



CRÉDIT AGRICOLE S.A. EQUITY STORY

WORKING EVERY DAY IN THE INTEREST
OF OUR CUSTOMERS AND SOCIETY



CRÉDIT AGRICOLE GROUP'S STRENGTHS



CRÉDIT AGRICOLE GROUP KEY FIGURES



46
countries



55
million customers



8,065
branches

including **6,550** in France
(Regional Banks and LCL)



12.3 million
mutual shareholders

#1 provider of financing to the French economy

#1 retail bank in the European Union
based on number of customers

#1 retail Insurer in France

#1 European asset manager

#1 cooperative mutual bank in the world

10th largest bank in the world

CRÉDIT AGRICOLE GROUP MODEL

The history of Crédit Agricole

2023

CA Transitions & Energies and CA Santé & Territoires
Mobility: car financing, LT leasing, services

From 1990

Insurance, Savings, Asset management, Real Estate, distribution of payment cards

1970s

Access to home ownership

1950s

Household banking access

From end of 19th century

Farmers financing

1885

Creation of Crédit Agricole in Poligny (Jura)

The three principles that guide our actions

1

Usefulness

Working in the interest of society as a whole

2

Universality

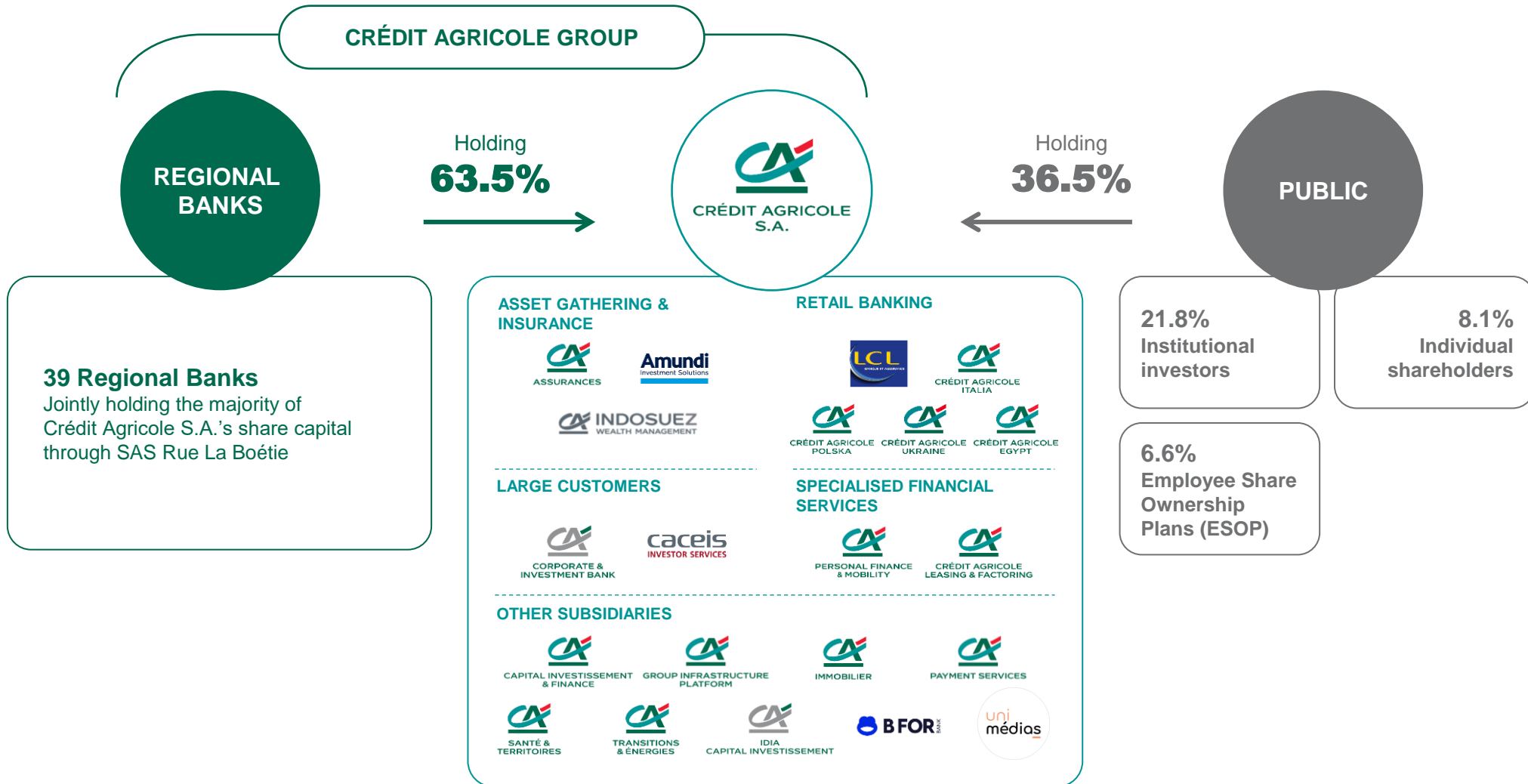
Serving everyone, everywhere, across all channels

