

# 2025 AMBITIONS

## CRÉDIT AGRICOLE S.A.

INVESTOR DAY – June 22<sup>nd</sup>, 2022



# 2025 AMBITIONS

CRÉDIT AGRICOLE S.A.

I

**Crédit Agricole Group model**

II

**2025 Horizon: Strong and regular amplification,  
reflected in our financial targets**

III

**Long-term Horizon, 2030 and beyond:  
Societal transitions and new businesses**



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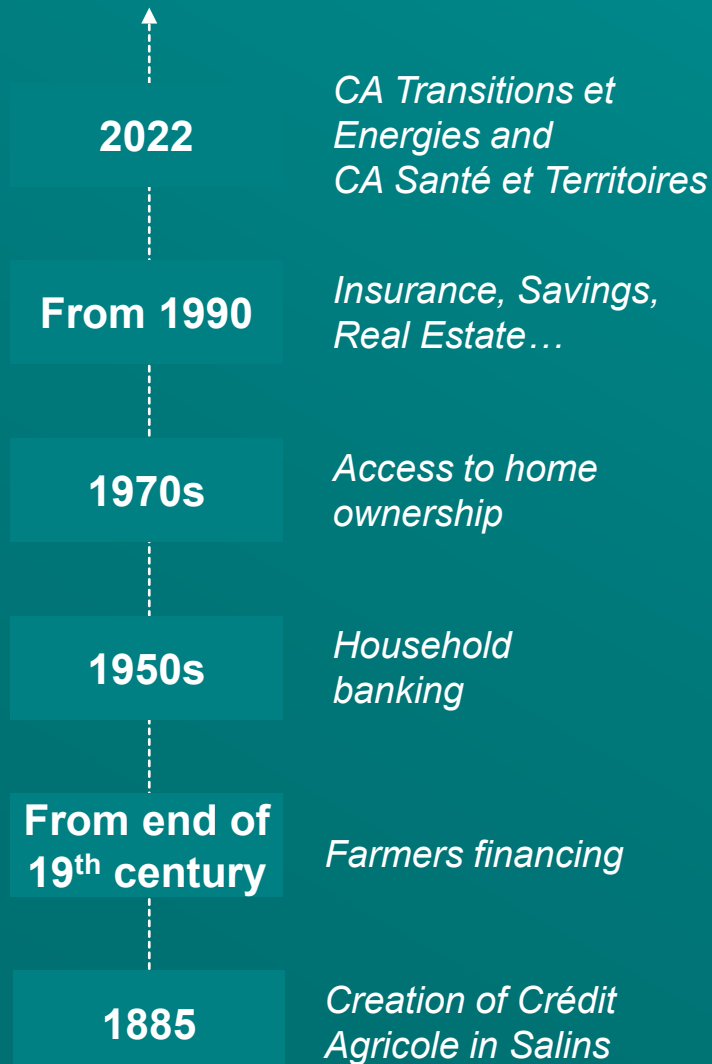
2025 Horizon: Strong and regular amplification,  
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Long-term Horizon, 2030 and beyond:  
Societal transitions and new businesses



## Our Group: Ever-evolving to meet our customer needs



## Our DNA: Societal Usefulness X Universality

### 1. Societal Usefulness

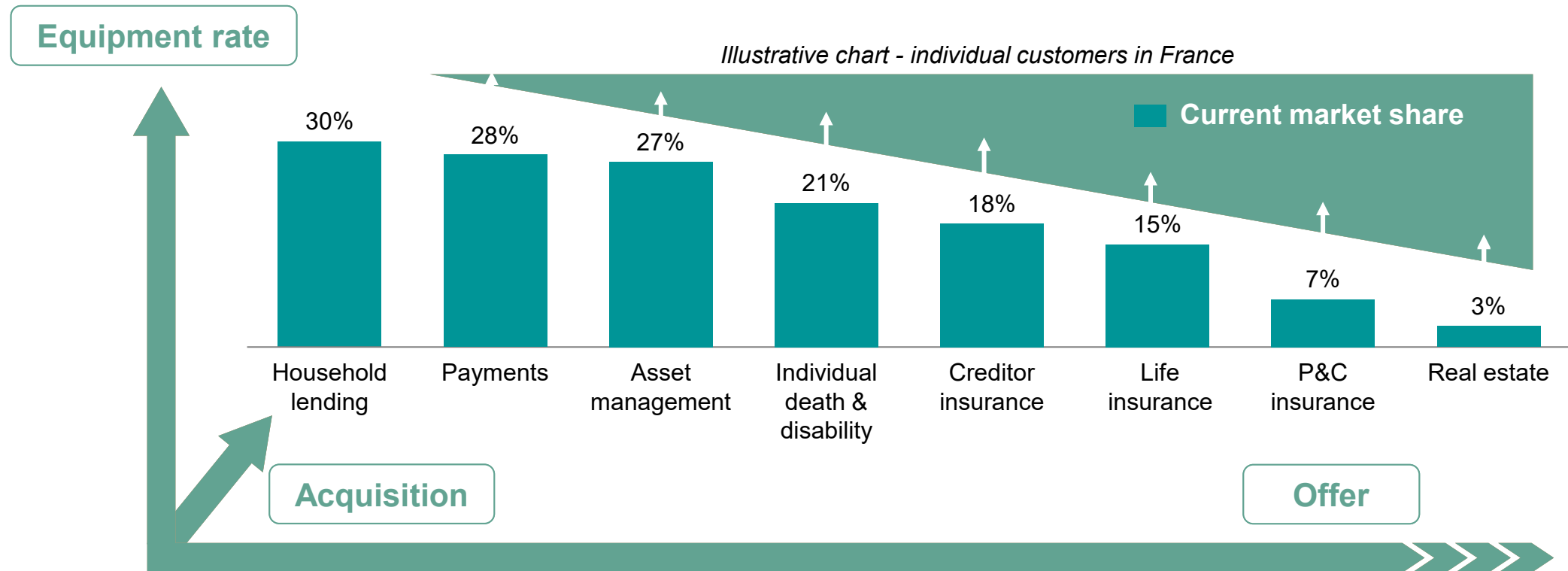
Working in the interest of society as a whole, to make progress available to everyone and to address new needs and all major societal transformations

