CRÉDIT AGRICOLE S.A. GOVERNANCE ROADSHOW

19 FEBRUARY 2026

WORKING EVERY DAY IN THE INTEREST OF
OUR CUSTOMERS AND SOCIETY

FINANCIAL COMMUNICATIONS DEPARTMENT

AGENDA

1 INTRODUCTION MESSAGE FROM THE CHAIRMAN OF THE BOARD

2 COMMITTED AND PROACTIVE GOVERNANCE

3 EXECUTIVE COMPENSATION

4 A RESPONSIBLE EMPLOYER

5 THE GROUP'S ESG STRATEGY AND SOCIETAL PROJECT

6 APPENDICES

INTRODUCTION MESSAGE
FROM THE CHAIRMAN OF THE BOARD

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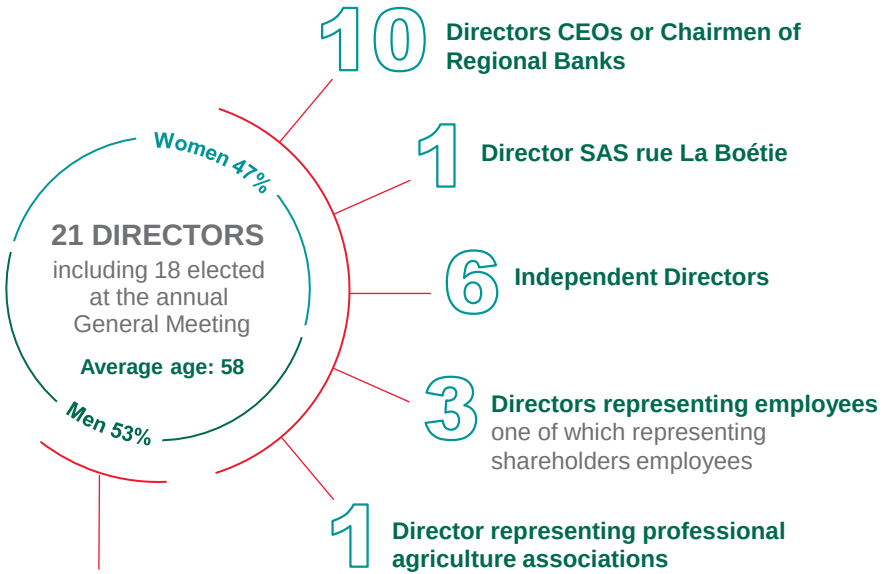
COMMITTED AND PROACTIVE GOVERNANCE

CRÉDIT AGRICOLE S.A.'S GOVERNANCE CORE IDENTITY

- **Crédit Agricole's board is fully Committed…**
  - 21 Directors with 99% attendance
  - 13 meetings including 2 strategic seminars
- **… and Proactive:**
  - Participates actively in the Medium-Term Plan construction, as well as strategic acquisitions (dedicated slide)
  - Fully integrates societal changes and transitions:
    - Development of new business lines for a sustainable transition (with CA Transitions & Énergies) and its commitment ensuring health access for all (with CA Santé & Territoires)
    - Anticipation of France demographic changes and impact on retirement plans: objective of the MTP
  - Reinforces climate commitments and sustainable development (Societal Commitment Committee activity and Durability Report)
  - Anticipates technological evolutions in terms of AI, Cybersecurity and IT risks

BOARD COMPOSITION (1 JANUARY 2026)



Board's independence: **33%**

- excluding the 3 Directors representing employees,
- **in accordance with the AFEP/MEDEF** Code for corporations controlled by a majority shareholder.

11 Directors (majority) representation of Crédit Agricole's Regional Banks: application of the Group's cooperative structure

- **1 SAS Rue La Boétie**
- **3 CEOs**
- **7 Chairmen of Regional Banks**:
  - are neither employees of the Regional Banks nor holders of executive office,
  - are elected among the mutual shareholders (i.e. customers), in accordance with the Regional Banks' cooperative status,
  - are independent under the "cooperative" values but not considered fully independent under the AFEP-MEDEF only because of this mandate.

Age limit for: Directors: 65 / Chairman of the Board of Directors: 67

47% of Board members are women

- Will resign in May 2026
- Reappointment in May 2026
- Appointment in May 2026
- Term of office due to reaching the age limit in May 2026

Directors

Eric VIAL
Raphaël APPERT
Olivier AUFFRAY
Gaëlle REGNARD
Pierre CAMBEFORT
Jean-Pierre GAILLARD
Nicole GOURMELON
Christine GANDON
Pascal LHEUREUX
Christophe LESUR
Arnaud ROUSSEAU
Olivier DESPORTES
Franck ALEXANDRE
Catherine UMBRICHT
Eric WILSON
Agnès AUDIER
Sonia BONNET-BERNARD
Marie-Claire DAVEU
Carol SIROU
Marianne LAIGNEAU
Alessia MOSCA

Non-voting Directors

Pascale BERGER
Richard LABORIE

Representative of the social and Economic Committee

Guillaume MAÎTRE

2025 EVOLUTION OF THE BOARD

EVOLUTION IN THE BOARD COMPOSITION

Appointment of the new Chairman of the Board: Eric Vial

- See dedicated slide

Appointment of 2 Directors

- **Gaëlle Regnard** in replacement of **Hugues Brasseur**, as of March 26th, 2025
- **Franck Alexandre** in replacement of **Dominique Lefebvre**, as of January 1st, 2026

Appointment of 2 non-voting Director as of May 14th, 2025

- **Franck Alexandre**: Chairman of the Alpes Provence Regional Bank
- **Richard Laborie**: CEO of the Languedoc Regional Bank

BOARD'S ACTIVITY: FOCUS ON 2 TOPICS

1. PROCESS OF APPOINTMENT OF A NEW PRESIDENT

- **September 18th: Mr. Dominique Lefebvre announced on his decision to resign from its office of Director and Chairman of the Board**

- **The Appointment and governance Committee in charge of the succession process, with some principles:**
  - Chairman: must have the quality of Chairman of a Regional Bank
  - Unicity of Chairman between FNCA, SAS Rue La Boétie, and Crédit Agricole S.A.
  - 2 step process (i) FNCA and SAS Rue La Boétie election (ii) Crédit Agricole S.A.'s Board's decision

- **Work of the Appointment and governance Committee in S2 2025**
  - Submission to the Board of a role description
  - Hearing of the candidate
  - Evaluation of his fit and proper qualifications and adequacy with the role description

16 December 2025: Board of Directors

- Recommendation of the Committee
- Election of the new Chairman, **Eric Vial**, as of January 1st, 2026

BOARD'S ACTIVITY: FOCUS ON 2 TOPICS

2. MEDIUM-TERM PLAN ELABORATION AND STRATEGIC ACQUISITIONS

- **1/ Board of Directors largely mobilized in the construction of the MTP "ACT 2028"**
  - 2 strategic seminars dedicated to the MTP (April, September)
  - Strategic Diagnosis / review of the main business lines / financial targets
  - November 13th: approbation of the MTP by the Board of Directors
  - November 18th: publication of the MTP

- **2/ Numerous strategic acquisition in 2025, in line with previous and current MTP: examined by the Board, notably:**
  - Strategic partnership between Crelan and the Crédit Agricole Group
  - Joint acquisition by LCL and Crédit Agricole Assurances of Groupe Milleis
  - Building up the capital position in Banco BPM and acceptance by the ECB to hold more than 20%
  - Acquisition of Petits-fils, the leading player in home care services for seniors in France, by Crédit Agricole Santé & Territoires
  - Amundi: joint launch of IPO of SBI Fund management in India / partnership with ICG and acquisition of 9,9% of ICG share Capital

BOARD OF DIRECTORS

THE BOARD OF DIRECTORS
1 Chairman
99% attendance
13 meetings
21 members

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

50
COMMITTEE MEETINGS
A HIGH LEVEL OF ENGAGEMENT COVERAGE OF ALL ASPECTS INCLUDING CSR

- **Appointments and Governance Committee**
  1 Chairwoman*
  100% attendance
  8 meetings
  6 members
  → Proposes or issues opinions on candidates for membership on the Board of Directors or appointment as Corporate Officers.
- **Strategy Committee**
  1 Chairman
  96% attendance
  4 meetings
  7 members
  → Enhances the Group's strategic thinking on growth, investments.
- **US Risk Committee**
  1 Chairwoman*
  100% attendance
  7 meetings
  3 members
  → Monitors risk related to activities conducted directly by the Group's entities in the United States.
- **Compensation Committee**
  1 Chairwoman*
  100% attendance
  6 meetings
  6 members
  → Proposes compensation policies to the Board and ensures their compliance.
- **Audit Committee**
  1 Chairwoman*
  99% attendance
  8 meetings **
  6 members
  → Oversees the financial statement and the sustainability report preparation process.
- **Joint Risk/Audit meetings**
  2 Chairwomen*
  96% attendance
  9 meetings
  9 members
- **Risk Committee**
  1 Chairwoman*
  91% attendance
  7 meetings
  5 members
  → Reviews the Group's risk management strategy, notably for financial, operating and non-compliance risks.
- **Societal Commitment Committee**
  1 Chairman*
  100% attendance
  1 meeting
  6 members
  → Reviews the Group's CSR strategy.

