FCA BANK  bankoia Groupe Crédit Agricole	 ABANCA	Freedom to provide services Joint Venture with Abanca
 Germany	 FCA BANK  Creditplus		Freedom to provide services



CHAPTER 2

A ROBUST BUSINESS MODEL

The Bancassurance model

Efficient model, consistent and complementary to banking solutions

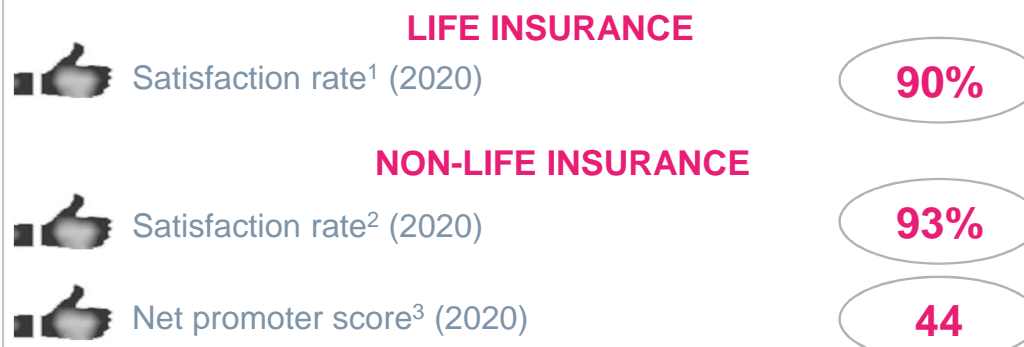
Key Success Factors

- Brand strength
- Distribution and sales power
- Combined knowledge of banking & insurance markets
- Multiple contacts and backings' occasions
- Best in class multichannel offers
- An industrial production capacity
- Strong integration & standardisation of processes
- Claims management decentralization
- High quality of service
- Full range of all savings and insurance products supporting global customer relationship

Enhancement of the customer-focused universal banking model

- Additional source of sustainable revenue
- Enriches the customer relationship and brand image
- Protection solutions for retail banking customers
- Empowers the role of banking advisor
- Simple, transparent and competitive product range

...generating value for customers

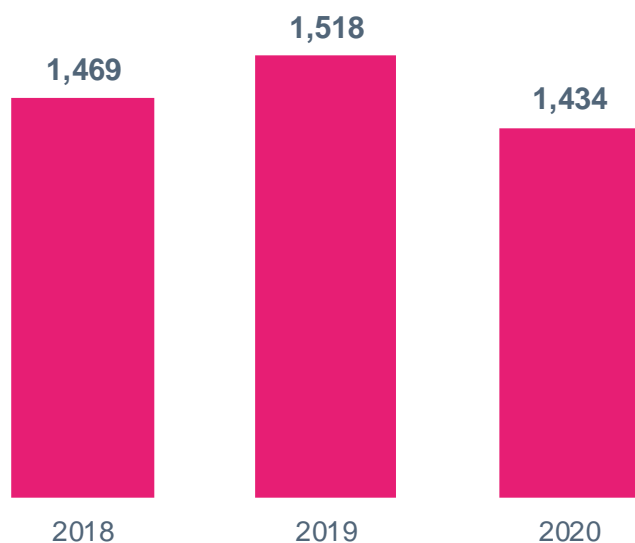


¹ Based on 6 006 customers that responded to a satisfaction survey on Predica's main services

² Based on 4,500 individual Pacifica customers surveyed after a car home insurance claim

³ Out of 4,500 Pacifica individual customers making a property & casualty claim between 1 Oct. 2019 & 30 Sept. 2020

Strong and recurring profitability with efficient value creation

CAA Income¹restated (€m)Cost / income ratio⁵ (2020)29.8%⁷Combined ratio⁶ (2020)94.9%⁸

	2018	2019	2020
Income¹	1,469	1,518	1,434
Contribution to the State	-	-	-38
Voluntary support scheme on	-	-	-92
Exceptionnall Covid-19	-	-	0
One-off cash payment ³	-138	-	-49
Income¹	1,331	1,518	1,230⁴

⁴ The contribution to the net income group share of Crédit Agricole S.A. amounted to €1,056 million. The difference with Crédit Agricole Assurances' net income group share is mainly due to analytical restatements affecting to the Insurance business line i) analytical expenses of Crédit Agricole S.A. (mainly the cost of the Switch guarantee of around €140 million) and ii) subordinated (RT1) debt coupons for €76 million.

⁵ Group contribution to Crédit Agricole S.A.'s operating expenses (including an analytical allocation of charges by Crédit Agricole S.A.) / Group contribution to Crédit Agricole S.A.'s revenues (including an analytical transfer of the switch guarantee)

⁶ (Claims + operating expenses + commissions) / earned premiums, net of reinsurance; Pacifica scope

⁷ Restated. Without restatements, the ratio was 33.4% at end-2020

⁸ Restated. Without restatements, the ratio reached 97.6% at end-2020

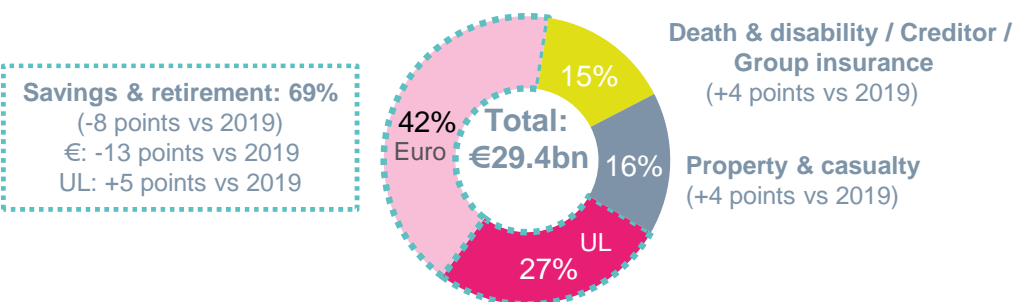
¹ Net income Groupe Share

² Extracontractual measure in favour of vulnerable persons: 5 M€; Contribution to CA's dedicated fund for the seniors: 4 M€ and Contribution for supplementary healthcare insurers: 15 M€

³ Crédit Agricole Assurances paid Crédit Agricole S.A. a cash balance of €54 million (€49 million net of tax) due to the early repayment of redeemable subordinated notes in the amount of €1 billion in total. These redemptions followed a new €1 billion issue of perpetual subordinated bonds in July 2020