### 2. Universality

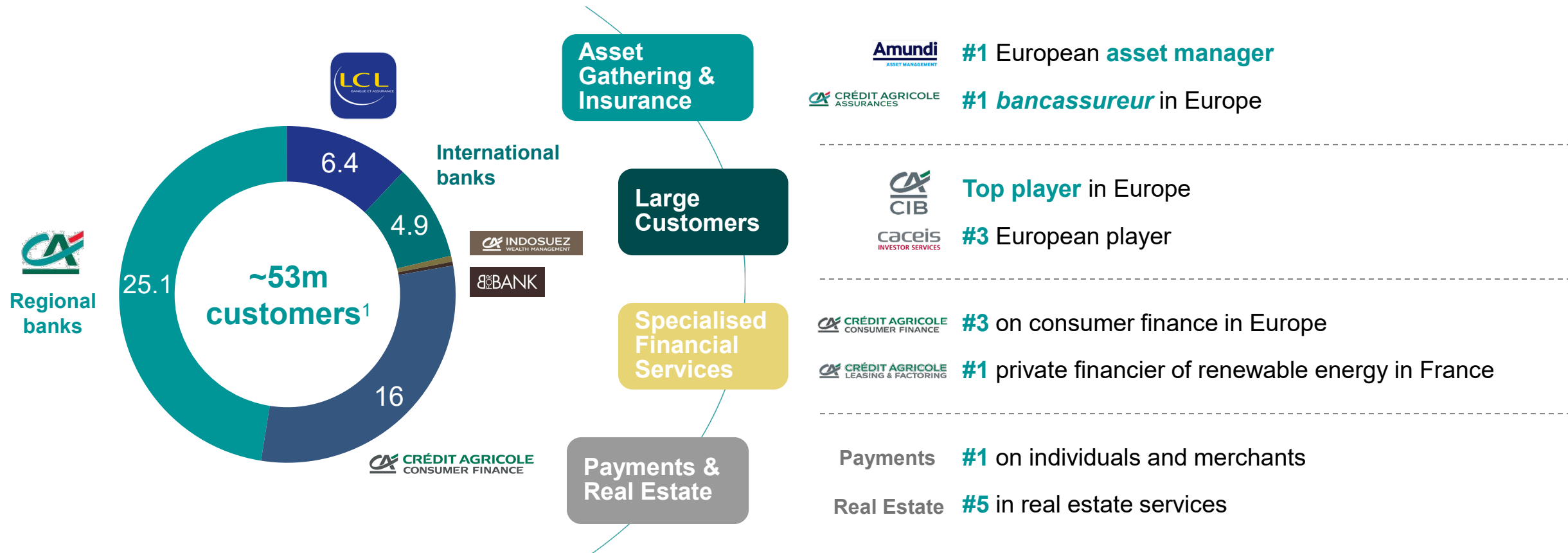
Usefulness for everyone, from the poorest to the wealthiest, from small businesses to large corporates, across all regions and through all channels

# A winning formula creating the bank of strong and lasting relationships

An intrinsic development model based on comprehensive relationships with our customers, served by competitive and innovative business lines



# Leading business lines at the service of all Group customers, also pursuing their own growth dynamics



1. Excluding Amundi, CAA, CAL&F and Large Customers

# A world-leading banking Group

**#1** Customer base in France and in Europe with **~53m** customers<sup>1</sup>,  
*1 out of 3 individuals<sup>2</sup>; 8 out of 10 farmers<sup>2</sup>; 1 out of 2 corporates<sup>2</sup>*

**#1** Cooperative and mutualist bank in the world

**#10** Bank in the world

**#1** Retail bank in the European Union

**#1** Insurer in France

# Since 2019, a model embodied by our Raison d'être and Group Project

## WORKING EVERY DAY IN THE INTEREST OF OUR CUSTOMERS AND SOCIETY

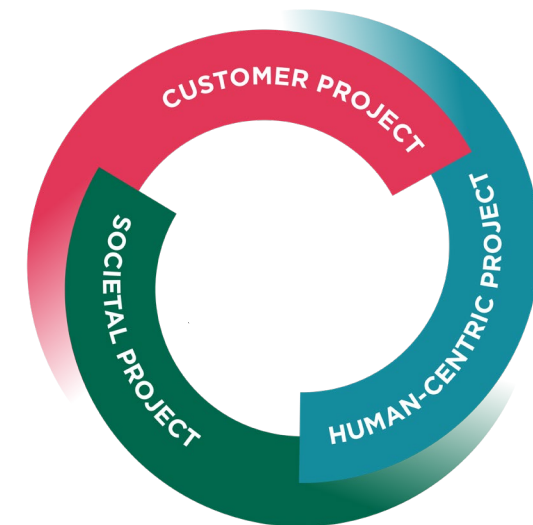
### Crédit Agricole aims to be a trusted partner to all its customers

- **Its solid position and the diversity of its expertise** enable it to offer all its customers ongoing support on a daily basis and for their projects in life, in particular by helping them to guard against uncertainties and to plan for the long-term
- **Crédit Agricole is committed to seeking out and protecting its customers' interests** in all it does. It advises them with transparency, loyalty and pedagogy
- **It places human responsibility at the heart of its model**: it is providing its customers with the best technological practices, while guaranteeing them access to competent, available local teams responsible for all aspects of the customer relationship

### Proud of its cooperative & mutual-banking identity, Crédit Agricole draws on a governance representing its customers

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

## ACTING FOR TOMORROW







# 2025 AMBITIONS

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reflected in our financial targets**