3

Proximity

Long-term presence in each region

A MAJORITY SHAREHOLDER



EFFICIENT AND FLEXIBLE GROUP STRUCTURE, OPTIMIZED CASA TARGET

Capital

Crédit Agricole Group

Capital protection CET 1: $\geq 17\%$
throughout the trajectory

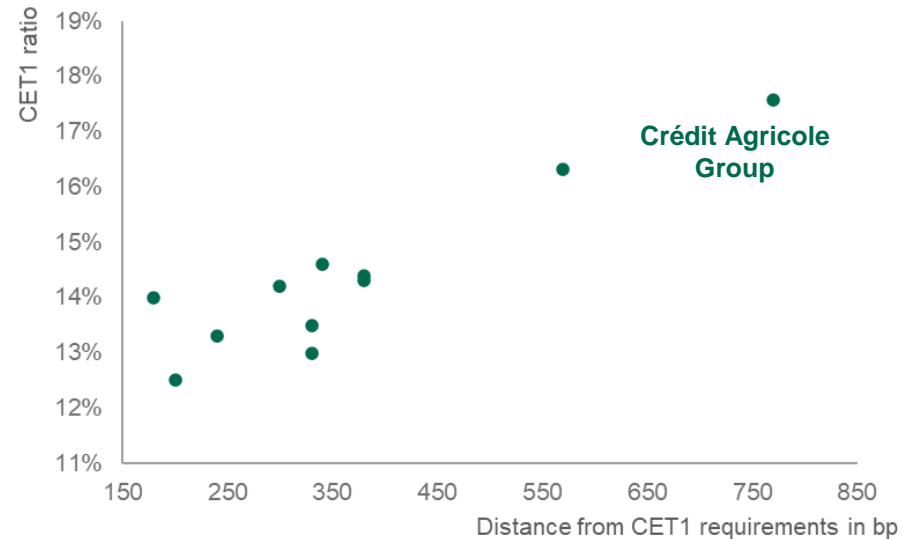
- Structurally **low cost of capital** in line with the mutualist structure
- Close to 75% of **retained earnings**

Crédit Agricole S.A.

Optimised financial structure CET 1: $\sim 11\%$

- **Group support:** demonstrated fluid capital circulation, solidarity mechanism between the CA network members
- **Strength** recognised by rating agencies