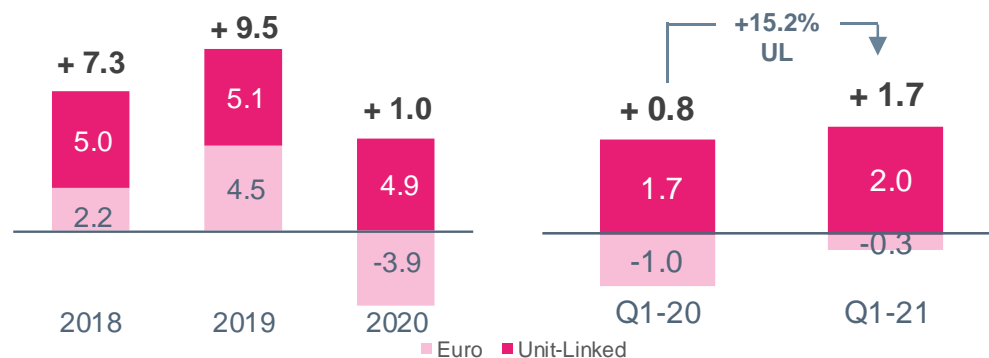
Diversified business mix and strong activity in all strategic business lines

Diversified business mix
2020 premium income

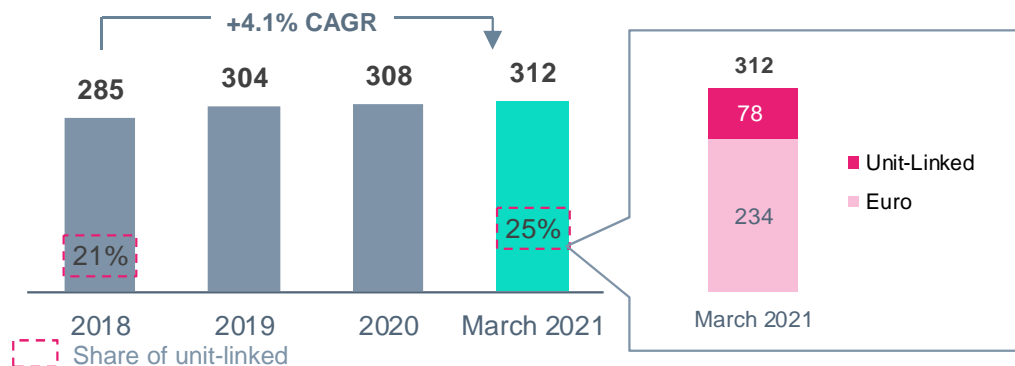


Increasing diversification of the business profile

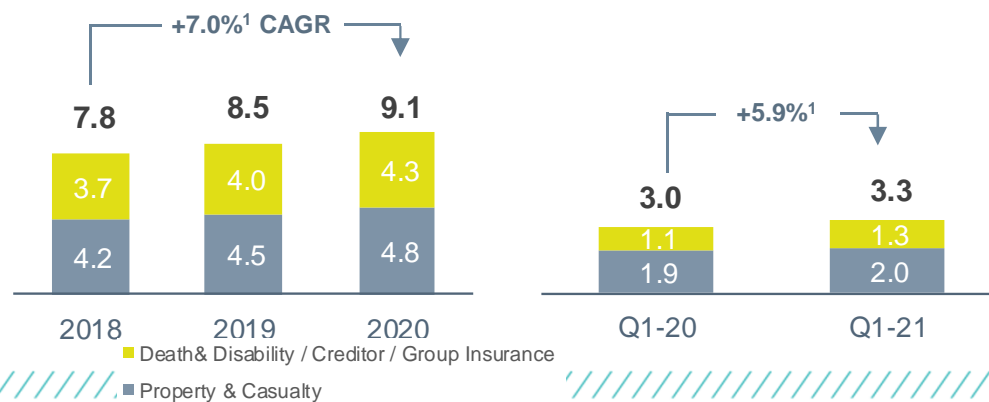
Savings & retirement - Net inflows (€bn)



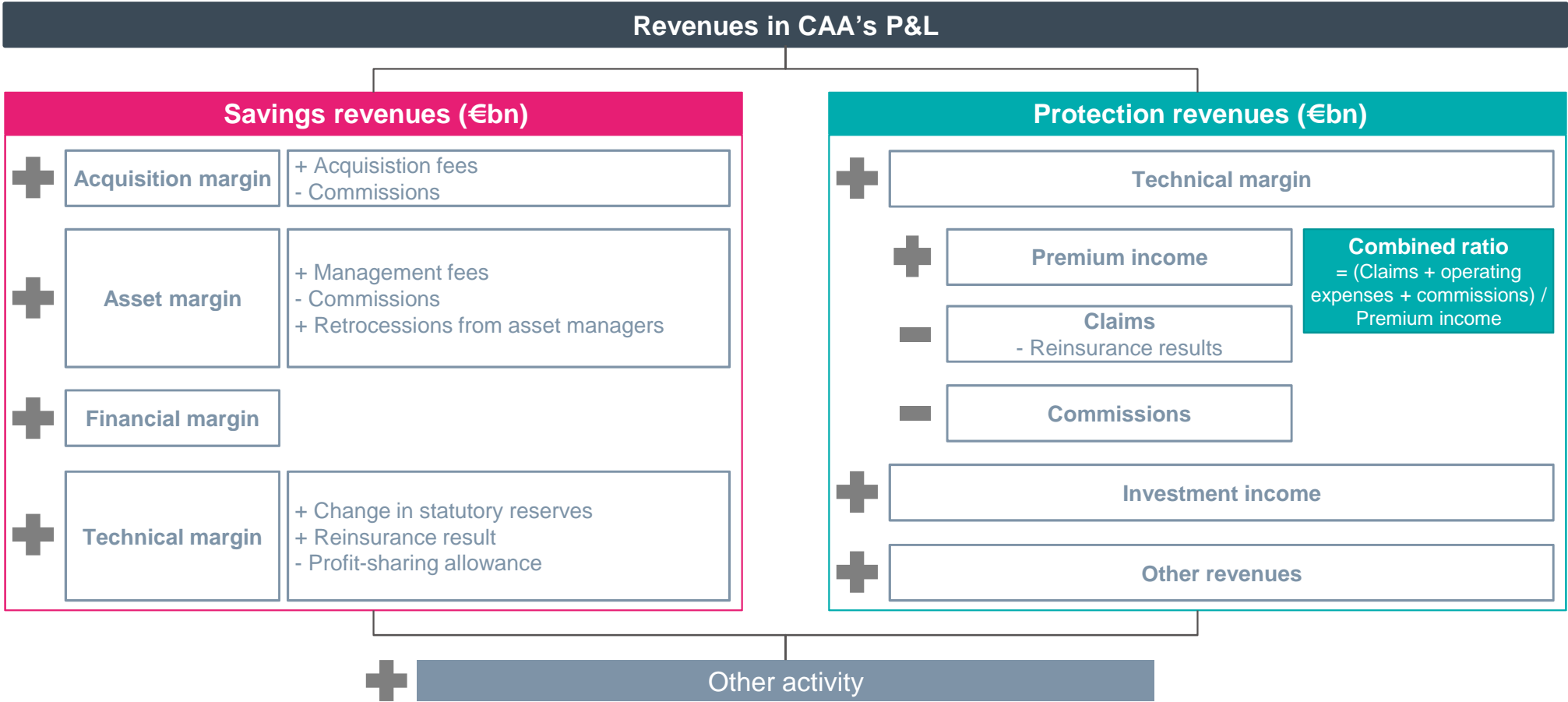
Life insurance outstandings (€bn)



Protection - Gross premium income in €bn



¹ Growths restated of an accounting methodological correction; excluding the restatement, growth is 7.5% CAGR between 2018 and 2020 and 10.3% Q1-21/Q1-20.