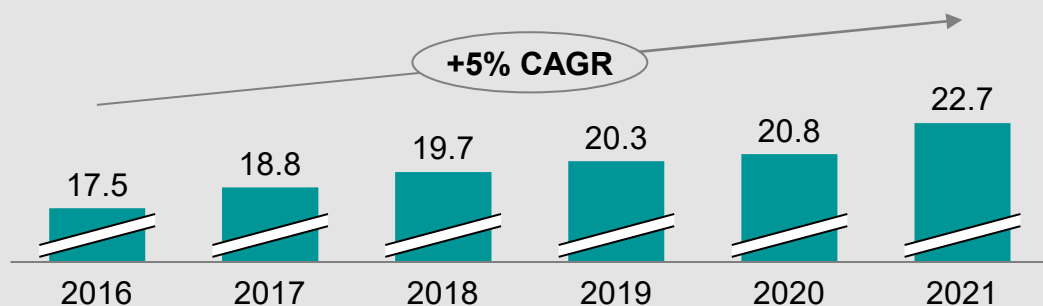
III

Long-term Horizon, 2030 and beyond:  
Societal transitions and new businesses

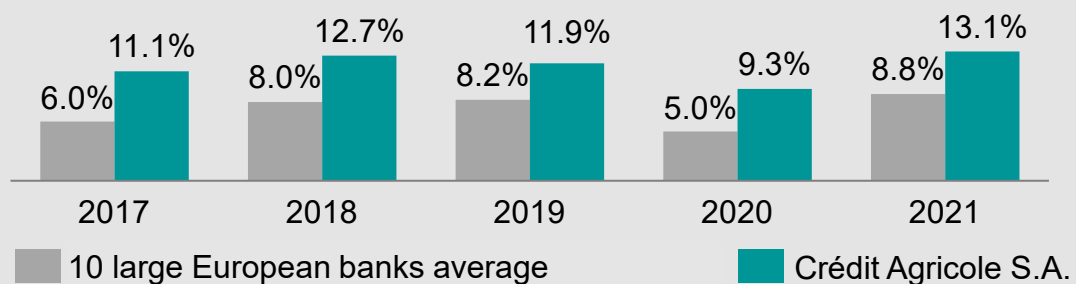
# Proven growth and performance

## CRÉDIT AGRICOLE S.A.

### Underlying Crédit Agricole S.A. revenues (in €bn)

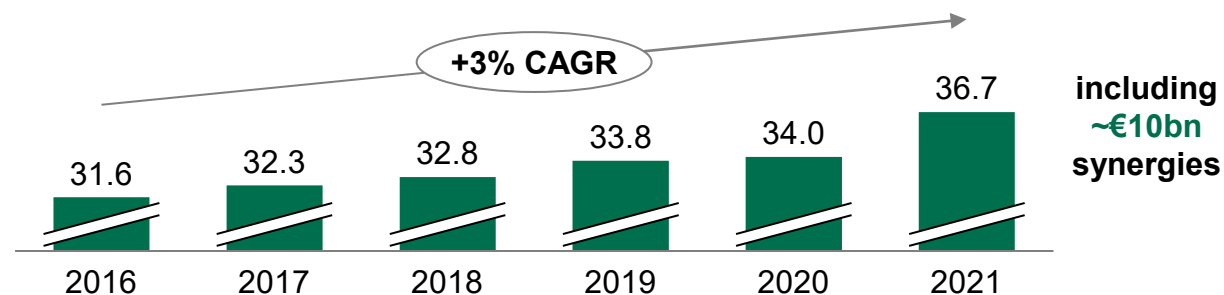


### Underlying RoTE (%): on average, Crédit Agricole S.A.'s ROTE +4.4pp above 10 large European banks

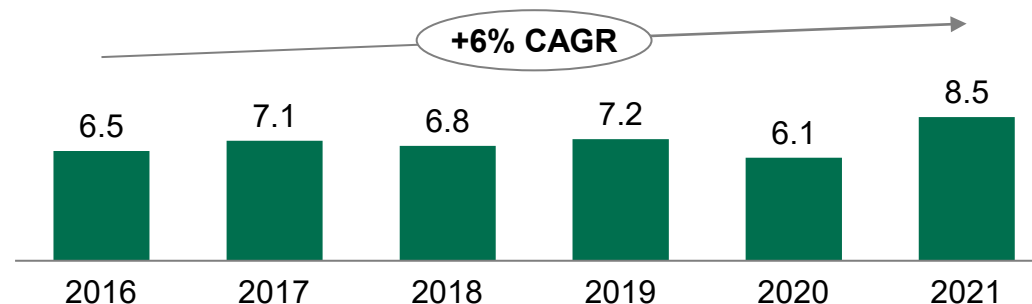


## CRÉDIT AGRICOLE GROUP

### Underlying Group revenues (in €bn)



### Underlying Net Income Group Share (in €bn)



# 2025 target: More than one million additional customers

## Enriching our product range to address new customer needs

More affordable, sustainable and digital offers

## Increasing equipment rates

E.g., protection insurance, savings, real estate

## Accelerating customer acquisition in all our markets

**>1m** additional Group retail banking customers by 2025<sup>1</sup>

**Organic growth completed with partnerships and strategic acquisitions**

1. Regional banks, LCL, CA Italia, CA Bank Polska

# Development of partnerships and strategic acquisitions

## PARTNERSHIPS

- Distribution partnerships with **financial players**
- Partnerships with **industry leaders**
- **Technological** partnerships

*Renewal of main agreements and  
8 new major partnerships since 2019*

- 2019 ● Agos – Banco BPM
- 2020 ● Amundi – Société Générale, Sabadell, BOC
- 2020 ● CAA – Europ Assistance
- 2020 ● CAA – Abanca
- 2021 ● CACF – Stellantis
- 2021 ● Azqore – Société Générale
- ...

## STRATEGIC ACQUISITIONS

- Strengthening our positions in **our domestic markets...**
- Expanding our international activities, primarily in **Europe...**
- ...while meeting strong **profitability criteria**  
(ROI > 10% in 3 years)

*Major acquisitions since 2019:  
More than 50% funded through disposals*

- 2019 ● Santander S3
- 2020 ● Sabadell AM
- 2021 ● Creval
- 2021 ● Lyxor
- 2021 ● Olinn
- ...

# Priorities and targets per business line

LCL

CA Italia

Other retail banks

Insurance

Specialised Financial Services

Asset Gathering

Large Customers

International

Transversal business lines: Payments and Real Estate

Digital banking and technological services



# LCL | An innovative bank for entrepreneurs, high net worth, and urban customers

Strong and regular amplification

## 2025 Targets

### Expertise and services for entrepreneurs & high net worth customers

- Reinforced support to **independent professionals and large franchised networks**
- Expanding strategic advisory, corporate finance and Private banking for **executives and entrepreneurs**
- Development of **financing and advisory services on energy transition** (e.g., LCL *Smart Business*, impact loans)
- Additional investment offers in **Real estate** (e.g., *Angle Neuf*, club deals)

### Enhanced urban-customers offers and equipment

- Increased **insurance equipment rate**
- Accelerating on **responsible savings** (e.g., LCL *Impact Climat*, LCL *Impact Sociétal et Solidaire*)
- Acting for **society and sustainable cities** (e.g., LCL City Store)
- Deploying **inclusive offers**: Micro-credit LCL Flex, LCL *Essentiel*

### Digitisation and innovation

- Regular updates of our **mobile app** (>12 versions per year)
- Digitised **customer journeys** on key topics (Onboarding, Mortgages, Consumer Finance, Insurance and LCL *Mon Patrimoine*)
- Empowered **local bank advisors**

**+200k**

Customer base growth

**50%**

Impact financing  
in corporates credits

**1/3**

Customers equipped  
with insurance products

**9/10**

Decisions taken at  
branch level

# CA Italia | A digital and performing universal bank in our second domestic market

Strong and regular amplification

## 2025 Targets

### Major digital transformation

- Higher **online onboarding/sales** rate and enhanced **self-care** capabilities (e.g., credit cards and insurance policies renewal)
- Reinforced **IT staff (x2) and investments**
- Consolidation of **IT partnerships**

### Acceleration in four segments

- **Mortgages:** Fully digitised customer journey, discount rates for green housing, attractive conditions for young clients, new services on green energy, on home automation, etc.
- **Agri-food:** New mobile customer app, small farms' valuation tool, digital lending tool for SMEs, asset-based lending on niche sectors
- **P&C insurance:** Broader product offer (e.g., health, SMEs, agriculture), enhanced self-care (e.g., policies sales/renewals, video/chat)
- **Savings:** Expanded offer (e.g., Private Equity/Debt, tailor-made insurance, real estate advisory), synergies with corporate banking and Indosuez

### Enhanced efficiency

- **Cost & revenues synergies**, leveraging on Creval integration, network optimisation, etc.
- **Improved commercial efficiency** through digitisation (e.g., real-time CRM, new predictive models on customers' needs)

**50%**

Online current accounts' openings and sale of investment products

**+1 pp**

Market share in mortgages and agri-food

**>10%**

P&C insurance premiums 21-25 CAGR

**<61%**

Cost/income ratio

## Other retail banks

## 2025 Targets



Bank  
Polska

Ongoing major  
transformation  
program "Accelere"

- **2021 Program** launched to :
  - Revamp all digital services (mobile app and web) with best-in-class customer journeys and innovative features
  - Invest in brand and digital marketing
  - Reinforce partnerships to boost customers acquisition and consumer finance
- **Enhanced offers**, in particular with CAA and Amundi (e.g., insurance, savings solutions) to increase customers' equipment
- **Full banking offer for professionals and small businesses** (SOHO), leveraging on EFL franchise



Egypt

Development of  
our universal  
banking model

- Strengthening **services to corporates and high net worth customers**, leveraging on Group business lines
- Consolidating our **"key European bank in Egypt"** positioning



Ukraine

An established presence allowing for contribution, in due time, to rebuilding the country



# Insurance | Diversifying our core offering and expanding in Health and Retirement

Strong and regular amplification

## 2025 Targets

### New sustainable and affordable savings solutions

- **Diversification of savings solutions** to adapt to new economic conditions and changing household income allocation
- **Sustainable unit-linked contracts and investment solutions**



**>€345bn**

Savings outstandings including  
**>€110bn** UL outstandings

### Accelerating on personal and property insurance

- **Entry level offers (eko)** and **Crop insurance**
- **New mobilities** insurance in cooperation with our SFS business line