Distance from CET1 requirements in bp Phased-in CET1 ratio of European G-SIBs



at end-June 2025

Rating

S&P Global

A+ stable

MOODY'S

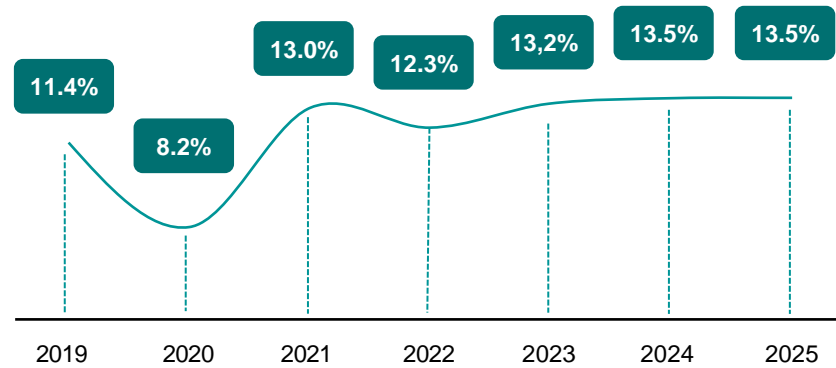
A1 stable

FitchRatings

A+/AA- stable

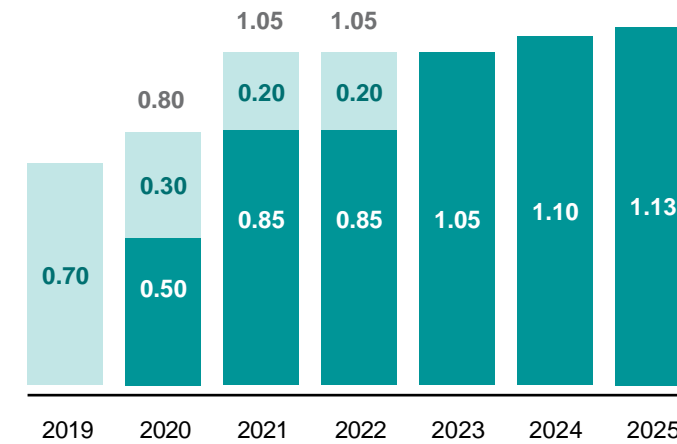
HIGH AND STABLE RETURN, OPTIMIZED YIELD

ROTE



ROTE > 14% in 2028

Dividend



50% Pay-out

CRÉDIT AGRICOLE S.A.

KEY SUCCESS FACTORS



A GROWTH STORY SUPPORTED BY ITS ORGANIC DEVELOPMENT, PARTNERSHIPS AND ACQUISITIONS

Customer capture
France, Italy and Poland

2,100,000
new customers in 2025

**Retail banking
loan production**
France, Italy and Poland

€140bn
+15% 2025/2024

**Premium income
Insurance**

€52bn
+20% 2025/2024

**Net inflows
Amundi**

+€88bn
x1.6 vs 2024

**Corporate and
investment banking**

- #1** EUR Green, Social & Sustainable bonds
- #4** All Bonds in EUR Worldwide
- #2** Syndicated loans – EMEA

Sources 2025: Refinitiv/Bloomberg

Partnerships and shareholdings in 2025



Launch of partnership
in the United States



Purchase of the minority
interests
ROI 2025 ~12%



Partnership and shareholdings
in private assets



Strengthened participation
in Italy
Total ROI ~21%



Long-term partnership
in Belgium



50% shareholding in GAC
Leasing in China

Acquisitions in 2025



Leasing solutions for
German SMEs



Switzerland



Joint acquisition plan by
LCL and CA Assurances
France



Acquisition
in France



Majority stake acquisition
by CA Transitions &
Energies



Proposed acquisition of the
BNPP portfolio in Monaco

EXTERNAL GROWTH OPERATIONS THAT CREATE VALUE

2015–2022: success of past acquisitions > 3 years (examples)

Creval

2021

LYXOR

2021

Sabadell
Asset Management

2020

Santander
Securities Services

2019

KAS BANK

2019

PIONEER
Investments

2017

€8.7bn invested

- ROI 2025 ~ 13%
- ROI at 3Y ~ 11%

2023–2024: value creation already underway on recent acquisitions < 3 years (examples)

Consolidation of business lines and strengthening of expertise in France and Europe