COVID-19: ~€700m to support our customers and the European economy

As a responsible insurer, investor and company CAA has been mobilised during the crisis

€239m Mutual and voluntary support scheme
24/7 remote medical consultation service available

98% CAA's employees working remotely during lockdowns

Simplification and digitalisation

€38m Contribution to the solidarity fund
€40m Exceptional contribution of supplementary health insurers
€350m Economic recovery and health sector investments
€2.25bn² Contribution Recovery Participating Loans

Customers

- ▶ **Voluntary support scheme** for all policyholders holding a comprehensive professional insurance with business interruption coverage¹ (~80k professionals);
- ▶ **Remote medical consultation service for all 420k beneficiaries** of CAA' top-up health insurance policies.

Employees

- ▶ Employee support schemes: support and counselling services (social worker, free remote medical consultation);
- ▶ Maintenance of our employees' salaries and **avoidance of short-time working measures**, in line with CA Group.

Operations

- ▶ **Simplification and digitalisation** of a number of **processes** to facilitate business continuity and continuity of services for its customers, while maintaining the **same quality of services** (remote management of P&C claims);
- ▶ **Accelerated claims processing** for insured customers.

Society

- ▶ **Solidarity fund** set up by the public authorities to support very small enterprises;
- ▶ **Supplementary health insurers** contribution to the expenses related to the management of the epidemic;
- ▶ **Economic recovery and health sector investments: €200m** as part of the support programme for SMEs set up by French insurers and **€150m** to a SMEs equity investments fund.
- ▶ **Recovery Participating Loans "Prêts participatifs Relance"**: CAA, leading contributor among insurers
- ▶ **€5m contribution** to Crédit Agricole's dedicated fund for financing basic necessities for the seniors;

¹ Crédit Agricole Assurances' business interruption coverage specifically excludes the risk of a pandemic.

² Out of an initial fundraising of €11bn announced by the French Insurance Federation



CHAPTER 3

MEDIUM TERM

PLAN 2022

Strengthen the Group's leadership on core businesses

LIFE INSURANCE

Savings: offer relevant savings products in a low interest rate environment as part of a global advisory approach

- ▶ Support the customers in the diversification of their assets, with a loyal advisory approach...
- ▶ ... while preserving profitability for CAA Group

Retirement: strengthen positions in Individual and Group Retirement Solutions

- ▶ Take full advantage of the "loi PACTE" to increase the market share in France
- ▶ Strengthen synergies with AMUNDI for Group Retirement Plans

Death & Disability – Creditor & Group insurance²: adapt the offers and aim for a strong growth

- ▶ Offer more flexible Creditor Insurance solutions to preserve our leadership
- ▶ Boost growth on individual D&D insurance: improve product range and increase customer equipment

Continue to grow on Group Health Insurance and Group D&D Insurance

P&C INSURANCE

- ▶ Increase Regional banks' and LCL's customer equipment on all segments
- ▶ Offer new solutions to farmers to preserve their farms and crops
- ▶ Reinforce the « Prevention – Insurance – Protection » approach with a prevention plan for all Regional banks and for all targets⁴

Reference: 2018 figures. ¹ Individual & Group retirement ² Group Health Insurance and Group D&D insurance (retirement excluded) ³ Predica, term life insurance

⁴ Young adults, families, seniors, farmers and employees

2022 targets

+13% AuM (€322bn by 2022)
+5pp share of unit-linked contracts in AuM by 2022 (26% by end-2022)

15% market share for new retirement savings¹ in France by 2022

+35% premium income in D&D, Creditor & Group insurance² (€5bn by 2022)
+2pp customers equipped³ (equipment rate, Regional banks)

+31% premium income in P&C Insurance (€5.5bn by 2022)

>+5pp customers equipped with at least one P&C insurance contract (equipment rate, Regional banks, LCL)

Explore new growth opportunities

EXTEND THE OFFERING FOR HOUSEHOLDS

- ▶ In-home services: remote surveillance, extended offers for P&C individual risk management and support for key life events (comfort, accessibility)
- ▶ Services for new mobilities: specific offerings for individuals and fleet management companies
- ▶ E-health services for key life moments: health advisory, remote medical consultation, support for easier treatment process, for individual customers and companies' employees

CREATE A COMPREHENSIVE BANCASSURANCE OFFERING FOR CORPORATES

- ▶ Deploy a complete offer for Group Health, Death & Disability and Retirement solution, structured for corporate customers' needs
- ▶ Launch a P&C commercial lines insurance solution for corporates by end-2020

INCREASE THE INTERNATIONAL BUSINESS: +20% PREMIUM INCOME FOR INTERNATIONAL ACTIVITY¹ (€7.3BN IN 2022)

- ▶ Within the Group via synergies
 - Increase the equipment of retail customers in Italy
 - Develop P&C activity in Italy, Portugal and Poland
- ▶ Beyond the Group via partnerships
 - Via a *bancassurance* business model with partner banks in Italy, Portugal, and Japan
 - Via private banks hubs and creditor insurance in Europe

2022 financial targets

+3%

revenue 2018-22 CAGR
(Net Banking Income, €7.2bn in 2022)

<96%

combined ratio²

~30%

cost income ratio

¹ International subsidiaries (excl. CALIE in France) and international activity of CACI; ² Pacifica