**+2.5m**

P&C contracts for individuals

### Comprehensive Health insurance approach




- **A single individual and group health platform:** 100% digitised customer journeys and access to a broad range of services and care ecosystem
- **Development of new segments** (students, public sector)



**+40%**

Health beneficiaries

### Complete offer for Seniors and Retirement

- **New insurance company dedicated to** retirement
- **“Ageing well in the future”** range of solutions   
- Digital advisory platform on **retirement planning**



**€23bn**

Retirement outstandings



# Specialised Financial Services | Accelerating on new mobilities and support of energy transitions

Strong and regular amplification

## 2025 Targets

### Individual customers



#### Creating a European leader in mobility

- **Exclusive Long-term rental JV** with Stellantis covering 10 European countries
- **Pan-European car loans platform** covering 18 countries (via FCA Bank) with €10bn managed outstandings in 2026
- **Development of Agilaut<sup>2</sup>**, Lease-to-purchase and Long-term rental with the Group's banks

#### Accelerating consumer finance business in France and in Europe

- Continued digitisation of our banking processes with **Digiconso**
- Development of a **split payment offer** and **insurance**
- **Green offers**: Energy renovation, mobility, major retailers, circular economy
- Reinforced **partnership strategy in Europe**

### Small businesses, farmers and corporates



#### Enhancing offering through value added services

- **Enhanced offers combining financing and services, leveraging on Olinn acquisition**: Advisory, sourcing, insurance, after-sales service, maintenance, recovery, reconditioning, re-leasing, resale, recycling

#### Supporting energy transition

- **#1 private financier of renewable energy** in France
- Deployment of **Energy Transition Hub**: Platform with advisory, financing and energy performance contracts for SMEs, small businesses and farmers

#### Pan-European development

- **Pan-European factoring platform**
- Leasing marketplaces in France, Poland and Germany

>1 m Long-term rental fleet<sup>1</sup>  
& 1 green out of 2 new funded vehicles

+€20bn

Managed outstandings in total

x3  
Revenues from services

€2bn  
Renewable energy financing per year



# Asset Gathering | Responsible investments and technological services

Strong and regular amplification

## 2025 Targets



- Strengthening **retirement** and **climate** offers with the Group's banks
- Reinforcing our commitment to **responsible investment**
- Building the **European leader** of **passive asset management**
- Developing **real assets** offers: Real estate, Private Debt and Private Equity
- Accelerating in **technology and services**: Amundi Technology and Fund Channel



**+50%**

AuM in passive investment

**+1000**

New companies integrated into Amundi climate engagement plan



**B2C**

- Accelerating on **customer acquisition**, in particular on NextGen with a dedicated set-up
- Broadening our offer on **real assets**: Real estate, new digital platform on Private Markets

**B2B**

- Expanding **wealth management offers to all Group banks' high net worth customers**, through funds and management mandates development
- Enhancing offers for **Family offices** with Private Investment Banking and for external AM

**Technological services**: Scaling-up Azqore with new major partnerships



**€150bn**

AuM

**x5**

Annual volumes of distributed ESG products

# Large Customers | Expertise and industrialisation

## 2025 Targets



### Expanding our Energy Transition set-up

- Dedicated **Sustainability Community** with ~250 experts and coordinators on energy transition and sustainable finance
- Ongoing development of our expertise on **emerging technologies** (e.g., hydrogen, offshore wind, carbon capture)

### Strengthening our European franchise

- **Comprehensive sectorial offer** for **European customers**
- Increased penetration on major **European Corporates**, **Financial Sponsors** and **Mid-Caps**

### Industrialising flow activities

- **Cash management**
- **Receivable & Supply Chain Financing**



- Reinforcing **ETF offer/fund services** and expanding **PERES/pension funds** solutions to new geographic areas (e.g., UK, Spain, Germany)
- Offering state-of-the-art **technological** solutions (e.g., with **CACEIS Connect Store**)
- Further improving **operational efficiency** through **automation**, **partnerships** and additional volumes consolidation



**+60%**

Exposure to low carbon power production

**-20%**

Exposure to oil extraction

**CAGR > 15%**

Industrialised flow activities revenues

**Europe:**

**#1** in fund administration

**#2** in custody

**~15 FinTechs**

Integrated into CACEIS Connect Store

# International I Our ambition : Develop our universal banking model in Europe over the long term

Strong and regular amplification

## Priority to Europe, our natural playground

### Retail banking



**Italy** - Comprehensive universal bank: Potential to increase client acquisition, synergies and market share for all business lines



**Poland** - Major transformation plan: +60% customers, development of credit, insurance and savings



**Ukraine** - Plan to be adapted depending on conflict evolution

### Business lines development and partnerships...

- **Corporate and Investment Banking: 5% CAGR revenues ambition<sup>1</sup>**
- **Specialised Financial Services:** New FCA Bank, Long-term rental, pan-European factoring platform
- **Insurance, asset management and asset servicing:** Directly and through partnerships

...with a strong potential particularly in Germany and Iberia



## Elsewhere, selective developments...

### ...of our global business lines



**Capturing savings pools growth:**  
Target of **€500bn** AuM in Asia in 2025



**Selective approach prioritising our differentiating sectorial expertise** within a cautious risk framework

### Respecting our criteria

**In terms of compliance and profitability** and taking into account **geopolitical risks**




## **Accelerating on transversal businesses and technological services**



# Payments | 20% revenue growth by 2025

## 2025 Targets

### Individual customers Strengthening our leadership

- New **split payment** offer
- **Payment initiation** capitalising on  Linxo technology
- **Upgrading** customer equipment (*mobile solutions, premium and deferred debit cards*)

### Merchants & Corporates Accelerating growth

- Increasing **e-commerce market share** through distribution partnerships
- Developing an **all-segment and omnichannel acceptance** offer through partnerships

### Cash infrastructure Optimising operations

- **Rationalising ATM range** and optimising cost structure (incl. procurement and maintenance)
- **Guaranteed access** to cash everywhere in France

**+€300m** in annual Payment revenues by 2025<sup>1</sup> (+20% vs. 2021)

**7m**

Customers equipped with a  
mobile payment solution

**x2**

Growth on merchant  
business vs. market

**> 20,000**

Cash withdrawal locations  
thanks to Relais CA counters

1. Payment revenues on all segments, Regional banks and LCL, excluding changes in interchange fees



# Real estate | Fully-integrated comprehensive green solutions

Transversal businesses and technological services

## 2025 Targets

### Individual customers: Real estate services directly within our banks

**Real estate transaction and services** integrated into global advisory approach

#### Supporting **energy renovation**

- “J'écorénove mon logement”
- “Rénovation des copropriétés”

#### Innovation and new services

- Home purchasing methods
- Housing deposits
- Connected home
- Housing journey for seniors

### Corporates and institutional investors: Services and energy transition

Supporting **energy transition of commercial properties** (*design, energy efficiency works execution and financing*)

Creating a national leader in institutional **property management** (*rental and technical management*)