** Independent Chairwoman/Chairman, ** Including 2 joint meetings with the Societal Commitment Committee*

SHAREHOLDERS GENERAL MEETING OF 20 MAY 2026
DRAFT RESOLUTIONS

ORDINARY GENERAL MEETING

- 4 resolutions on the approval of the annual financial statements
- 8 regulated agreements
- 11 resolutions on Board membership (2 appointment, 8 term of office renewals and 1 ratification of cooptation)
- 12 resolutions on the approval of compensation for Executive Corporate Officers and Directors, and identified employees
- 1 resolution authorizing the Board of Directors to purchase or require the company to purchase its treasury shares
- 1 resolution concerning powers for the completion of formalities

EXTRAORDINARY GENERAL MEETING

- 9 resolutions renewing the usual different type of capital increases
- 2 renewal of authorizations for the capital increase reserved for employees
- 1 capital decrease by share annulment
- 1 authorization of the Board of Directors to award existing free performance shares or performance shares to be issued, to some or all of the Company's corporate officers

2026 AGM – DIRECTORS' APPOINTMENT

DIRECTORS' TERMS OF OFFICE APPOINTMENT

2 appointments to be examined by the Appointment and Governance Committee:

- In replacement of **Jean-Pierre Gaillard** (Member of the Appointments and Governance Committee and the Audit Committee)
  - the term of office of the new Director shall be the 2028 AGM

- In replacement of **Nicole Gourmelon** (Member of the Societal Commitment and the Strategy Committee)
  - the term of office of the new Director shall be the 2027 AGM

Term of office: 3 years / Replacement during the term of office: only for the balance of his predecessor's term.

2026 AGM – DIRECTORS' RENEWAL

DIRECTORS' TERMS OF OFFICE RENEWALS

8 Directors' term of office proposed for renewal: due term of office (AGM 20 May 2026)

Independent Directors,

- **Mrs. Agnès Audier**, Chairwoman of the Compensation Committee, member of the Audit Committee and Strategy Committee
- **Mrs. Sonia Bonnet-Bernard**, Chairwoman of the Audit Committee, member of the Risks Committee
- **Mrs. Marie Claire Daveu**, Member of the Compensation Committee, Audit Committee and Societal Commitment Committee
- **Mrs. Alessia Mosca**, Member of the Audit Committee, Risks Committee, United States Risks Committee and Compensation Committee
- **Mrs. Carol Sirou**, Chairwoman of the Risks Committee and United States Risks Committee

Directors from Regional Banks,

- **Mr. Eric Vial**, Chairman, Chairman of the Societal Commitment Committee and member of the Appointments and Governance Committee and Strategy Committee
- **Mrs. Gaëlle Regnard**, Member of the audit Committee
- **Mr. Pascal Lheureux**, Member of the Audit Committee and Appointment and governance Committee

1 Director to be ratified by AGM: Mr. Franck Alexandre, Replacement of Dominique Lefebvre (resignation : 31st December 2025)

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HIGHLIGHTS

In 2025, the Remuneration Committee pursued its work in relation to the governance changes that occurred during the year. **The Remuneration Committee met 6 times in 2025**.

As a result of the end of Mr. Dominique LEFEBVRE's mandate on December 31st, 2025, the Board of Directors of Crédit Agricole S.A. met on December 16th, 2025 and decided to appoint in accordance with Article L225-47 of the Commercial Code **Mr. Eric VIAL as Chairman of the Board of Directors,** effective January 1st, 2026.

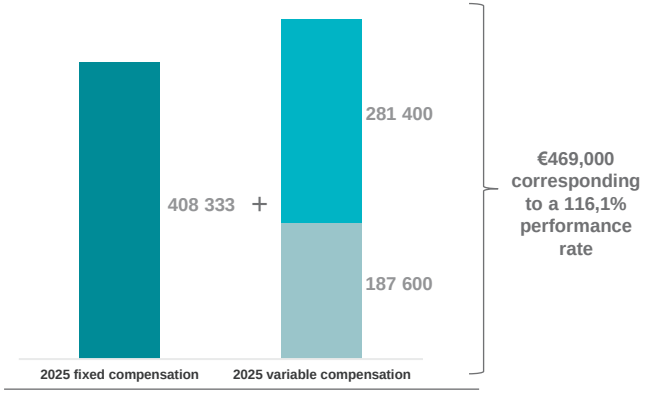
As a result of the end of the mandates of Philippe BRASSAC and Xavier MUSCA , the Board of Directors of Crédit Agricole S.A. met on December 17th, 2024 and decided to appoint **Olivier GAVALDA as Chief Executive Officer** following the Annual General Meeting of May 14th, 2025. In accordance with Article L.225-55 of the Code du Commerce, the mandate of Jérôme GRIVET as Deputy Chief Executive Officer ended upon the appointment of the new Chief Executive Officer. Olivier GAVALDA proposed at the Board of Directors' meeting held on May 14th, 2025 the confirmation of **Jérôme GRIVET as Deputy Chief Executive Officer**.

For 2026, the Remuneration Committee focused on preparing new annual and long-term variable remuneration performance criteria applicable to the CEO and Deputy CEO, **in connection with the new Medium-Term Plan "ACT 2028"**, which was presented at Credit Agricole S.A. investors' day on November 18th, 2025

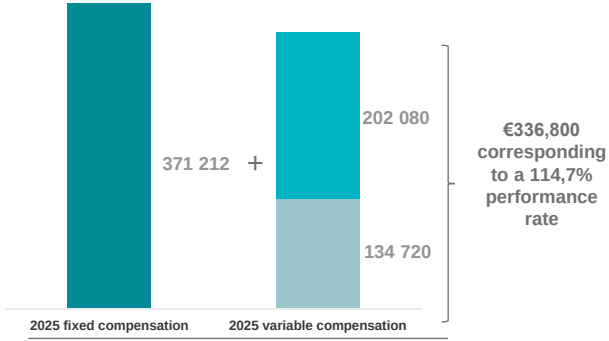
Then, the 2026 Ex Ante remuneration policy integrates these new performance criteria. The latter aim at aligning with the new Medium-Term Plan while keeping some form of continuity in generic topics structure. **More generally our Corporate Officers' compensation policy for 2026 remains very close to the one which applied by the past.**

COMPENSATION AWARDED TO CORPORATE OFFICERS, TO BE VOTED BY SHAREHOLDERS AT THE 2026 ANNUAL MEETING

2025 *EX POST* BEFORE THE GENERAL SHAREHOLDERS MEETING



Philippe BRASSAC
CEO



Xavier Musca
Deputy CEO
Large Clients Division

Executive Corporate Officers whose Crédit Agricole S.A.'s mandate come to an end after the Annual General Meeting of May 14th, 2025 are not eligible for long-term variable compensation in the form of performance shares, in accordance with the recommendations of the Afep-Medef Code.