RBC | **RBC Investor Services**
European activities of RBC Investor Services

66% of synergies achieved (12/2025)

BANCO BPM ASSICURAZIONI

alpha

aixigo

Shift for **Mobility** on European level

Degroof Petercam

30% of synergies achieved (12/2025)

VERA Assicurazioni
VERA Protezione

STELLANTIS

MERCA LEASING

Support for **societal transitions**

Office Santé

cettefamille

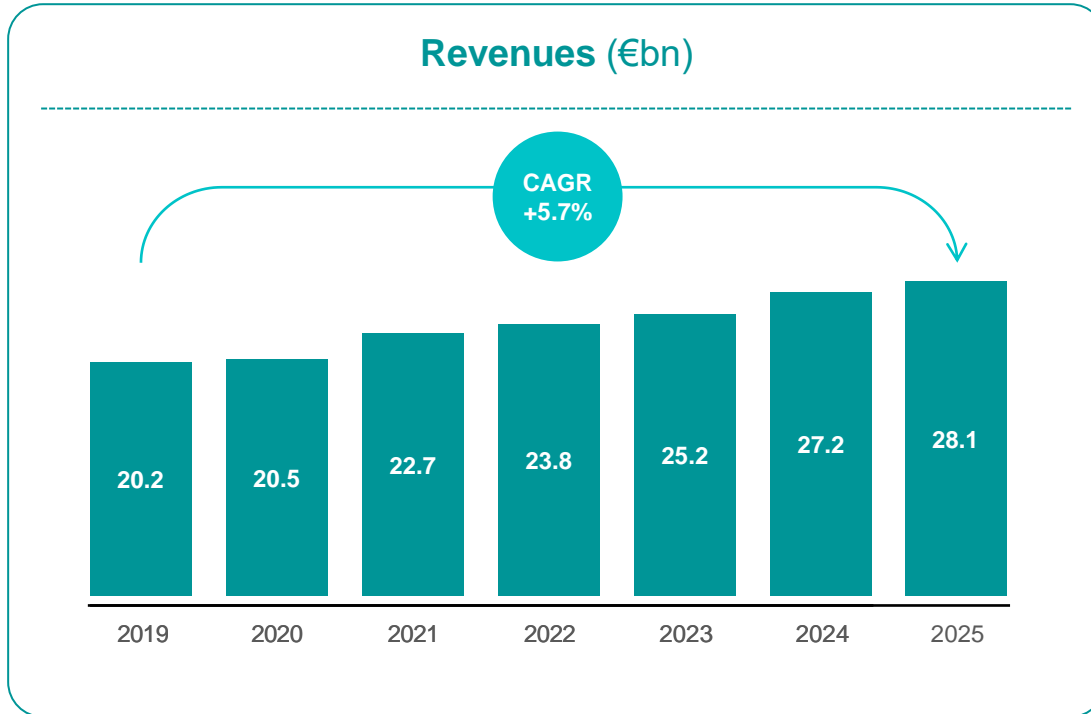
In six European countries
ALD Automotive / **LeasePlan**