CHAPTER 4

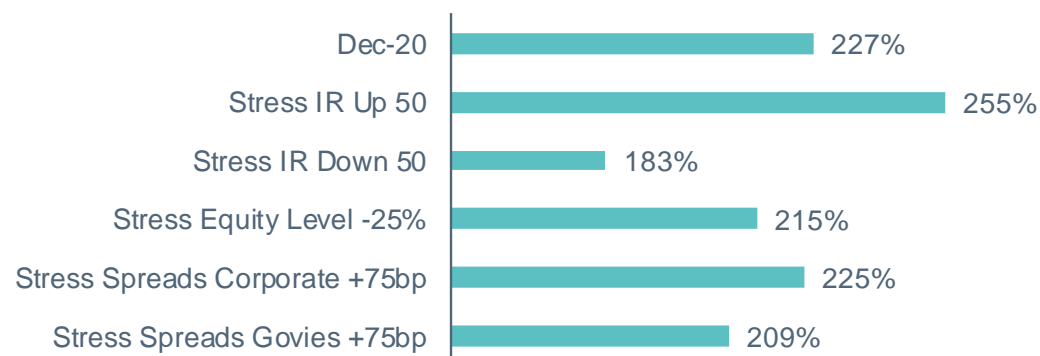
SOLVENCY & CAPITAL MANAGEMENT

A strong solvency ratio under Solvency II

Group coverage ratio

227%
Solvency II ratio
at 31 December 2020

Key sensitivities

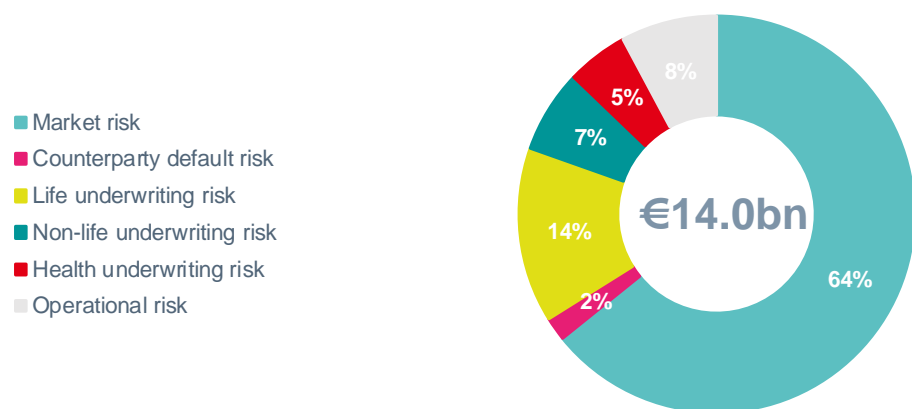


Solvency ratio at a high level

- ▶ A steadily high Solvency II prudential ratio of 227% at 31 December 2020, showing the solidity and the resilience of Crédit Agricole Assurances
- ▶ Protection against an interest rate increase: policy of reserve constitution, high level of unrealised gains
- ▶ Inclusion of the eligible policyholder participation reserve (PPE) in surplus funds

CAA Solvency Capital Requirement (SCR) and Capital structure at end-2020

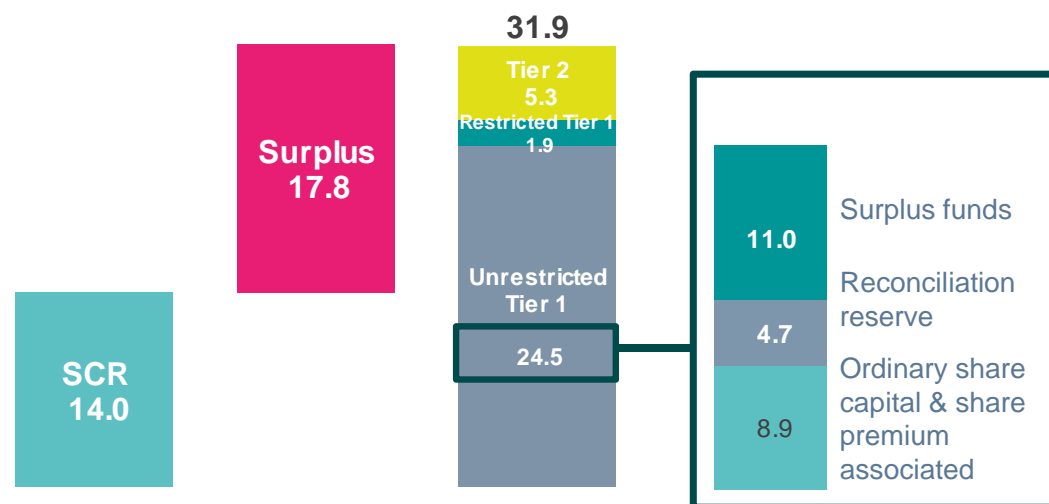
Breakdown of the Solvency Capital Requirement¹



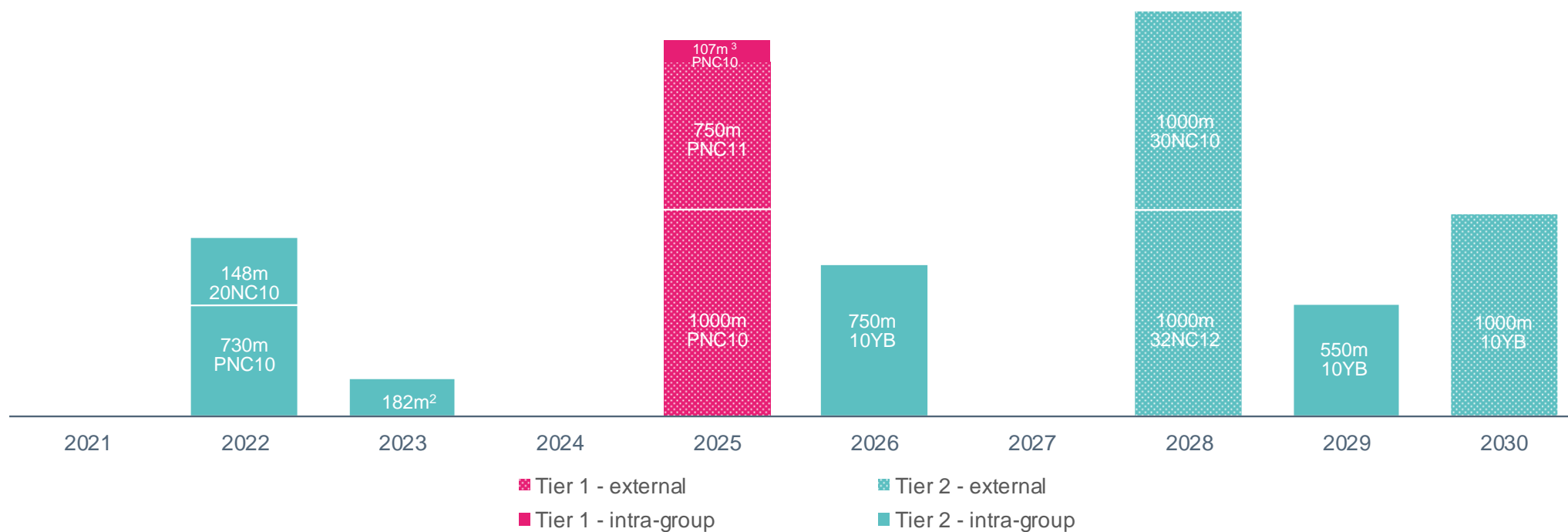
- ▶ Use of the Standard formula
- ▶ No transitional measures applied
- ▶ Inclusion of the eligible policyholder participation reserve (PPE) in surplus funds
- ▶ Unrestricted and restricted T1 cover 189% of SCR ; Tier 2 cover 38% of the SCR
- ▶ Group's subordinated debt valued at €7,650 million under Solvency II, of which €2,428 million held by Crédit Agricole Group

¹ Solvency Capital Requirements (SCR) breakdown presented before diversification and after loss absorbing capacity by technical provisions and including operational risk

Eligible own funds (€bn)



Maturities and call dates of subordinated debts¹



¹ Maturity date for bullet issues and first call date for callable issues; ² of which € 168m of 20NC10 debt and € 14m of 10Y debt; ³ 2025 corresponds to the end of the grandfathering clause for the PNC10 € 107m debt.