Annual fixed compensation

Non deferred annual variable compensation

Deferred annual variable compensation

COMPENSATION AWARDED TO CORPORATE OFFICERS, TO BE VOTED BY SHAREHOLDERS AT THE 2026 ANNUAL MEETING

2025 *EX POST* BEFORE THE GENERAL SHAREHOLDERS MEETING

** corresponding to a 120% achievement of the performance target*

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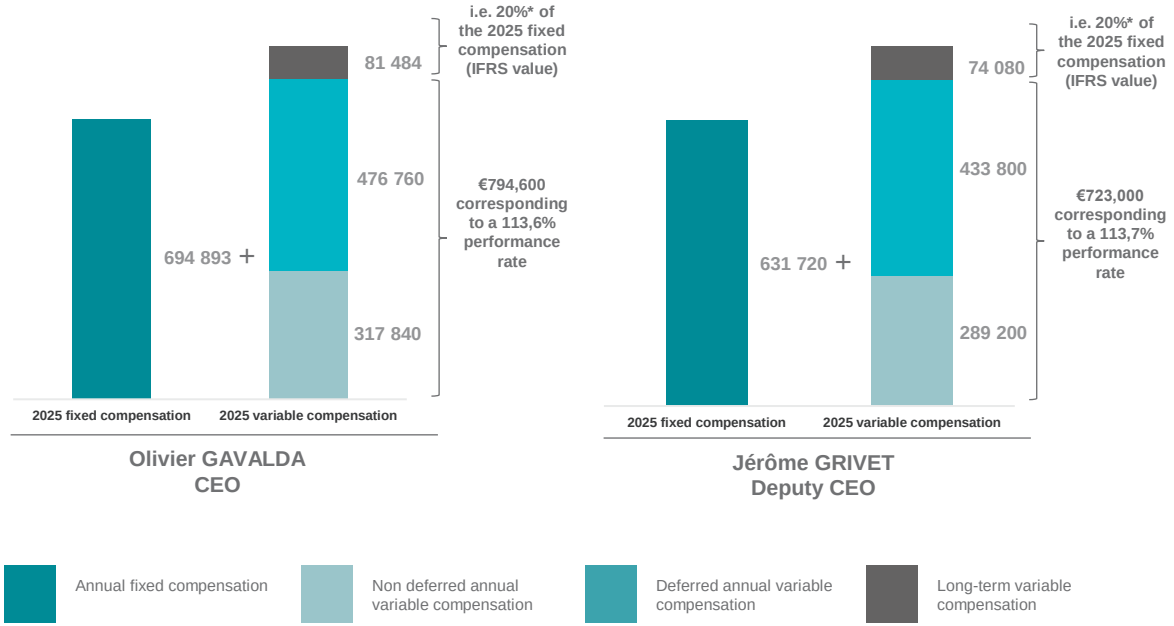
2025 *EX POST* AFTER THE GENERAL SHAREHOLDERS MEETING



** corresponding to a 120% achievement of the performance target*

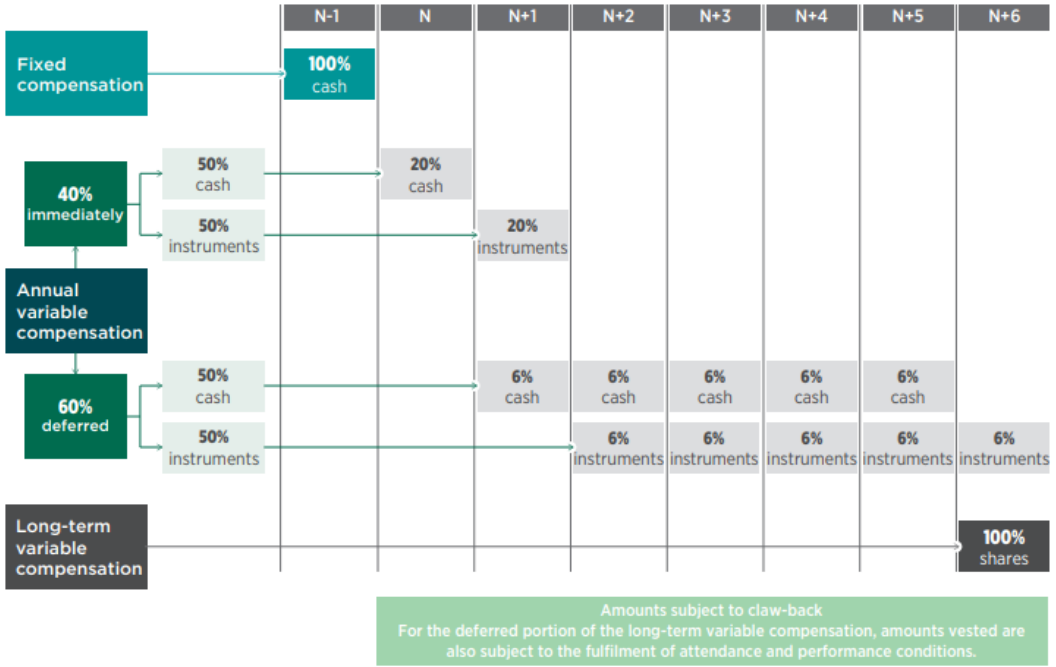
COMPENSATION AWARDED TO CORPORATE OFFICERS, TO BE VOTED BY SHAREHOLDERS AT THE 2026 ANNUAL MEETING

2026 *EX ANTE*

Executive Corporate Officers receive fixed, annual and long-term variable compensation and peripheral components of remuneration, adapted to their specific targets, in line with the Group's reward policy.

The structure and vesting of remuneration over time for the Executive Corporate Officers is unchanged and presented opposite:

STRUCTURE OF COMPENSATION OVER TIME



COMPENSATION AWARDED TO CORPORATE OFFICERS, TO BE VOTED BY SHAREHOLDERS AT THE 2026 ANNUAL MEETING

2026 *EX ANTE*

FIXED COMPENSATION

Eric Vial, Chairman : 625,000€, same as predecessor and no variable component

Olivier Gavalda, CEO : 1,100,000€, unchanged

Jérôme Grivet, Deputy CEO : 1,000,000€, unchanged

COMPENSATION AWARDED TO CORPORATE OFFICERS, TO BE VOTED BY SHAREHOLDERS AT THE 2026 ANNUAL MEETING

2026 *EX ANTE*

ANNUAL VARIABLE COMPENSATION

- **60% based on financial criteria**, unchanged
- **40% based on non-financial criteria, with CSR accounting for 20%**, defined each year by the Board of Directors on the recommendation of the Compensation Committee, unchanged

Target amounts set at:

- 100% of base salary for the CEO, unchanged
- 100% of base salary for the Deputy CEO, unchanged.

A global cap of 120% of base salary applies to both the CEO and the Deputy CEO *(for annual variable compensation, LTI excluded)*, unchanged.

Performance criteria are aligned with the **new Medium-Term Plan "ACT 2028"**.

OBJECTIVES			O. GAVALDA CEO	J. GRIVET Deputy CEO
Economic criteria (60%)		Crédit Agricole S.A's Group Perimeter : Net income Group share - Cost/income ratio – RoTE (equally weighted)	60%	60%
Non-economic CSR criteria (20%)	Societal CSR (10%)	*Intensify our impact to support regional vitality and a just transition and addressing the intergenerational challenges of demographic transition*	5%	5%
		Get everyone on board and increase accountability to enhance performance	5%	5%
	Environmental CSR (10%)	*Achievement of a green-brown ratio of 90/10*	4%	4%
		Crédit Agricole Group's contribution to financing of transitions of €240 billion	3%	3%
		Achievement of CIB Sustainable Finance revenues of €1 billion	3%	3%
Non-economic criteria (20%)	Acceleration		8%	7%
	Transformation		5%	4%
	Risk management and compliance		7%	9%

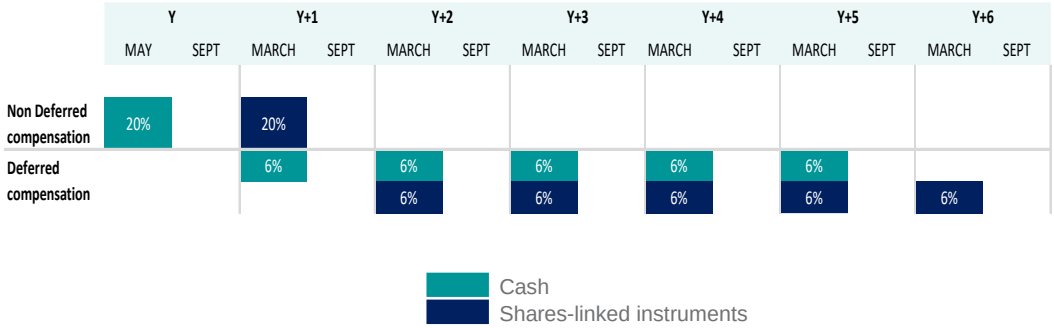
COMPENSATION AWARDED TO CORPORATE OFFICERS, TO BE VOTED BY SHAREHOLDERS AT THE 2026 ANNUAL MEETING

2026 *EX ANTE*

ANNUAL VARIABLE COMPENSATION

Terms of vesting of annual variable compensation are unchanged:

- **60%** of variable compensation is deferred,
- The vesting period is of five years (vesting by fifth),
- Vesting is subject to the achievement of **a single performance criterion, the pre-tax RoTE of more than 5%**,
- **Both deferred and non-deferred** compensations are split **half in shares-linked instruments and half in cash**,
- Each share-linked amount is subject to a **12-month retention period post vesting**.