€3.7bn invested

Already generating an ROI of ~ 10% for 2025
Criterion: ROI > 10% at 3Y



A BALANCED AND DIVERSIFIED MODEL, RESILIENT TO CHANGES IN THE ECONOMIC ENVIRONMENT



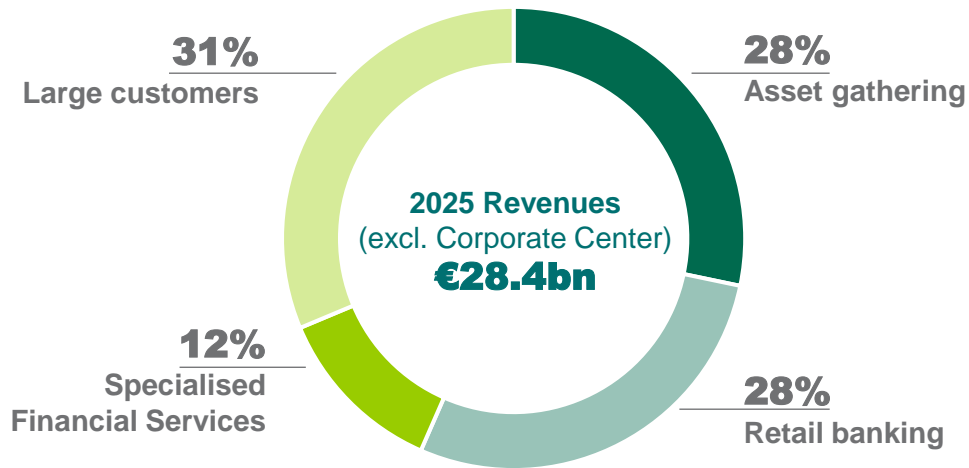
- **No. 1** in revenue growth among European banks over 10 years¹ for Crédit Agricole S.A. (**5.6%**)

- An organic growth model: **70%** of the increase in our revenues², driven by customer capture and equipment
- External growth accounts for **30%** of the increase in our revenues²

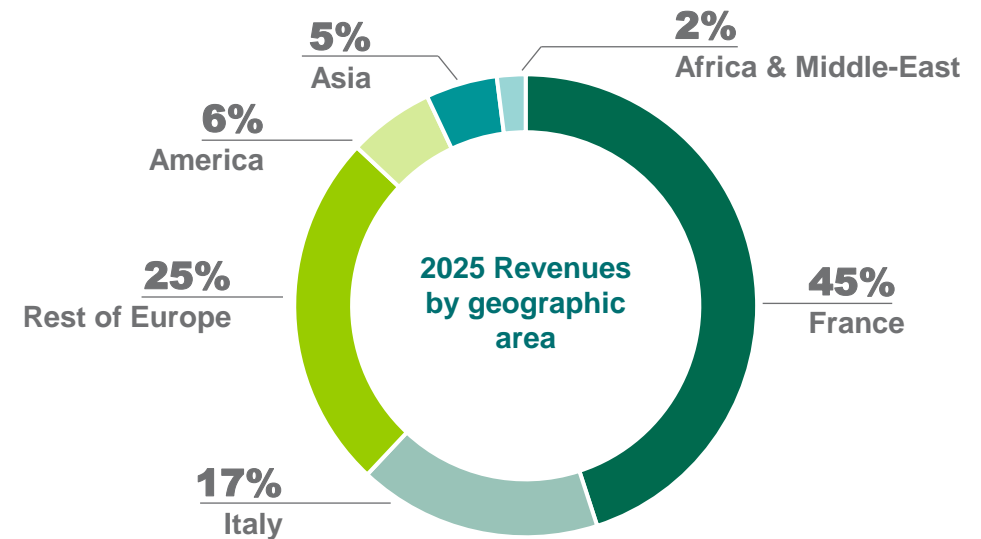
1. CAGR15-24 for a sample of 15 listed peer banks in Europe / 2. Over six years