### Local authorities: Environmental and societal renewal of territories

**Large scale property development operations** as a joint action with our Regional banks and Group's subsidiaries

Production of **green and affordable housing**

**x2**

Real estate services market share

**100%**

Of the Group's French retail banks able to offer real estate services

**Top 3**

In institutional property management

**>€1bn**

Assets in our social and green impact real estate investment trust

**Creation of a social and green impact real estate investment trust**

# Digital banking | Accelerating on retail banking customers and small Entrepreneurs

Transversal businesses and technological services



## New BforBank European player by 2030

- **Launch beginning of 2023** with a new and distinctive positioning
- **European development**
- Large range of products relying on our **business lines' expertise** and additional partnerships



€450m

Investments  
over 5 years

#1

Banking app  
in 2025<sup>1</sup>

1. Grades in app stores, finance category



## Neobank for small entrepreneurs and new "white-label" platform distributed by our banks

- **Comprehensive range of services for entrepreneurs:**  
Day-to-day banking and insurance, accounting and administrative management, tax forms automated fillings
- **Low flat-rate price**
- **User experience** at best market standards

4.4/5

In app stores

5 min

To open  
an account

250k

Clients  
by 2025

# Ramping up **technology-as-a-service**

## Technology-as-a-service: A growth driver for the Group

**A Z Q O R E**

**Private banks'**  
platform

**€240bn**

Already **25 clients**  
in **10 countries**

Managed assets  
target by 2025

**Amundi** | Technology

**IT Platform** with  
comprehensive services  
on **savings**

**€150m**

Already **42 clients**  
in **9 countries**

Revenue target  
by 2025

**Wesave**

**Linxo**

**sline**

...

### TWO OBJECTIVES

- 1 Amplifying the development of our platforms
- 2 Bringing new technological platforms to the market



**Two key success factors: Digital transformation and teams empowerment**

# Digital relationship model enhanced by empowered teams

## Fully digital key processes ...

- On-boarding, subscribing and managing the most useful products on all channels
- Self-care and real time



**3/4** digital channel users by 2025

**> 15%** total customer self-care sales by 2025



## ... enhanced by empowered teams

- Real-time human assistance
- Personalised advisory
- Discernment



**9/10** decisions taken at branch level in 2025

## Supported by technology and innovation capabilities

**€20bn** IT & Digital budget over the period

of which **>€1bn** Technological transformation investments



the Group's  
*startup studio*



# Organisations simplification and management transformation

Digital transformation and  
teams empowerment

## 2025 Targets



Best “socially responsible” company to work for in financial services in France and top 5 in Europe

A new key management indicator: Accountability Index (*Indice de Mise en Responsabilité — IMR*)



## 2025 financial targets

# Scenario I Prudent assumptions in an uncertain economic environment

## Moderate economic growth and contained rise in interest rates by 2025

Eurozone GDP growth

~ 1.9%

Eurozone Inflation

~ 2.5%

3-month Euribor

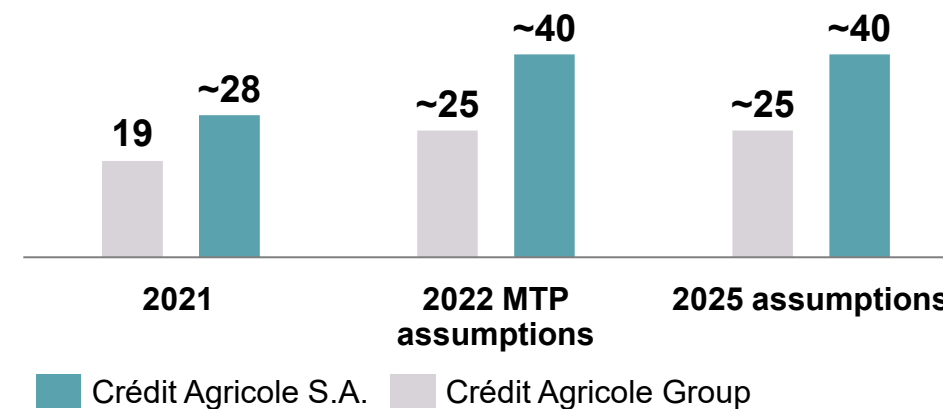
~ 1.25%

10-year swap rate (EUR)

~ 2.0%

## Cautious cost of risk assumptions in line with the previous MTP

Cost of Risk on outstandings (in bp)



# Crédit Agricole S.A. financial targets at a glance I

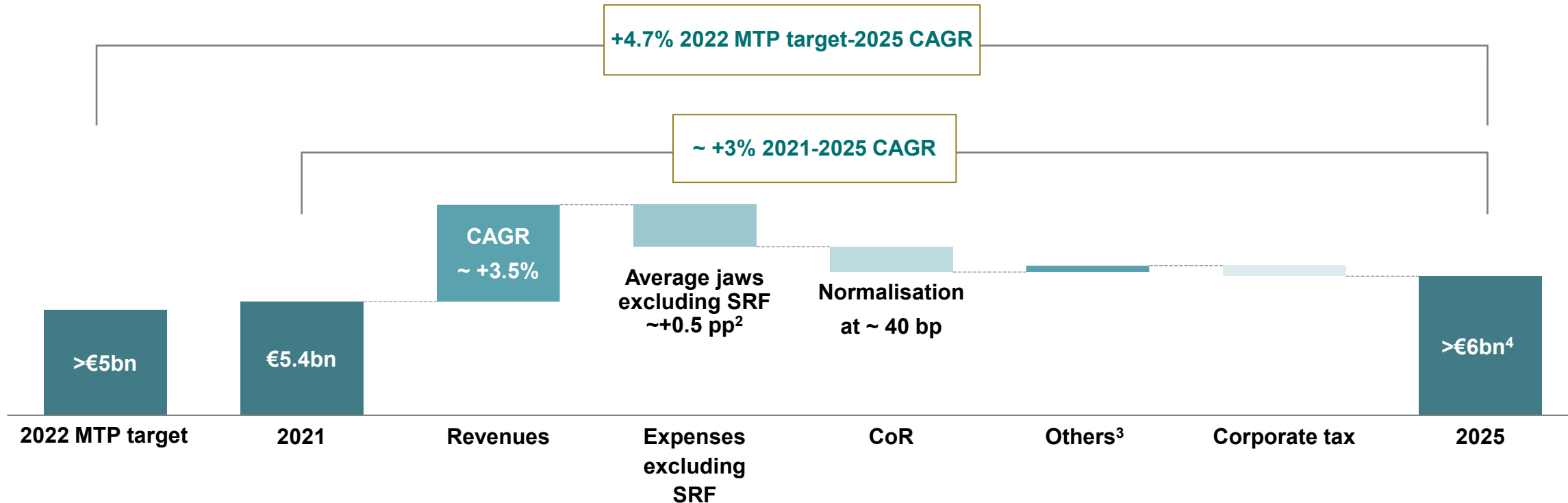
## Continued income growth and reaffirmed financial strength

	2022 targets reminder	2025 targets	
Net income	> €5bn	> €6bn	Ambitious income growth and stronger profitability, whilst maintaining a low cost/income ratio
RoTE	> 11%	> 12%	
Cost/income ratio excl. SRF	< 60%	< 60% <sup>1</sup>	
CET1 target	11%	11% <sup>2</sup>	Striking the right balance between attractive remuneration and financing our development
Payout ratio	50% in cash	50% in cash	

1. Cap throughout the span of the MTP, brought down to 59% post-IFRS17; including investment in the development of New Business Lines 2. Throughout "2025 Ambitions" MTP; floor of minimum +250 bp above CET1 SREP regulatory requirements

# Income I Growth driven by business lines' development, positive jaws excluding SRF and cautious cost of risk assumption