NB : The indication of the first call date is not an indication of the issuer's intention to call or not to call the instruments

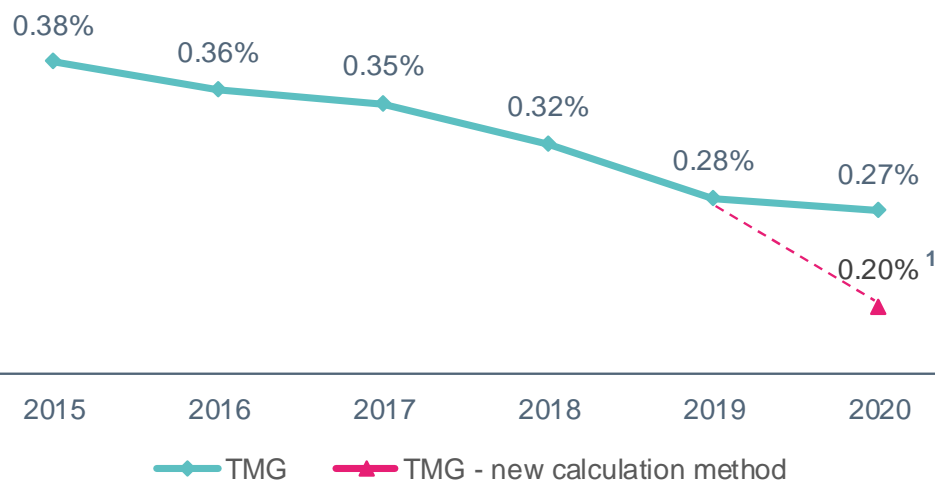


CHAPTER 5

DISCIPLINED RISK MANAGEMENT

Low structural exposure of CAA to minimum guaranteed rates

CAA minimum average guaranteed rate

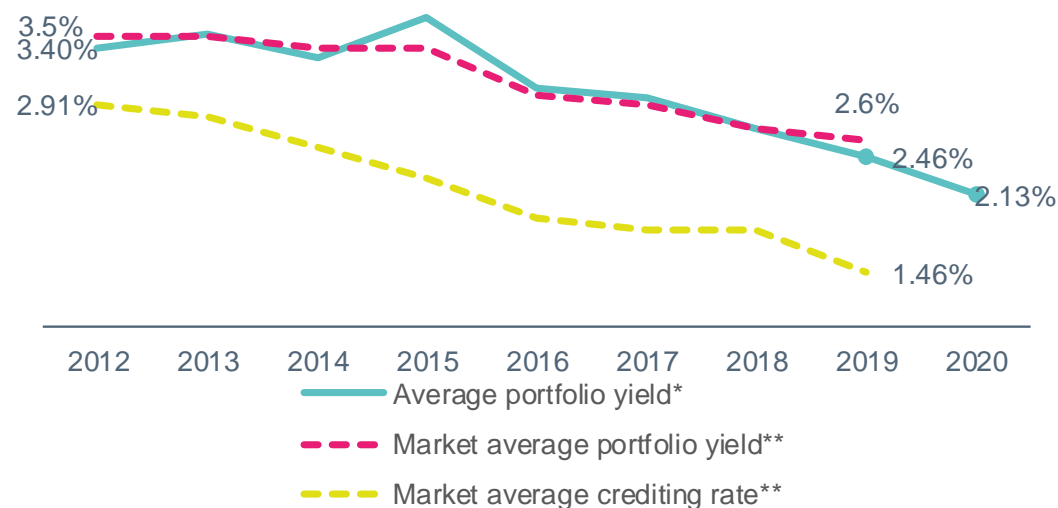


► One of the **lowest average guaranteed rate** of the market: **0.20%** at end-2020

► **No minimum guaranteed rate** (beyond one year) in life insurance **since 2000**

¹ Rate calculated with a new calculation method. That takes into account the contractual guarantees gross of fees, following the launch of new products since 2017 which applies negative guarantees for customers.

Return of assets and policyholders' yields



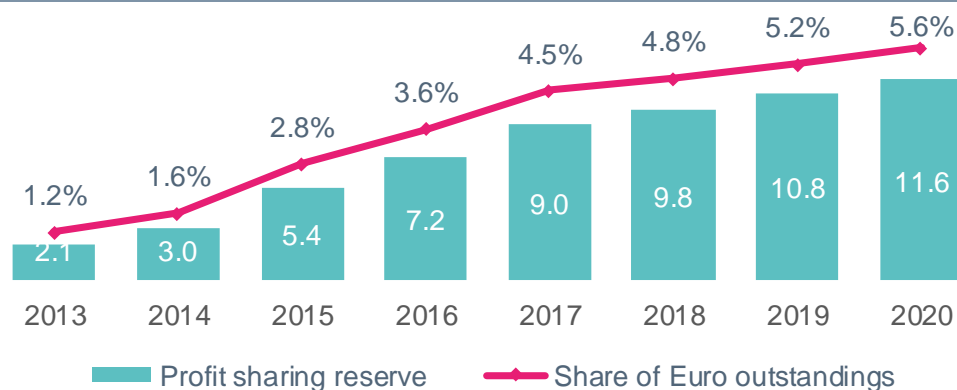
► **Average investment portfolio return** of 2.13%* in 2020, **materially above** the average guaranteed rate

► Ability to adjust the profit-sharing rate to reflect a decrease in the average investment return over time : 1,28%*** at end-2020

* CAA scope ** Source: ACPR *** Predica scope

Ability to adapt to the shift of the yield curve

Evolution of profit-sharing reserve¹ (€bn)



Ability to increase the yield paid to policyholders in case of rate increases:

► Deliberate policy of reserves constitution via the policyholder participation reserve ("PPE") which reached €11.6bn at end 2020 (5.6% of Euro contracts in outstandings)

► Part of the bond portfolio covered by CAPS

► **Strong customer loyalty** (Surrender rate of 3.2% at end-2020²)