A BALANCED AND DIVERSIFIED MODEL, RESILIENT TO CHANGES IN THE ECONOMIC ENVIRONMENT

Balanced and growing revenues in all business lines

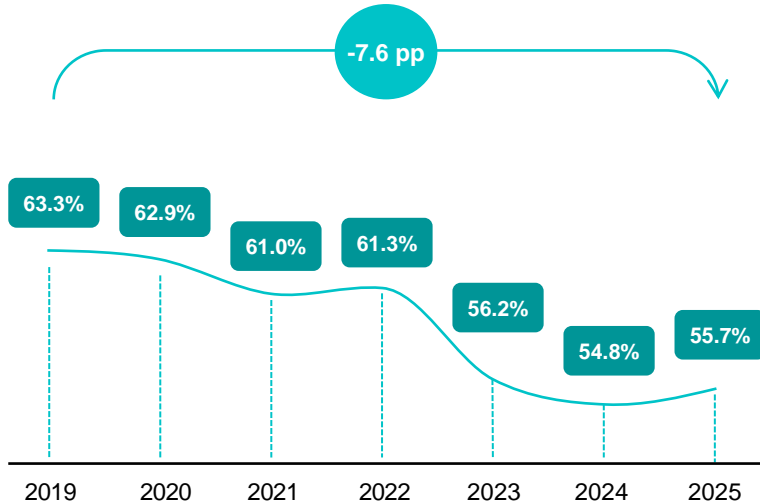


Solid footprint in Europe, growing stronger outside of France



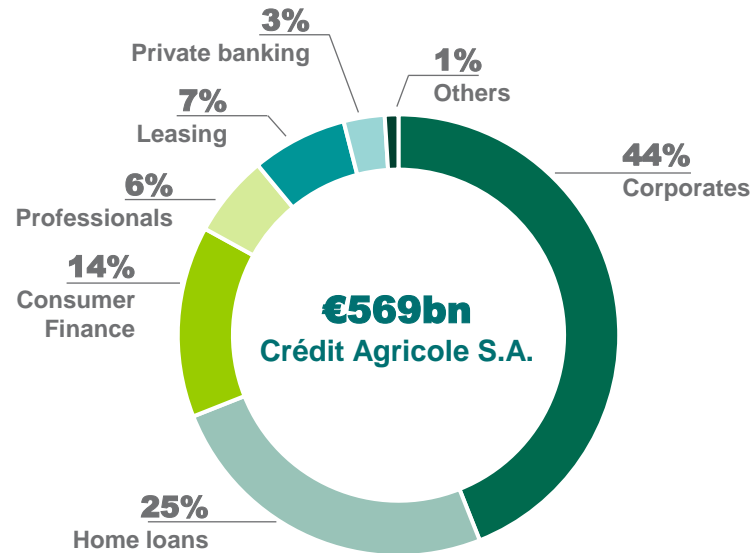
OPERATIONAL EFFICIENCY AND HIGH ASSET QUALITY