## Net Income Group Share



Income growth in all business lines  
Average jaws¹ of ~ +0.5 pp. Positive jaws¹ in all divisions

1. Revenues CAGR - Expenses excluding SRF CAGR 2. Jaws including SRF +1.4 pp 3. Of which decrease in SRF contributions (end of the build-up of the fund in 2023), net income of equity-accounted entities, net income from discontinued operations, net gains (losses) on other assets 4. Of which non-significant IFRS17 impact on net income

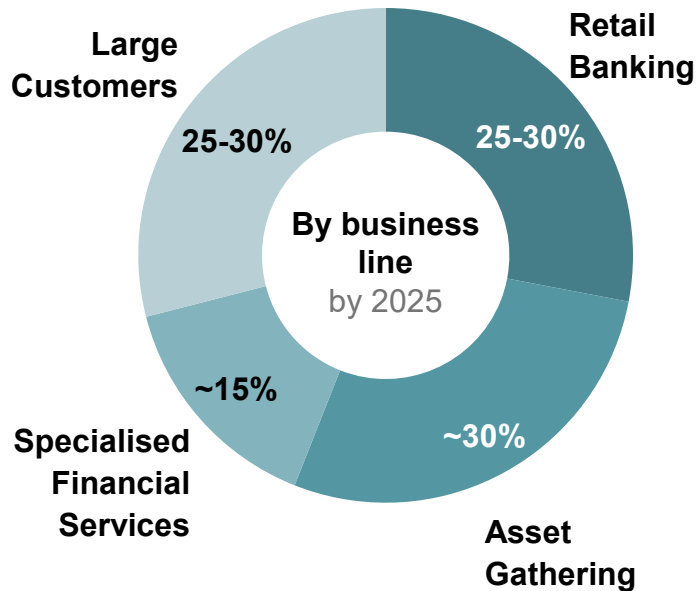


# Revenues | Balanced and diversified model, resilient to changes in the economic environment

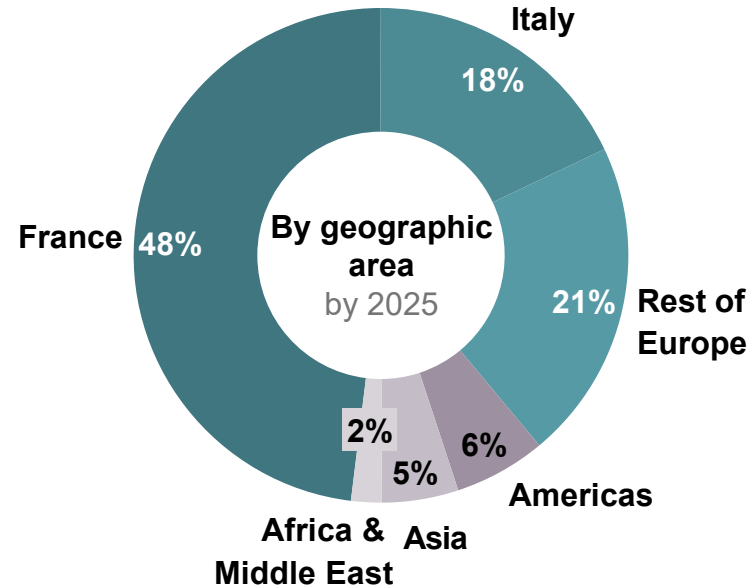
2025 financial targets

## 2025 revenue targets (CAGR)

### Balanced and growing revenues in all business lines



### Solid footing in Europe, growing stronger outside of France



1-1.5%  
LCL

4-5%  
CA Italia

8-9%  
Specialised Financial Services

4-5%  
Large Customers

# Operational efficiency | Positive jaws in all divisions

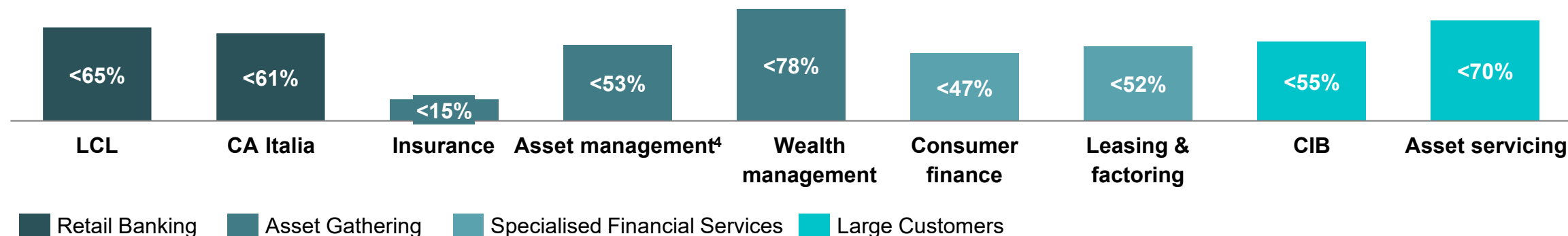
## Crédit Agricole S.A. cost/income ratio<sup>1</sup>



- Efficiency among the best in each of the business lines
- 60% cap<sup>2</sup> maintained throughout the span of the MTP, including investments in New Businesses development and IT and digital transformation<sup>3</sup>



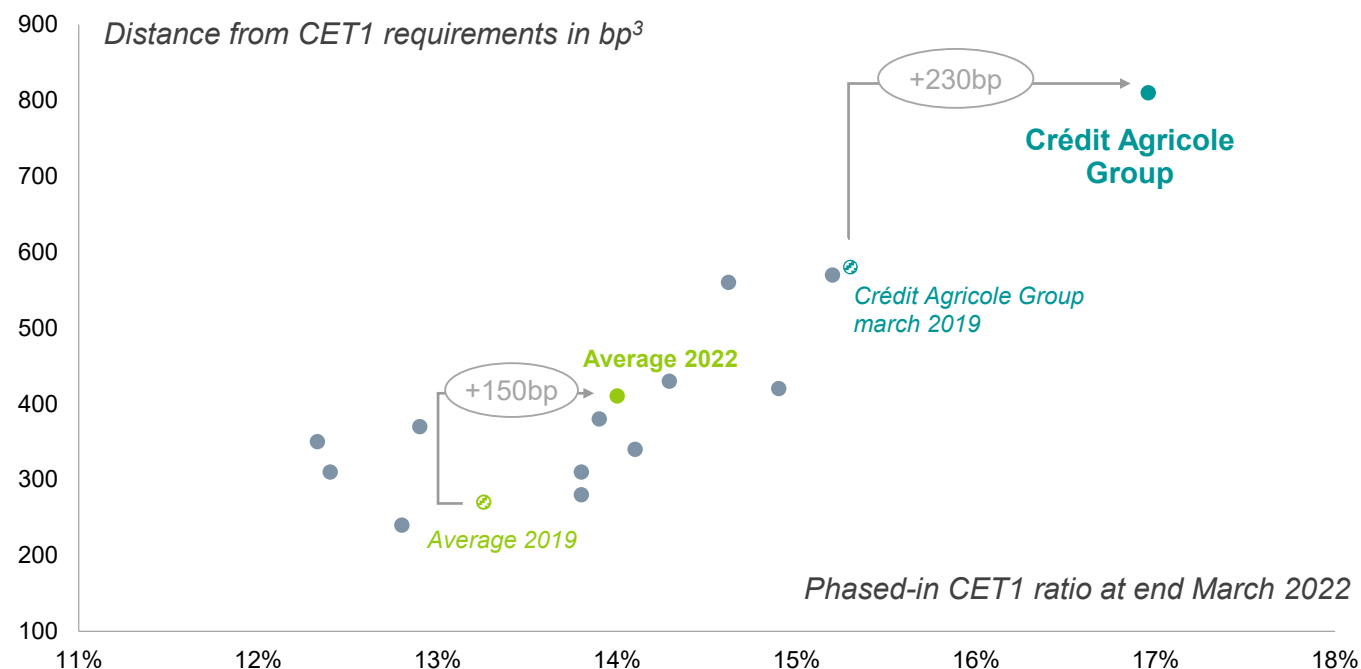
## 2025 Cost/Income ratio<sup>1</sup>



1. Excluding SRF 2. Cap brought down to 59% post-IFRS17 3. Increase in IT spending (including staff costs) ~+4,5%/year between 2021 and 2025 4. Excluding amortization of intangible assets