► **Dynamic management of the investment portfolio**

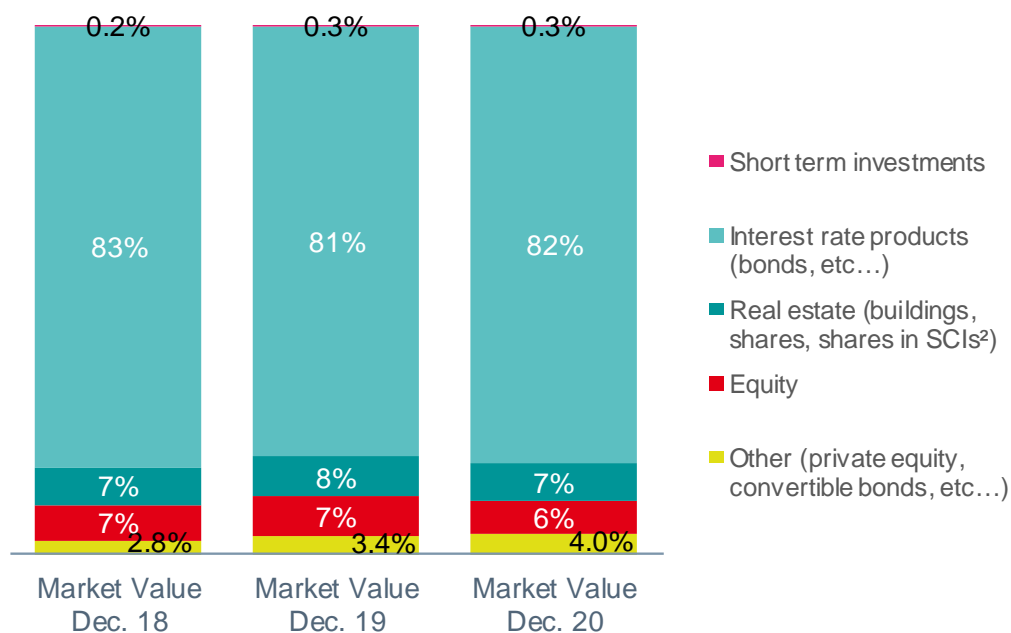
► **Flexibility offered by a high level of unrealised gains** (€30.7bn at end-2020)

► **Ability to regulate euro-denominated products' inflows and to assist the Group's clients in the diversification of their savings**

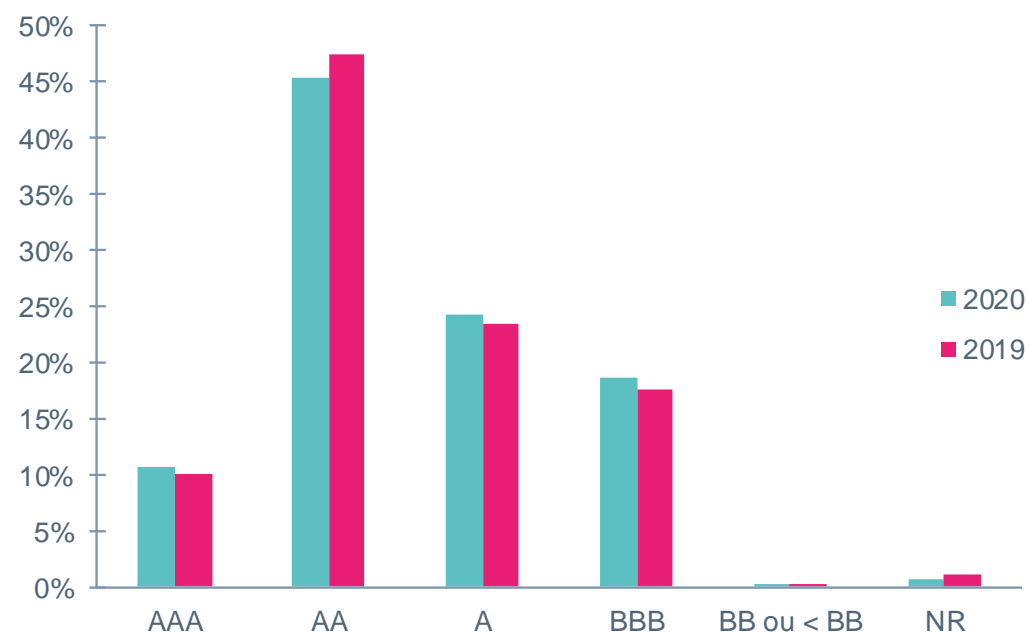
► **Ability to enhance the development of products less sensitive to the low interest rate environment such as protection, health, group insurance and creditor products**

A prudent and diversified assets allocation with strong focus on Economic, Social & Environment

Breakdown of investments by asset class (excl. Unit-linked accounts)¹
Total of investments at end-2020: €344.8bn (excl. UL accounts)



Bond portfolio by rating



¹ Scope: life insurance companies of CAA ² Société civile immobilière: non-trading real estate investment company

A CSR strategy firmly rooted in CAA's core business lines, with insurance playing a central role



Environment /
Climate

Social
cohesion

ACT AS A RESPONSIBLE INSURER

It means ensuring that our offer and our quality of service contribute to meeting CSR issues with the primary responsibility for protecting our customers



- Operation « 1 contract = 1 tree » with more than 600,000 planted trees at end-2020
- Establishment of the social action fund in the offers of Group Insurance

ACT AS A RESPONSIBLE INVESTOR

It means, as a leading institutional investor, integrating extra-financial, i.e environmental and social criteria into our investment decisions



- Portfolio management in line with the Paris Agreement and exit from thermal coal by 2030 in EU and OECD countries
- €6.3bn of green bonds
- Number 1 institutional investor in France in renewable energies (5,2 GW)

ACT AS A RESPONSIBLE COMPANY

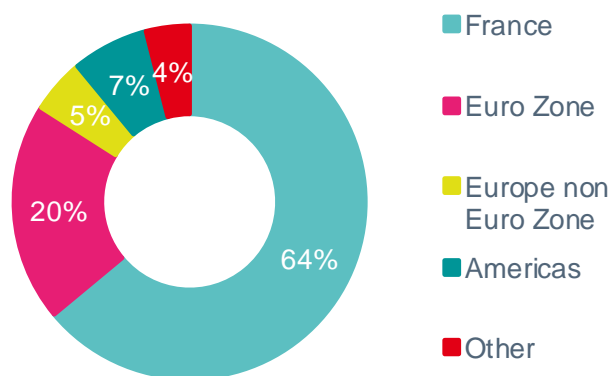
It means, take account the social and environmental impacts of our activity and focus on the development of employees through the quality of life at work, fair treatment and promotion of diversity