COMPENSATION AWARDED TO CORPORATE OFFICERS, TO BE VOTED BY SHAREHOLDERS AT THE 2026 ANNUAL MEETING

2026 *EX ANTE*

LONG TERM VARIABLE COMPENSATION

Performance shares rant may represent up to 20% of the fixed compensation at a maximum. Each plan features are as follows :

- A vesting period of **five years**, unchanged
- A **1-year retention period** as from the date of vesting, unchanged
- In addition, the Executive Corporate Officers are required to retain, until the end of their functions, 30% of the shares vested each year, unchanged
- A 20% upside is achievable, unchanged
- The economic and stock market criteria remain unchanged
- The environmental and societal CSR performance criteria are aligned with the new **Medium-Term Plan "ACT 2028“** objectives. The climate linked performance criteria are in the continuity of those of the past plans

OBJECTIVES		PONDERATION
Financial performance	Net Income Group share	33.3%
Stock performance	Price to Tangible Book Value	33.3%
Environmental and Societal performance	Achieving carbon neutrality by 2050	21%
	Preparation of management succession through an integrated talent approach via strategic pools (diversity, international, expert profiles)	12.3%

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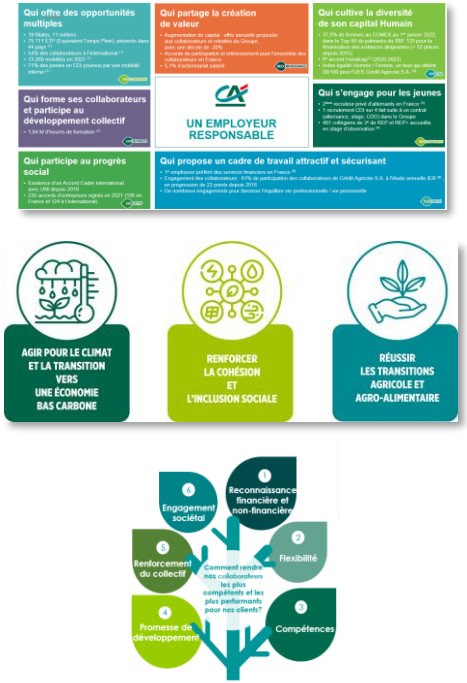
OUR HR STRATEGY TO SUPPORT OUR HUMAN AND SOCIETAL PROJECTS



- **Our 7 commitments as a responsible employer**
- **HR drivers feeding our Human and Societal projects:**
  - Historical projects: Youth Plan and Diversity
  - Ongoing major projects: develop new skills to support transformations and ensure sustainable employability and adaptability of employees & expand AI global culture
- **Our 2022-2025 MTP built around 6 HR topics**
- **New MTP ACT 2028 launched last November**

That offers multiple opportunities

DEVELOPMENT

- 81,244 FTE employees (of which 52.9% work outside France), present in over 45 countries
- Working in a wide variety of companies and roles
- 17,919 new permanent positions filled, of which:
  - ✓ 11,003 job transfers from employees already within the Group, representing 61% of permanent positions filled
  - ✓ 6,916 recruitments from outside the Group

That shares value creation

RECOGNITION

Profit-sharing mechanisms in place in all companies of Crédit Agricole S.A.:

- Recognised profit-sharing practices that include incentives
- Capital increase: an annual discounted share offer made available to the Group's current and retired employees in 20 countries, representing over 90% of Crédit Agricole S.A. employees, with 6.53% of share capital held by employees and former employees

That nurtures diversity in its human capital

SOCIETAL

- Women in the Executive Committee: 29.4%
- Women in the Top Management (1): 25.8%
- Women managers: 40.2%
- Promotions that concerned women(2): 57.78%
- Employment rate of disabled people in 2024(2): 5.95%
- 134 nationalities
- Over 55s among Crédit Agricole S.A. employees: 18.1%

That fosters equal opportunities by training its employees and taking part in collective development

SKILLS

- Nearly 2.6 million hours of training provided, of which 54% concerned the development of hard skills
- LinkedIn Learning partnership rolled out in 2024, with 30,700 employees accessing content and an average 64 minutes of training
- Partnerships with renowned higher education institutions
- All active employees undergo an annual appraisal

CRÉDIT AGRICOLE S.A.

A RESPONSIBLE EMPLOYER

2024 data

That commits to young people

DEVELOPMENT

- 301 mid-school pupils from priority education networks accepted for a corporate shadowing internship at Crédit Agricole S.A. in France
- 13,276 young people welcomed within Crédit Agricole S.A. throughout 2024
- Under-30s in recruitments: 44.2%
- Under 30s in permanent employment within Crédit Agricole S.A.: 13.1%

That takes part in social progress

COLLECTIVE

- Global Agreement signed with UNI Global Union in place since 2019, renewed and valid until end 2027
- 195 corporate agreements signed in 2024 (80 in France and 115 outside France)
- 100%(3) of employees worldwide covered by a fully paid 28-day paternity leave
  100%(3) of employees worldwide covered by a fully paid 16-week maternity leave

That offers an attractive and secure working environment

FLEXIBILITY

- 84% accountability rate, indicated by the annual employee survey (85% participation rate in 2024)
- Employee recommendation of 79%, its highest level since the implementation of Crédit Agricole S.A.'s first annual survey
- A number of commitments that foster work-life balance (childcare, academic support, leisure activities for employees and their children, healthcare provisions, sports offer etc.)
- Environmental certifications of the Group's main Paris area campuses as regards bird life, biodiversity and ecological site management

That helps us work every day in the interest of our customers and society

Impact on **6** of the UN's **17** Sustainable Development Goals

(1) Chief Executive Officers, Deputy General Managers and Directors appointed by internal processes.
(2) Scope covered: Crédit Agricole S.A. in France
(3) Excluding entities currently being integrated (roll-out underway)

HUMAN-CENTRIC PROJECT

2025 SUCCESSES BUILT ON THE 6 HR TOPICS OF THE 2025 MTP

Societal commitment

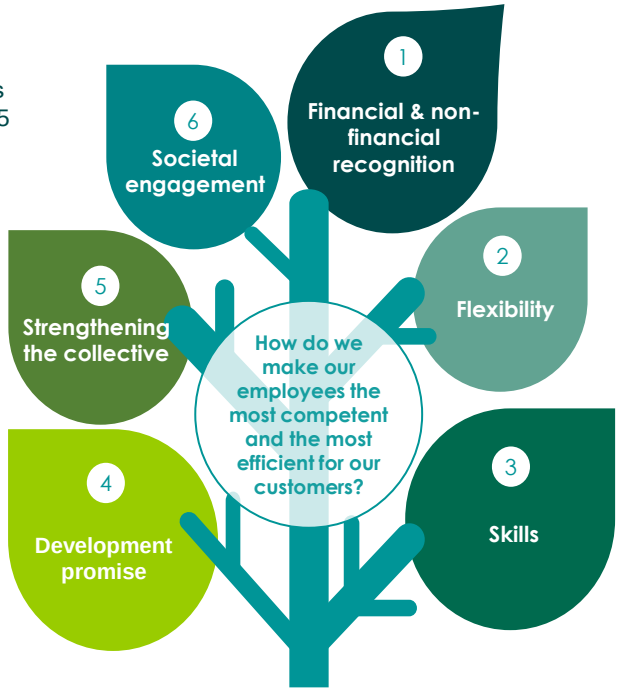
- **Diversity:** 40% of women in Crédit Agricole S.A.'s Executive Committee and in the Top 1000 by 2025
- **Skills sponsorship:** up to 5 days per year for 10 entities in France in 2025

Strengthening the collective

- **Group mobility charter (signed on 12/11/2024)** to simplify professional mobilities within a shared and structuring framework

Development promise

- **Youth plan: more than 50,000 young people welcomed and supported** in France and abroad between 2022 and 2025
- **2025 HUMPACT award** for youth employment in France