Cost / income ratio



Low C/I ratio thanks to a decentralized model

Diversified loan portfolio



CoR / outstandings

35 bp

Low non-performing loans ratio

2.4%

High coverage ratio

71.5%

Increase in loan loss reserves

€9.6bn

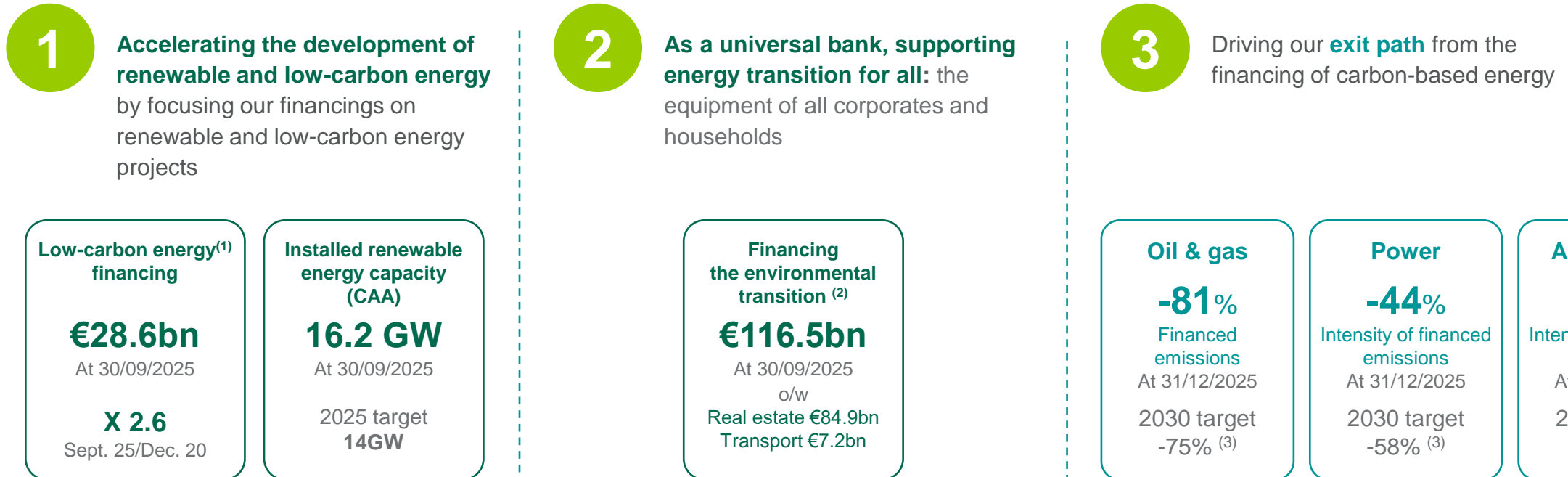
End of December 2025 figures

SUPPORTING TRANSITIONS OVER THE LONG TERM

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

CONTINUED SUPPORT OF THE ENERGY TRANSITION

A transition plan based on three complementary and well-structured priorities



1. Exposures related to low-carbon energy made up of renewable energy produced by the customers of all Crédit Agricole Group entities, including nuclear energy-related exposures for Crédit Agricole CIB.
 2. Outstanding financing of Crédit Agricole Group, directly or through the EIB, according to the Group's internal sustainable assets framework.
 3. Reference year: 2020 – Scope of Power sector: Crédit Agricole CIB and Unifergie (Crédit Agricole Transitions & Énergies).