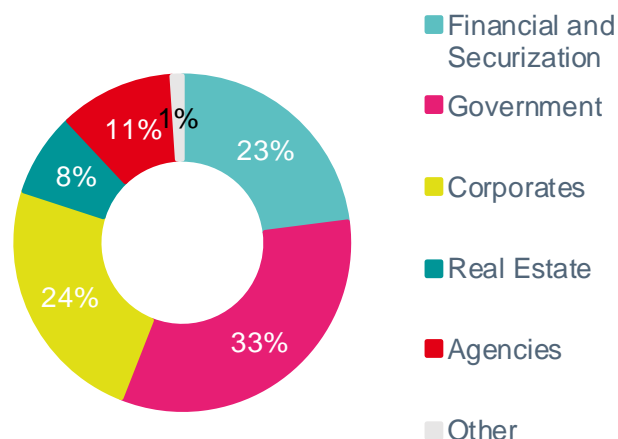
- ISO 50001 certification for Parisian sites (May 2021)
- Csolidaire commitment programme rolled out in 2020 and awarded of an "Argus d'or" on 8th June 2021
- 20,000 caregivers supported for 10 years
- Environmental sponsorship

Diversification of issuers and geographic areas

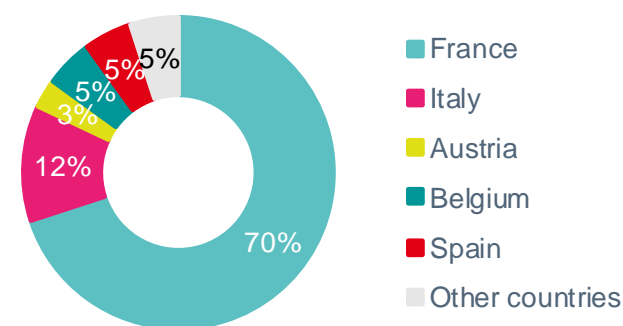
Breakdown of investments by geographical area at end-2020¹



Breakdown of investments by economic sector at end-2020²



Gross exposure to sovereign debt: €77.3bn at end-2020¹



¹ Scope: CAA Group AuM owned directly excluding GNB Seguros and CA Assicurazioni as well as derivatives, repurchase agreements, intragroup loans.

² Scope: CAA Group AuM owned directly excluding GNB Seguros and CA Assicurazioni as well as derivatives, repurchase agreements, intragroup loans.

³ Exposure to sovereign debt is presented as net of impairment, before hedging, and corresponds to an exposure before application of sharing mechanisms between insurer and policyholder specific to life insurance.



CHAPTER 6

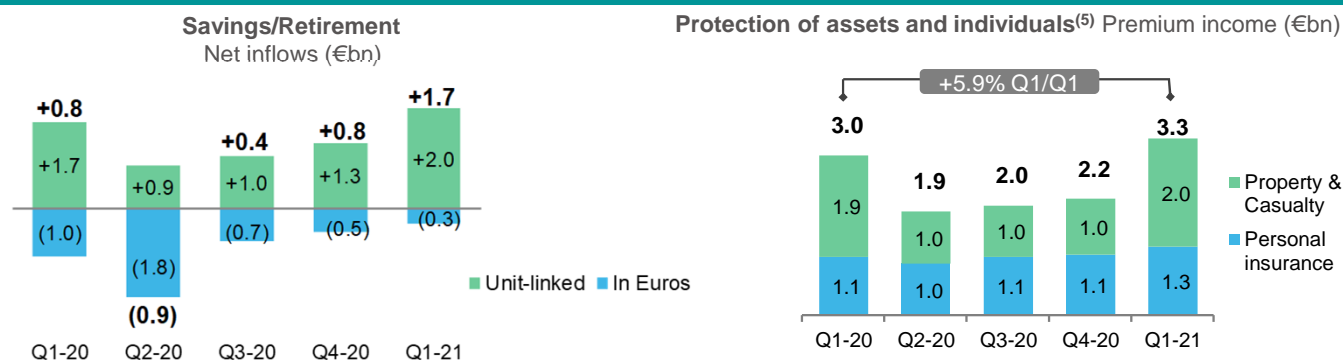
APPENDICES

6. APPENDICES

EXTRACT FROM CRÉDIT AGRICOLE S.A. FIRST QUARTER 2021 RESULTS PRESENTATION PUBLISHED ON 7TH MAY 2021

Strong rebound in earnings, sustained commercial activity

Activity indicators (€bn)



Savings / retirement: very dynamic net inflows at €1.7bn (x2.2 Q1/Q1)

- Strong growth in gross inflows (+23.9% Q1/Q1), close to the very high level of 2019; high unit-linked rate at 40.7%, stable year-on-year; very dynamic net inflows, especially in unit-linked products +€2.0bn
- AuM⁽¹⁾: €312.3bn, +4.6% year-on-year, including a +23% increase in unit-linked outstandings; unit-linked rate at 25.1%, +3.7 pp year-on-year

Property & Casualty: continued business momentum (+6.4%⁽²⁾ Q1/Q1)

- Contract portfolio⁽³⁾: 14.8 million at end March 2021, +4.2% year-on-year, +204K contracts over Q1 2021
- Equipment⁽⁴⁾: 42.1% of Regional Banks' customers (+1.1 pp year-on-year), 25.9% LCL (+0.7 pp), 17.7% CA Italia (+2.0 pp)

Personal insurance⁽⁵⁾: revenue +5.0%⁽²⁾ Q1/Q1

Net income up sharply +53.8% Q1/Q1⁽⁶⁾

- Growth in revenues due to the increase in outstandings, good business momentum and favourable market impacts
- Controlled rise in business operating expenses (+3.1% Q1/Q1), total -5.7% decline in expenses including the reduction of C3S tax on 2020 business activity
- Additional unwinding of 15% of the Switch⁽⁷⁾ on 01/03/2021
- Property & Casualty combined ratio at 96.1%⁽⁸⁾ at 31/03/2021

CRÉDIT AGRICOLE S.A.

Contribution to earnings (in €m)	Q1-21 underlying	Δ Q1/Q1 underlying
Revenues	625	+22.2%
Operating expenses	(233)	(5.7%)
Gross operating income	391	+48.5%
Tax	(77)	+48.9%
Net income	315	+53.8%
Non controlling interests	(19)	n.m.
Net income Group Share	296	+45.0%
Cost/Income ratio excl.SRF (%)	37.4%	-11.1 pp

Underlying: specific items in Q1 2020 include the €38m contribution to the State Solidarity Fund (self-employed and VSEs): (-€38m in expenses, -€38m in Net income Group share) vs 0 in Q1 21.

(1) Outstanding savings/retirement/death & disability assets (2) Changes restated for a change in accounting methods; excluding restatement, growth in Personal and Property Protection was +10.3% Q1/Q1, growth in Property & Casualty was +6.6% Q1/Q1, and growth in Personal insurance was +16.7% Q1/Q1 (3) Scope: Property & Casualty France and International (4) Car, home, health, legal, All mobile phones or personal accident insurance (5) Personal insurance segment includes Death & disability, Creditor and Group Insurance (6) Net income Group share up +44.9% excluding recognition of RT1 issues in accrual as non-controlling interests (7) Recurring quarterly increase in net income Group share related to the unwinding of an additional 15%: €8 m (8) Ratio of (claims + operating expenses + commissions) / premium income, net of reinsurance, Pacifica scope.

and their
subsidiaries.