Financial and non-financial recognition

- **More than EUR 1bn** collective variable compensation paid out to Crédit Agricole S.A. French employees **at end 2025**
- **Employee shareholding rate >5%** (CAC40 Top 10)
- **Maternity and paternity leave** in place across all countries

Flexibility

- **Remote working arrangements** for all Crédit Agricole S.A. entities
- **Special agreements** in place to help employees better manage personal and professional demands

Skills

- **ESG training for all :** 98% of staff trained over the period of the 2025 MTP
- **AI for all:** upskilling all Crédit Agricole S.A. employees on AI by developing and making available awareness-raising training on this technology
- Roll-out of an **online career and training platform partnership**, available to all employees worldwide

OUR 2025 AMBITIONS & OUR HUMAN PROJECT

CONCRETE COMMITMENTS IN PROGRESS

	Diversity			Youth Plan and social diversity	International	Disability
Our 2025 objectives	**50%** of women in our strategic talent pools	**40%** of women in the top 1000**	**40%** of women on the Executive Committee	**50,000** young people supported by the Group	**30%** of international profiles in succession plans	Employment rate of disabled people in the **Top 3** of the financial sector
2025*	**53%** of women in our Junior pool at 31/12/2025	**39%** at 31/12/2025	**33,33%** at 31/12/2025	**51,619** young people supported by Crédit Agricole S.A. at 31/12/2025	**33%** at 31/12/2025	**Top 3** in 2024

2025 non-audited figures
*** Top 1000: community of leaders and managers covering all business lines and functions worldwide*
**** Provisional figure at end 2025. The final figure will be known and published in Q2 2026*

6,22%* ** Employment rate of disabled people for Crédit Agricole Group

+

7th **Disability Agreement** ongoing until end 2025

DEVELOPING NEW SKILLS

A wide variety of training opportunities to boost the employability and adaptability of employees

2.7 million training hours in 2025

Roll-out of a partnership with an online career and learning platform to develop the skills and potential of all employees

AI for all to ensure upskilling of all employees by developing and rolling out acculturation training on this technology.

Project to implement worldwide an immersive Executive Programme to enhance the Group's common culture and its transformation, support significant changes to business lines and their professions, boost the emergence of new international leaders and executives, all in the service of the ACT 2028 MTP.

2025: ROLL-OUT OF ACTIONS & RESULTS

Disability

8th Disability Agreement (2026-2028)

Objective of at least 150 new recruitments over the term of the agreement

IC

Trust Index

Measures the Group's managerial and cultural transformation:

High level of participation rate in 2025 (80%)

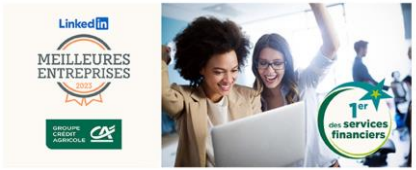
High level of employer recommendation in 2025 (78%)

Global agreement

Global agreement signed with UNI Global Union in 2023 – valid until 2027 – which strengthens the common foundation of employee guarantees and protections within the Group, in particular a **28-day paid paternity leave** for all employees worldwide by end 2025

Employer brand ranking

LinkedIn Top Companies 2024 – **3rd among financial services**



Potential Park 2025: **2nd of the general rankings / leader of the Banking and Financial Services sector**

OUR HR STRATEGY FOR ACT 2028 MTP

Empower to **accelerate**

- Anchor empowerment culture
- Facilitate multicultural mindset
- Simplification and efficiency

Transform through skills

- Skills based organization
- AI and emerging skills
- Innovative career paths

Promote cohesion

- Trust culture and index
- Global onboarding program
- Leadership program: ACT 2028

International

D&I

AGENDA

1 INTRODUCTION MESSAGE FROM THE CHAIRMAN OF THE BOARD

2 COMMITTED AND PROACTIVE GOVERNANCE

3 EXECUTIVE COMPENSATION

4 A RESPONSIBLE EMPLOYER

5 THE GROUP'S ESG STRATEGY AND SOCIETAL PROJECT

6 APPENDICES

OUR SOCIETAL PROJECT HIGHLIGHTS

STRUCTURED GOVERNANCE AT THE HEART OF OUR GROUP

Scientific Committee

Clarifies, through the specific expertise of each of its members, the questions related to the implementation of the climate strategy and prepares guideline recommendations

A NEW GLOBAL ORGANIZATION PLACING ESG COMMITMENTS IN THE STRATEGIC TRANSFORMATION DIVISION

A GROUP-WIDE COMMITMENT TO TRANSFORMATION

Target 2028: more than 10 points of market share of new electrical vehicles financing vs the market

Crédit Agricole Personal Finance & Mobility

- Rebranding (formerly CA Consumer Finance) to reflect support for new costumers' needs
- Ambition to become a European leader in personal finance and the leader in electric mobility

Amundi

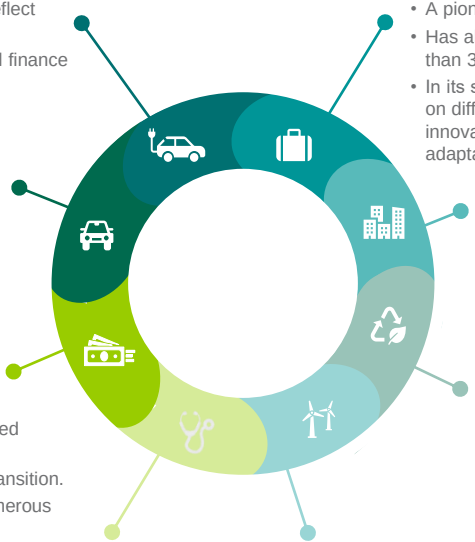
- A pioneer and leader in responsible investment
- Has already divested from companies which generate more than 30% of their business from unconventional hydrocarbons
- In its strategic Plan 2028 "Invest for the future" Amundi builds on differentiating global leadership through continued innovation in the areas of blended finance, climate change adaptation, natural capital, and engagement.

+€600m Amundi Finance and Solidarity fund outstandings (2024)

10 regional offices within 3 years

Agilauto Share

- Supporting rural residents in their transition to green mobility and combating inequalities in access to mobility
- Implementation of 100% electric rural car sharing
- "Agilauto Partage PRO" also supports companies and local authorities through personalised B2B solutions.



LCL

- Implementation of the ECORENOV'LCL platform to help individuals evaluate energy efficiency cost
- Development of an ecosystem of partners "SmartBusiness" and an increasing share of financing indexed on ESG criteria

€2.1bn in ESG-linked or index-linked financing

€29.8bn in green assets aligned with the Group's Green Bond Framework criteria

Crédit Agricole CIB

- Financing clients' transition projects towards a more sustainable economy (indexed loans and bonds, indexed financing)
- Providing investors with investment solutions for the transition.
- Maintains its leadership by participating in building numerous market principles

Promoting the circular and user-driven economy

Financing related to the new industrial sectors of the circular economy

Target 2028: 560M€ of circular economy factoring and leasing production (+100% vs 2024) by CAL&F

42 nursing homes, 12 health centres, 71 shared accommodations for seniors and four territorial remote consultation platforms (2024)

Crédit Agricole Santé & Territoires

Responds to 2 major societal challenges:

- Facilitating access to healthcare in a context of growing medical desertification
- Contributing to adapting to an increasingly ageing society

Crédit Agricole Transitions & Énergies

Supports and facilitates the environmental transitions through 3 activities:

- Financing and investing in renewable energy projects
- Marketing of carbon-free electricity through direct distribution, in cooperation with local players
- Advice on transition, supporting the energy efficiency initiatives of the Group's customers

Target: Structure and finance €15bn of renewable energy projects from 2020 to 2030

A CLIMATE STRATEGY THAT ACCELERATES SUSTAINABLE BUSINESS

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

1 **Accelerating the development of renewable and low-carbon energy**
by focusing our financings on renewable and low-carbon energy projects

Low-carbon energy(1) financing
€28.6bn
As of 30/09/2025
X 2.6
Sept. 2025/Dec. 2020

Installed renewable energy capacity (CAA)
16 GW
As of 30/09/2025
2025 target
14 GW

2 **As a universal bank, supporting energy transition for all:**
the equipment of all corporates and households

Financing the environmental transition (3)
€116.5bn
As of 30/09/2025
o/w
Real estate €84.4bn
Transport €7.2bn

3 Driving our **exit path** from the financing of carbon- based energy

Oil & gas
-81%
Financed emissions
At 31/12/2025
2030 target
-75% (3)

Power
-44%
Intensity of financed emissions
At 31/12/2025
2030 target
-58% (3)

Automotive
-24%
Intensity of financed emissions
At 31/12/2025
2030 target
-50% (3)

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. Portfolios of CAA (listed securities, listed securities under mandate, and unlisted securities) and of *Amundi Transition Energétique.*
3. Outstanding financing of Crédit Agricole Group, directly or through the EIB, according to the Group's internal sustainable assets framework.