# The strongest banking group among European G-SIBs<sup>1</sup>

Thanks to our cooperative and mutual banking model, **+60bp** organic capital generation per year<sup>2</sup> for CAG between 2015 and 2021



Long-term issuer rating of the Group at May 2022

Moody's

Aa3/Stable

S&P Global  
Ratings

A+/Stable

Fitch Ratings

A+/Stable

Assets quality as of March 2022<sup>4</sup>

Loans loss  
reserves

€18.9bn

NPL  
ratio

2.0%

Coverage ratio

89.6%

1. Sample composed of European G-SIBs (BNP Paribas, BPCE, Crédit Suisse, Crédit Agricole Group, Deutsche Bank, ING, Santander, Société Générale, UBS and Unicredit) and of Barclays, HSBC and Standard Chartered 2. Organic generation of CET1 capital (retained earnings - change in RWAs related to business lines' development, excluding regulatory effects and M&A), annual 2015-2021 average 3. CET1 regulatory requirement, including buffers and Pillar 2 (P2R for the banks under ECB supervision) 4. Loan loss reserves, including collective provisions. The coverage ratio is calculated based on loans and receivables due from customers in default.

# Summary of Crédit Agricole Group financial targets I

## 2025 targets confirming the strong financial position of the Group

Phased-in CET1 ratio  $\geq 17\%$

TLAC ratio  $\geq 26\%$   
excluding eligible senior  
preferred debt

SRP<sup>2</sup> €110-130bn



Solvency and resolution targets at Group level by far exceeding regulatory requirements<sup>1</sup>



Anti-transformation position maintained at a level allowing for the NSFR requirement to be widely met

1. As regulations currently stand, including the 1<sup>st</sup> year of application of Basel IV in 2025. According to our estimates, the output floor will only start having an impact in 2029. 2. Stable Resources Position

# Capital I Efficient and flexible Group structure, optimised CASA target

## CAG Target<sup>1</sup>

**CET1 ≥ 17%**

### Capital protection

- Close to 80% retained earnings
- Organic capital generation, CET1 own funds > €100bn

### Competitiveness

- Structurally very low cost of capital
- Very competitive cost of refinancing

## CASA Target<sup>1</sup>

**CET1 11%<sup>2</sup>**

### Good risk profile

- **Group support:** Demonstrated fluid capital circulation, solidarity mechanism between the CA network members
- Strength recognised by rating agencies (Aa3, A+, A+)
- **7.9% CET1 SREP requirement** (8.7% end 2019), only CAG is a G-SIB

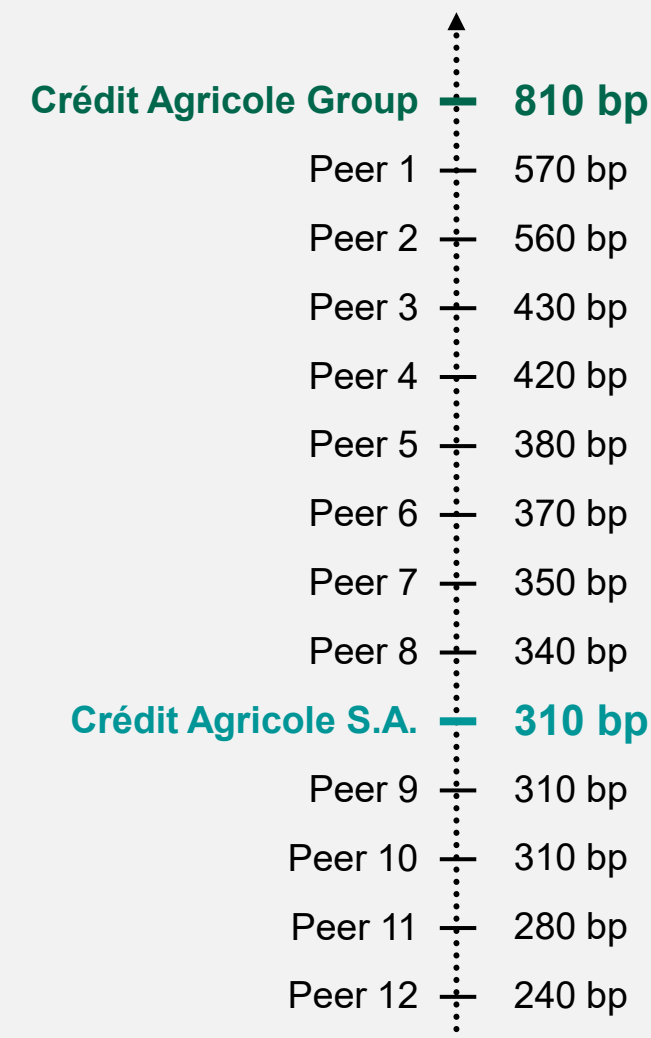
### Strong profitability

- **RoTE target >12%**
- Diversified business mix, leading and profitable business lines

### Optimised yield

- **CET1 target at 11%, at all times, minimum distance of 250 bp above SREP maintained<sup>3</sup>**
- **50% payout of earnings in cash**, not challenged in the event of fluctuation around the target
- **The right balance between attractive remuneration and financing of our development**