Au 31/12/2020

Group key figures



10th

largest global bank
by balance sheet size⁽⁵⁾
(Source: The Banker, July 2020)

52
million
customers

48
countries

EMPLOYEES



142,000

Group employees⁽⁶⁾

74%

in France

26%

abroad



No.2 worldwide

Green, Social
& Sustainability Bonds,
all currencies,
for Crédit Agricole CIB⁽⁴⁾



**1 out of 3
Mid-Caps**

financed by
CAL&F in France

1st



**Retail bank in the
European Union**

Based on number of retail banking
customers



**Asset Manager in
Europe**

Source: IPE Top 500 Asset Managers
published in June 2020 based on
assets under management as at
31/12/2019



Insurer in France

Source: L'Argus de l'assurance,
December 2020, ranking based on 2019
revenues



**Provider of financing
to the French
economy**

Internal source: Office of Economic Research

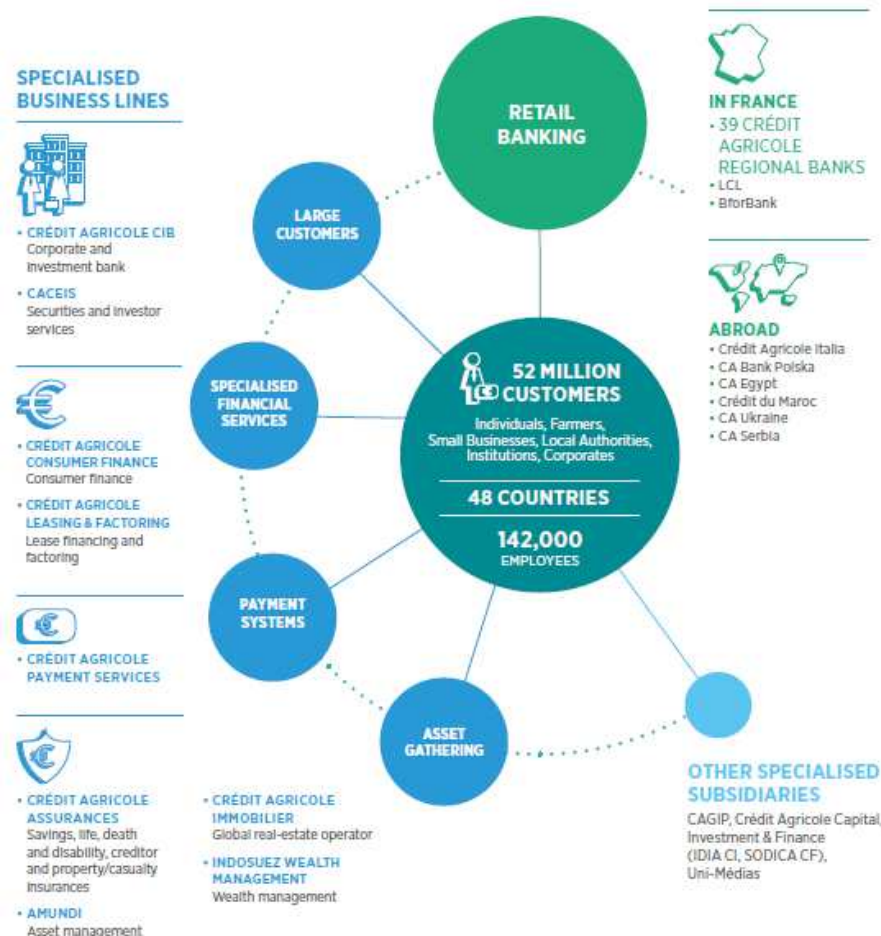
⁴ Source: Bloomberg

⁶ Scope: Crédit Agricole Group

Customer-focused universal banking

Our unique customer-focused universal banking model is based on the Group's complementary activities, both in France and abroad.

Together, we offer all our customers a complete range of banking and non-banking services suited to their needs.



Company overview: Crédit Agricole Group insurance companies

In France,

- Life insurance and Death & disability activities, with Predica and Spirica
- Property & casualty insurance activity led by Pacifica and La Médicale

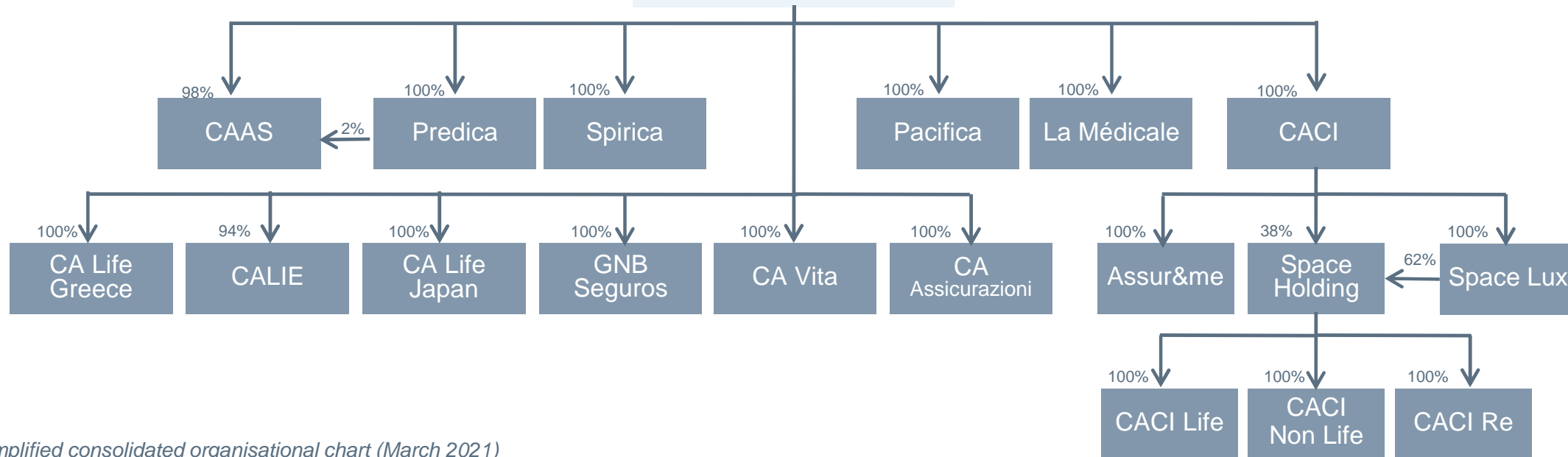


100%



In Europe,

- CACI develops creditor insurance worldwide
- Presence in several countries, mainly Italy and Luxembourg



Simplified consolidated organisational chart (March 2021)



CHAPTER 7

CAA CONTACT LIST

CAA Contact list

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