OUR NET ZERO STRATEGY (2020 -2030)

10 selected business sectors representing 75% of CA Group's financed emissions and 60% of its outstandings

Power
-58%
224 >> 95
gCO_2e/kWh
Progress at end-2025:
-44%

Residential Property
Commitment of means(1)
22.4 >> 12.4
$kgCO_2e/m^2$

Commercial Property
-40%
36 >> 22
$KgCO_2e/m^2$
Progress at end-2025:
-19%

Automobile
-50%
190 >> 95
gCO_2e/km
Progress at end-2025:
-24%

Agriculture
Supporting the profession's Roadmaps**

Aviation
-25%
1,003 >> 750
gCO_2e by RTK
Progress at end-2025:
-17%

Shipping
-36%
6.22 >> 3.98
gCO_2 per DWT.nm
Progress at end-2025:
-16%(3)

Steel
-26%
1.88 >> 1.4
tCO_2e/t
Progress at end-2025:
-11%

Cement
-20%
671 >> 537
$KgCO_2e/t$
Progress at end-2025:
-5%

Oil & Gas
-75%
24.3 >> 6.1
$MtCO_2e$
Progress at end-2025:
-81%

Press Release: Credit Agricole accelerates its climate Commitments:

https://www.credit-agricole.com/en/finance/financial-press-releases/credit-agricole-accelerates-its-climate-commitments

1. Supporting property owners to contribute to achieving the French target of 12.4 kgCO2e /m² per year in 2030 (CRREM FR version 2021): decarbonization will be based on the mobilization of all stakeholders: the will of each owner, working in synergy with local players, existence of a public policy, incentive and structuring of an efficient building sector
2. Supporting the agricultural world in its decarbonization approach while strengthening food sovereignty, by putting itself at the service of the roadmaps set by the profession and the sectors, at the level of the French Farm and the holding
3. Data at end-2024

NATURE COMMITMENTS: ACHIEVEMENTS

2023

Publication of a public position paper on biodiversity in 2023

This statement allows us to structure our approach at Crédit Agricole S.A. level and provides for the first time a global vision of all our actions around 5 priorities

Available on our website :
Statement on biodiversity and natural capital | Crédit Agricole

2025

UPDATE & Extension of our Deforestation sectoral policy

- Compliant with latest EU regulation
- Includes 5 new commodities, total of 7
- Extended to CASA entities concerned
- Application to the whole value chain
- Possibility of exiting most risky counterparties before end 2027 target date

Available on our website :
Sectoral policies

SAFEGUARDING OCEANS: RECENT PLEDGE AGAINST DEEP-SEA MINING PROJECTS

- In June 2025, Crédit Agricole took part in BEFF*/UNOC to share its insights on its blue economy initiatives :
  - Amundi's engagement with issuers on ocean-related topics, including plastics
  - CACIB's sectoral policy to decarbonise maritime transport
- To demonstrate our continued commitment to ocean protection, the Group pledged not to finance deep-sea mining (DSM) projects[1]
- This recent pledge on DSM aligns with Crédit Agricole's 2023 Declaration on Biodiversity and Natural Capital, highlighting CASA's priority actions to tackle the nature crisis

* Blue Economy & Finance Forum

Celebration of UNOC commitments by Government officials, NGO's and business partners

[1] DSM project financing: no financing until it has been proven that such extraction operations can be carried out without having significant impacts on marine ecosystems

OCEANS | THE GROUP'S OCEAN-RELATED INITIATIVES

CRÉDIT AGRICOLE CIB

- Sectoral policy for maritime transport
- Reduction of GHG emissions intensity by 36% by 2030 in marine transportation (NZBA)
- Member of the Poseidon Principles and Equator Principles

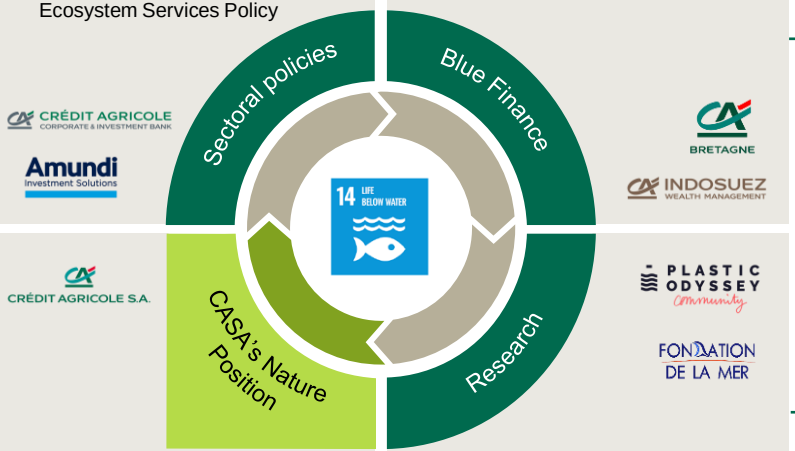
AMUNDI

- Integration of biodiversity issues (including oceans) into **analysis** and **scoring processes**
- **Engagement strategy** to support the identification of issues and the improvement of the performance of activities with a negative impact. Commitment to risk sectors related to the oceans: DSM, plastic, etc.
- **Investment**: biodiversity funds based on the 3 pillars: avoid, reduce, promote

Responsible financing and **investment policies** includes the oceans (*directly and indirectly*)

- CA-CIB Maritime Sector Policy
- Amundi's Biodiversity and Ecosystem Services Policy

Supporting blue economic actors through **blue bonds, sustainability-linked loans**, etc.



2023 **Declaration on Natural Capital and Biodiversity** (including oceans)

Contributing to research to **protect and restore marine ecosystems** (sponsorship, partnership)

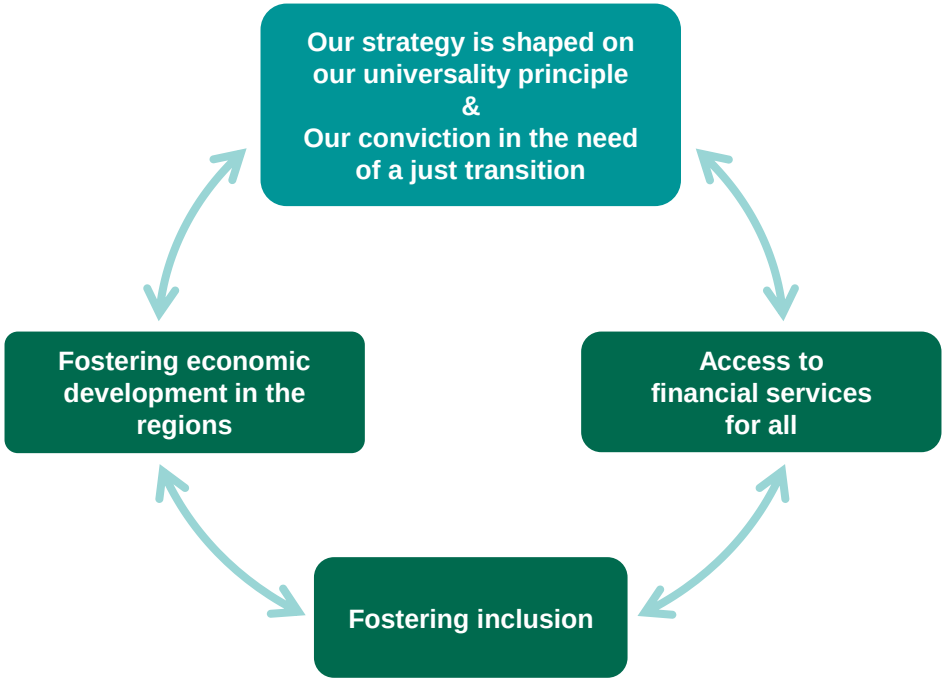
BLUE ECONOMY EXAMPLES

- **Crédit Agricole in Brittany**: an Ocean Sector (Filière Mer) was established in 2014 to promote blue economic development in the region
- **CACIB** supported one of the very first floating wind projects in the Mediterranean Sea