STRATEGIC PLAN

ACT 20
28

A CONQUERING GROUP, LEADER IN EUROPE, LEADER IN TRANSITIONS, LEADER IN TECHNOLOGIES

60m
customers



~60% revenues
generated
internationally



C/I ratio
< 55%



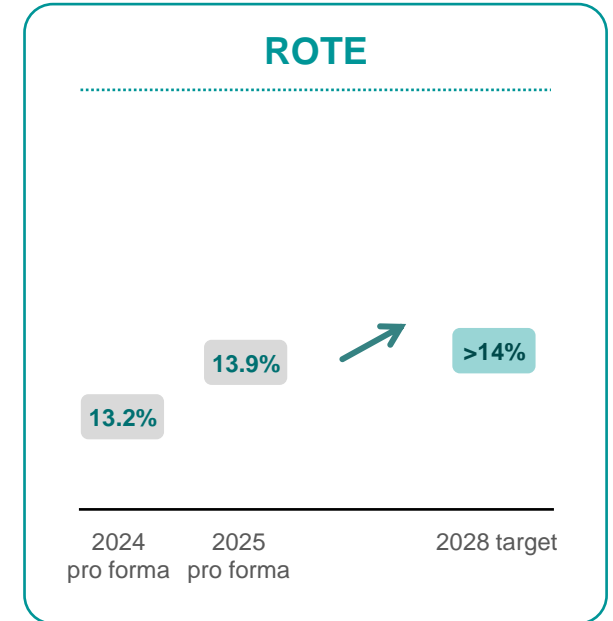
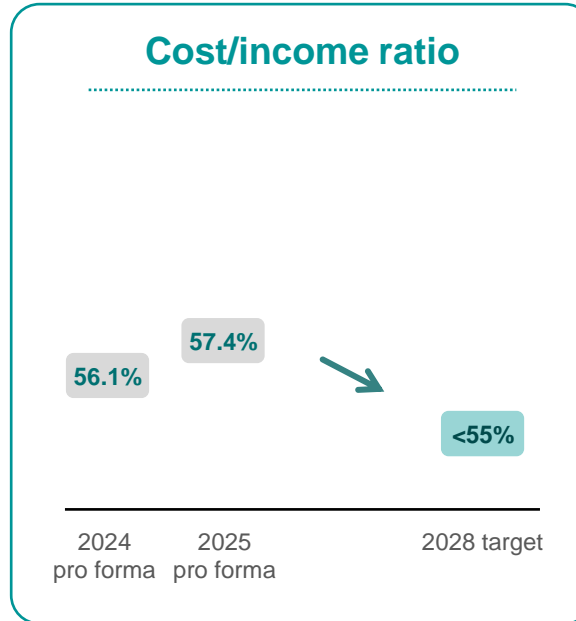
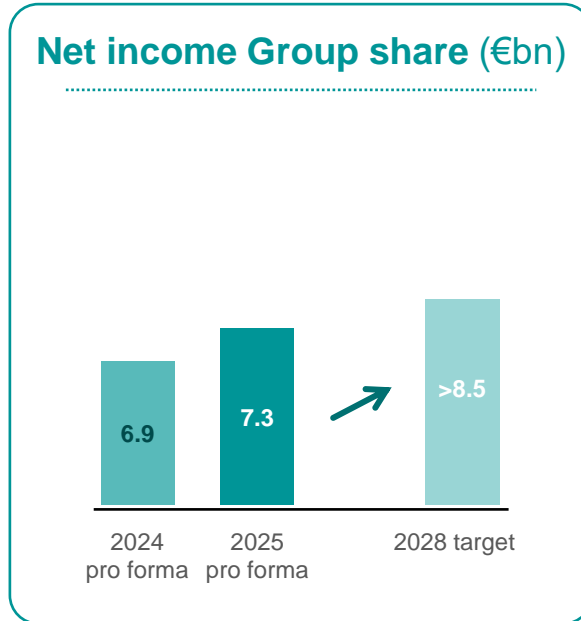
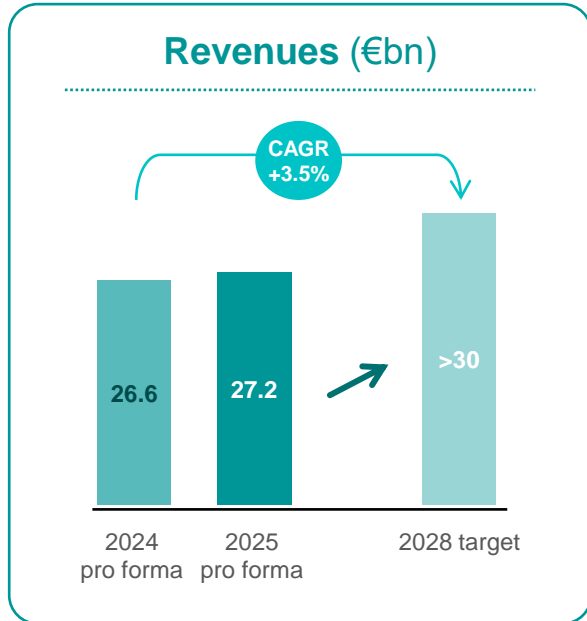
Net income Group
share
> €8.5bn



ROTE
> 14%



2025: A YEAR ALIGNED WITH THE STRATEGIC TRAJECTORY OF THE ACT 2028 PLAN



ACCELERATION

TRANSFORMATION

Development in France

Illustrations



Digitisation of journeys

100% digital Home loan agreement in principle

Young people

Launch of a disruptive solution



100% digital access banking offer

For Pros: *L by LCL Pro*

For individuals



SME and Mid Cap: creation of Indosuez

Corporate Advisory for executive shareholders



International development

Europe: illustrations in Germany

Digital saving platform: on-balance-sheet saving, followed by an off-balance-sheet saving offer in 2027

Everyday banking services with essential banking products

Mid Caps : LCL/CACIB initiative to serve them

Illustration in Asia

CACEIS : branch opening in Singapour

Innovation and performance

Illustrations



Tokenised Finance : first tokenised fund



AI assistant for employees

Data Market Place deployed

Simplification : Finance function first measures (reportings, securitisation expertise center)

LIST OF CONTACTS

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