OCEAN-RELATED PHILANTHROPY

- **Indosuez Blue Cycle:** Programme for water and ocean preservation
- **Living Beaches (MHNH):** Observation of the biodiversity of on beaches
- **Floating Reef (Pure Ocean):** Eco-designed buoy to study the impact on marine biodiversity
- **A Gesture for the Sea Upcycling (Fondation de la Mer):** Development of local recycling channels

OUR SOCIAL STRATEGY ROOTED IN OUR COOPERATIVE AND MUTUALIST VALUES



UPDATE OF CRÉDIT AGRICOLE GROUP SOCIAL FINANCING FRAMEWORK IN 2025

Aligned with best market practices

- **More demanding eligibility criteria** for almost all the eligible assets
- **More transparency on the process** for selection and evaluation
- **New commitments on the reporting** such as new disclosure on the eligible portfolio
- **Updated exclusion list** for the Framework

Overview of the key changes

Use of Proceeds update

- **New type of eligible category such as access to education**
- **New type of eligible assets includes:**
- **More demanding criteria for certain eligible assets:**
  - Updated exclusion list of activities

Reviewed by external reviewer

- The Update of the **Second Party Opinion** from **Moody's Ratings** is publicly available on the Crédit Agricole S.A. website.
- A scoring of **SQS2 which highlights the best market practices** followed by the Group has been given by Moody's.

The document is available here

CA HEALTH & TERRITORIES' ACHIEVEMENTS

Positioned as an actor accompanying the transformation of the primary care system in France with real legitimacy acquired with the ecosystem (elected officials, ARS, Health Insurance, Orders…)

Three operations that have created a "toolbox" for access to care

officesanté
Health centers and nursing homes
Holding rate 78%

omedys
Assisted and augmented telemedicine solutions
Holding rate 94%

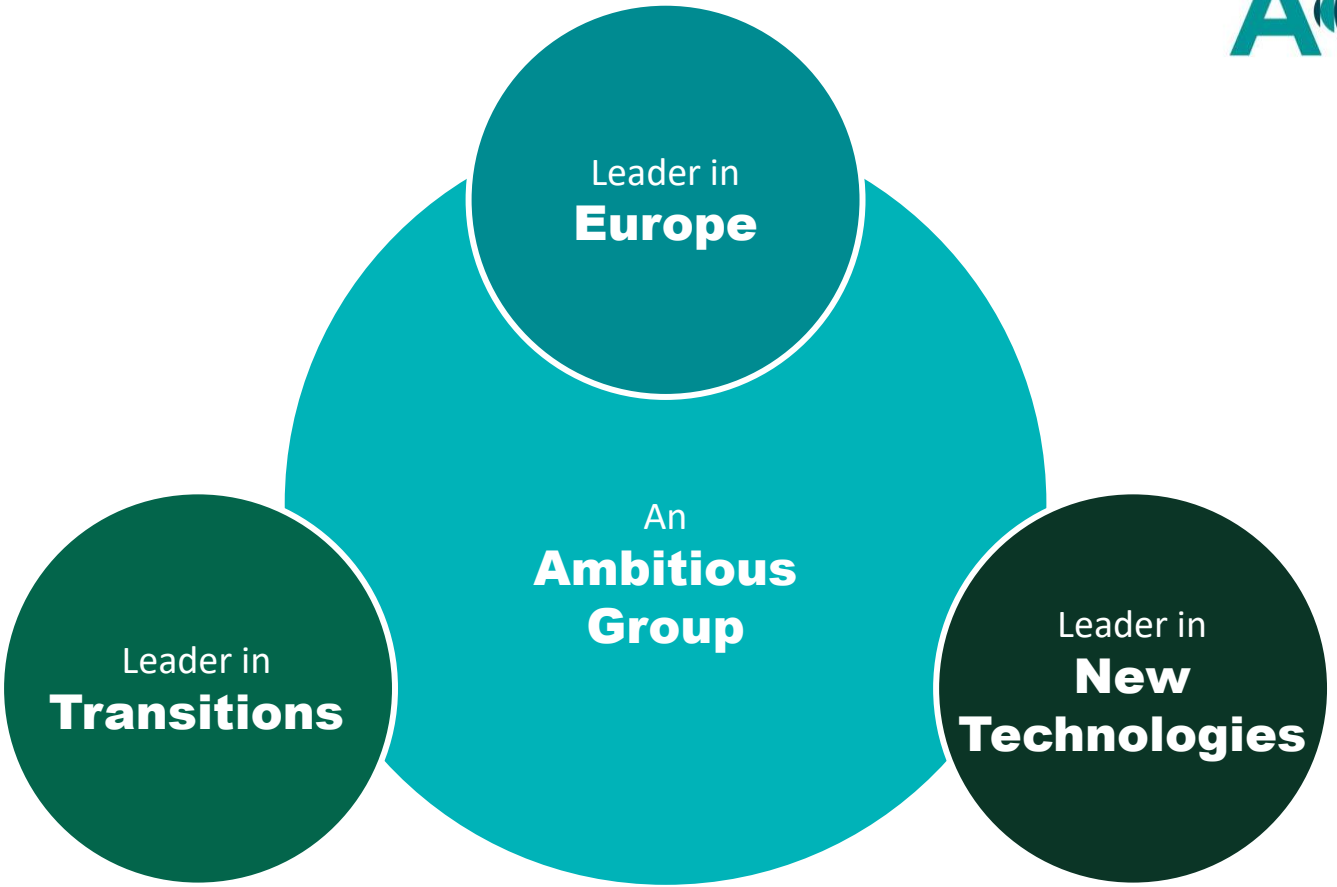
medicalib
A key player in home paramedical care and prevention
Holding rate 93%

A deep and long-term demographic transition context with the ambition to be a leader in home services for seniors and non-medicalized accommodation (senior co-living)

Two major operations in the field of aging

Petits-fils
SERVICES AUX GRANDS-PARENTS
Leader in home care services for seniors
Holding rate 100%

cettefamille
Major player in senior colocation solutions
Holding rate 68%


Leader in
Europe
An
Ambitious
Group
Leader in
Transitions
Leader in
New
Technologies

2028 STRATEGIC PLAN: BE A LEADER IN TRANSITIONS ½

STEPPING UP OUR EXISTING COMMITMENTS AND EXPANDING OUR SOLUTIONS TO SUPPORT ALL TRANSITIONS

Be a leader in the environmental transition economy

- **Reaffirming our Net Zero[1] pathways** and strengthening our **climate strategy**
- Offering the broadest **range of responsible investments** on the market
- **Playing a major role in climate change adaptation** through dedicated banking solutions, the new Prevention[2] business line, promotion of circular and access economy, support to sectors[3]
- **Innovating and mobilising resources for nature**, notably through two initiatives:
  - **CA Capital Naturel[4]:** strategic initiative aiming at acknowledging, protecting and creating economic value from this capital, starting with forests
  - **Climate & Nature Force:** internal research network, risk and impact assessment monitoring centre, risk adaptation / mitigation issues, identification of opportunities

Intensify our impact to support regional vitality and a just transition

- Being a leader in providing access to **sustainable housing for all** in France
- Providing access to **essential services locally**
  - **Health** (1m teleconsultations, group health coverage offerings supplemented by additional prevention services), **mobility** (10k car-sharing vehicles), **renewable energy** (~€1.5 to 2bn of annual financing in France)
- Support **agricultural and agri-food industry transitions**

SANTÉ & TERRITOIRES

TRANSITIONS & ÉNERGIES

2028 AMBITION

90/10
green-brown ratio[5]

€240bn
Crédit Agricole Group financing of transitions[6]

€1bn
CIB Sustainable Finance revenues[7]

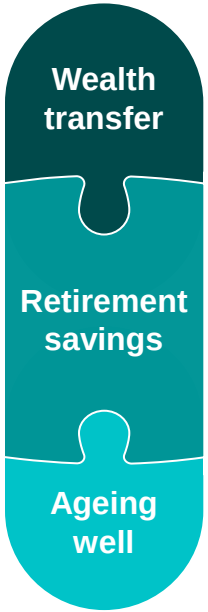
600k
home energy efficiency renovations supported

1. 2030 decarbonisation pathways defined in eight sectors (Oil & Gas, Power, Automotive, Commercial real estate, Cement, Aviation, Maritime transport, Steel) and stated ambitions in two sectors (Residential real estate, Agriculture) / 2. CA Assurances / 3. Examples: Alpine tourism, Farms in France (“Ferme France”) / 4. Focus on six components of natural capital (forests and wood, water, soil, biodiversity, agroecology and carbon) / 5. Relative share of low-carbon energy exposure vs fossil fuel extraction exposure (oil, gas, coal) / 6. Financing of environmental transition, financing of social inclusion and general financing of transitions / 7. Any sustainable finance transaction in line with market and Group standards

2028 STRATEGIC PLAN: BE A LEADER IN TRANSITIONS 2/2

ADDRESSING THE INTERGENERATIONAL CHALLENGES OF THE DEMOGRAPHIC TRANSITION

Support our customers in all their challenges by combining our business lines and expertise



Become the **trusted partner** of the great intergenerational wealth transfer

Become a leader in **individual and group retirement planning** in Europe:

- In Europe: provide investment **solutions for all public and private pension fund schemes**
- In France: **maintain our leadership** in retirement savings
- In Italy: **accelerate our development** by launching **new offers** for individuals and corporates

Support senior citizens and caregivers through different stages of life

2028 AMBITION

No. 1

Crédit Agricole Group is the leader in group and individual retirement outstandings in France

> +€75bn

Amundi net inflows in retirement savings in Europe

PROCESS
& REGULATION

INTEGRATING ENVIRONMENTAL RISK MONITORING IN ALL OUR PROCESSES

Disclosure & monitoring of environmental risks

Risk monitoring

Systematic assessment of environmental risks in all relevant country, entity & sector risk frameworks

Assessment of our portfolio sensitivity to certain types of environmental risks, including using stress scenarios

Transparency & Disclosure

Adoption of TCFD[1] standards and description of environmental risk management approaches within our Statement of non-financial performance

Close monitoring by the Risk Committee, a specialized committee of the Board of Directors

Customer relationships & Operations

Customer relationship

Hand in hand with other business lines, participation of Risk and Compliance teams in the monitoring of customer relationships

Product design

Integration of environmental risks in product design processes (New Product Committees)

Definition of ESG framework in the sector policies

Credit granting

Inclusion of ESG criteria in the analysis of some transactions and strengthened analysis for most sensitive deals

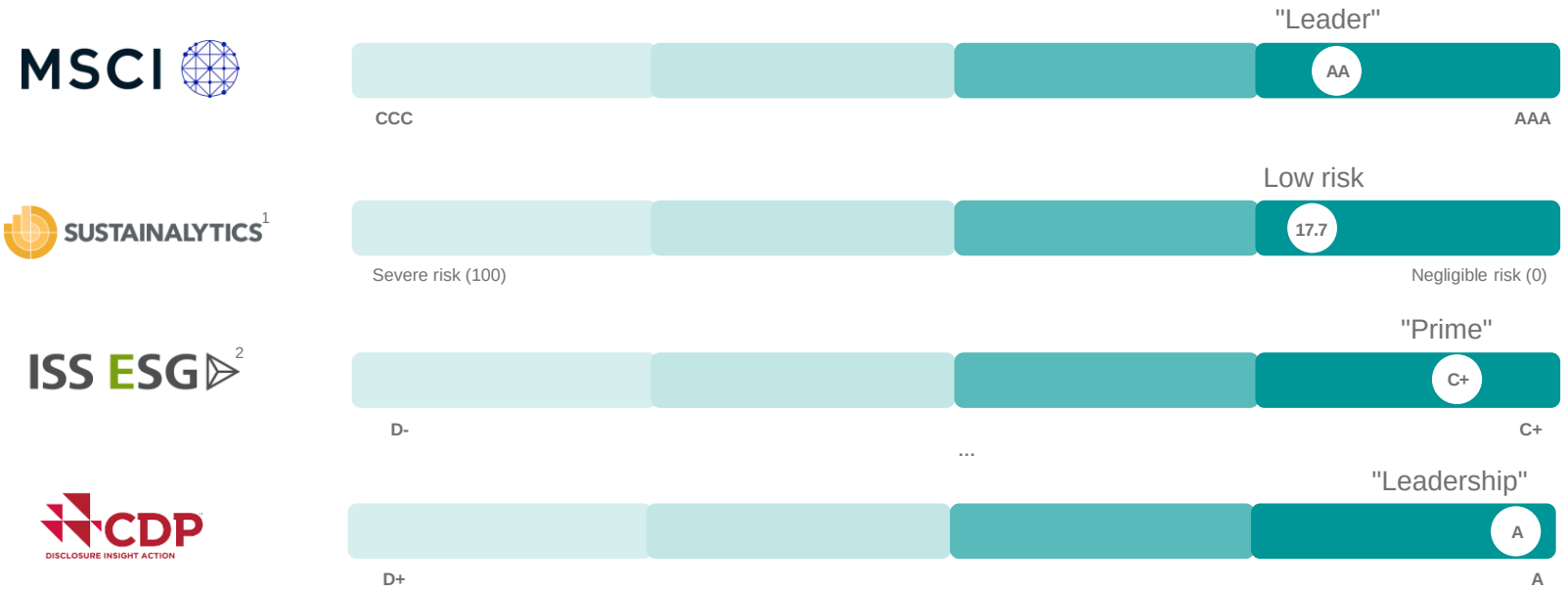
1. Taskforce for Climate-related Financial Disclosure

DISTINCTIONS

DISTINCTIONS THAT REINFORCE OUR POSITION AS MARKET LEADERS

NON-FINANCIAL RATING

Climate: Crédit Agricole S.A. rated A by CDP, 2 notches above sector average



1. ESG risk score on a reverse scale (100-0): the lower the score, the better the ESG risk
2. C+ is the best ESG rating assigned by ISS ESG in its Commercial Banks & Capital Markets sector.

APPENDICES

ADAPTATION: CO-SPONSORING A SURVEY ON AGRICULTURAL RESILIENCE

- Aims to estimate the economic impacts of climate change and regulatory changes on farms.
- It shows that climate adaptation and agricultural profitability are not incompatible to guarantee food sovereignty
- Forward-looking insights to help all stakeholders, producers, sectors, funders, public authorities

CRÉDIT AGRICOLE GROUP GREEN BOND FRAMEWORK (UPDATED IN 2023)

CRÉDIT AGRICOLE GROUP FRAMEWORK IS ALIGNED WITH BEST MARKET PRACTICES AND ICMA'S GREEN BOND PRINCIPLES

- **CA Group Green Bond Framework was updated in November 2023** fueled by the **rapid development of the sustainable finance ecosystem**, and the Bank's **ambitious environmental and climate strategy.**
- **The CA Group framework was first launched in November 2018,** completed by the Green Real Estate Appendix serves as the reference document for the Green Bond issues of all Crédit Agricole Group entities: Crédit Agricole S.A., the Crédit Agricole Regional banks, their subsidiaries and refinancing vehicles.
- **It replaced the Crédit Agricole CIB framework launched in 2013** and serves as the reference framework for all new Crédit Agricole CIB Green bond issues.

1) USE OF PROCEEDS

Eligible project categories:

- Renewable energy
- Green buildings
- Energy efficiency
- Clean transportation
- Waste and water management
- Sustainable agriculture and forest management
- Circular economy
- Preservation of biodiversity

2) PROCESS OF EVALUATION & SELECTION

Eligible Green Assets comply with Crédit Agricole standard credit process including the Group's CSR policy and Sector Policies as well as any applicable environmental and social regulatory directives.

The Green and Social Bond Committee is in charge of the evaluation and selection of the eligible assets.

3) MANAGEMENT OF PROCEEDS

Crédit Agricole's Treasury and Medium/Long Term Funding team in charge of monitoring the allocation of the proceeds to the Eligible Green Assets on a nominal equivalence basis. This process is monitored through an internal information system until maturity.

Commitment to keep 30% buffer between the Green Portfolio and the Green Bonds Outstanding.

4) REPORTING

Annual report published on the Group's website detailing:

The allocation of the Green Bond proceeds

The environmental impact of the Eligible Green Assets by eligibility criteria and issuing entity

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> RESULTS FOR THE 4TH QUARTER AND FULL YEAR 2025 (PRESS PRESENTATION)

> "ACT 2028" CRÉDIT AGRICOLE S.A. MTP (PRESS PRESENTATION)

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