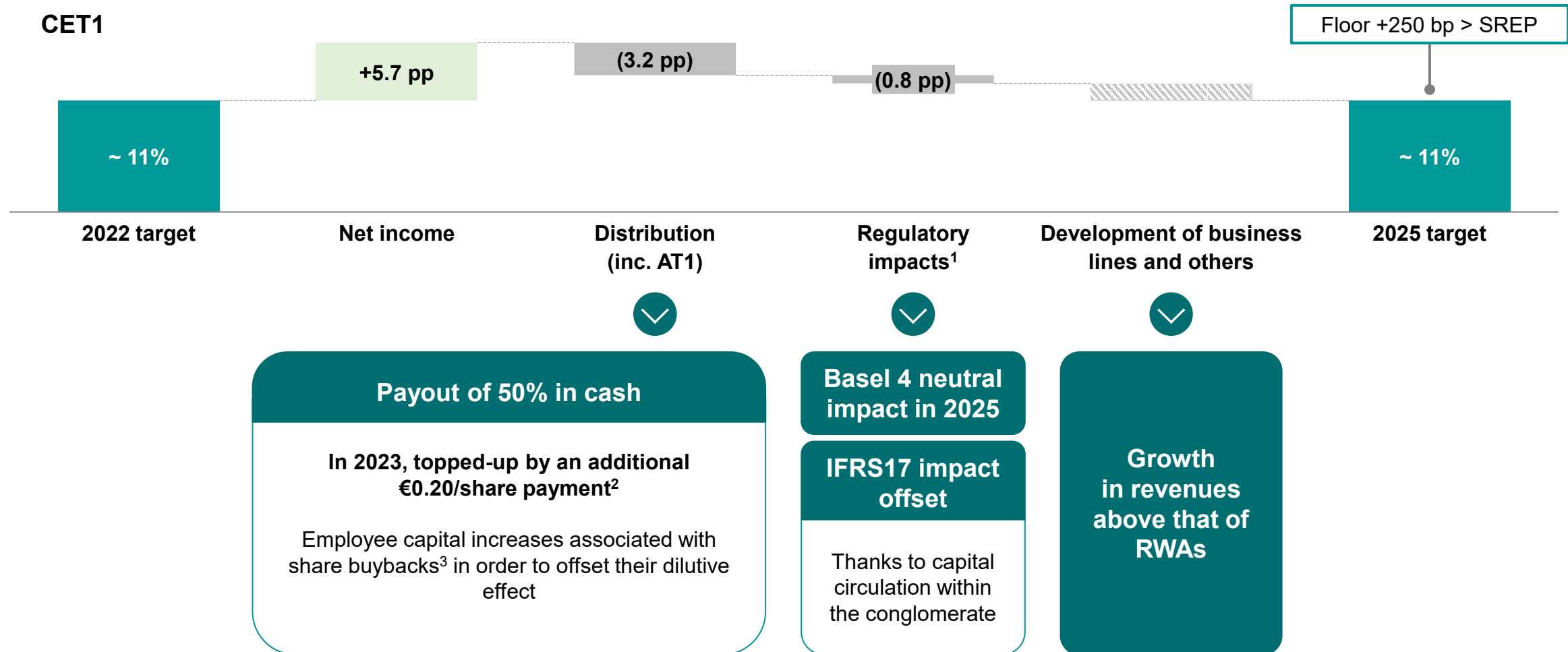
## Distance to SREP at Q1 2022<sup>4</sup>



1. Phased-in CET1. For CAG, 2025 target. 2. E.g., +300 bp above SREP, compared to +250 bp for the 2022 MTP target 3. Strategy of optimisation of the AT1 bucket. 4. Sample composed of 13 banks (Barclays, BNP Paribas, BPCE, Crédit Suisse, Crédit Agricole Group, Deutsche Bank, HSBC, ING, Santander, Société Générale, Standard Chartered, UBS and Unicredit) and Crédit Agricole S.A. Distance to SREP or equivalent CET1 requirement.



# Capital I 11% CET1 management target for CASA, +250 bp > SREP floor



1. O/w -0.3 pp already included in Q1 2022, -0.3 pp related to TRIM et -0.2 related to the end of the phasing-in of IFRS9 2. Intention to submit the top-up to the 2023 General Assembly 3. Subject to the approval of the Supervisor



# 2025 AMBITIONS

CRÉDIT AGRICOLE S.A.

I

Crédit Agricole Group model

II

2025 Horizon: Strong and regular amplification,  
reflected in our financial targets

III

**Long-term Horizon, 2030 and beyond:  
Societal transitions and new businesses**

# Climate change: An unprecedented challenge

## A growing and carbon-intensive global energy consumption

► **+115%** Rise in global final energy consumption (1973-2019)

► **81%** Share of coal, oil and gas      **2 %** Share of solar, wind and geothermal power

*in global primary energy consumption*

*Insufficient dynamic in the rise of renewable energies in global final energy consumption:  
11.7% in 2019 vs 8,7 % in 2009*

## An urge for a massive shift of the energy mix

► **- 40%** Decline needed in energy consumption in France by 2050

► **x 11** Ambition in **solar energy installed capacity** in France by 2050<sup>1</sup> (vs 2021)

► **x 3** Ambition in **wind energy installed capacity** in France by 2050<sup>1</sup> (vs 2021)

## Demanding decarbonisation pathways for all economic sectors

► **- 55%** Reduction target of **GHG emissions in Europe** by 2030 compared to 1990 – "Fit for 55"

► **- 28 %** Reduction target of **GHG emissions linked to transportation** in France

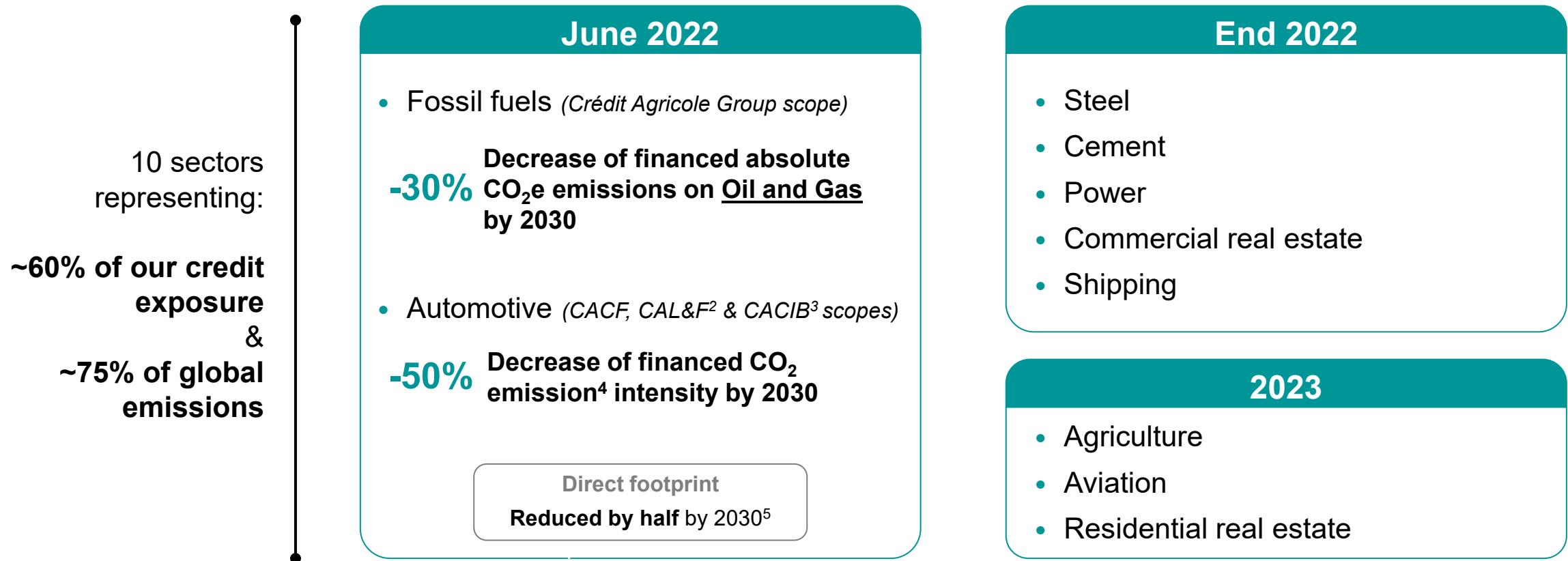
► **- 35%** Reduction target of **GHG emissions linked to industry** in France

between 2015 and 2030 according to SNBC

# A commitment to contribute to global carbon neutrality by 2050

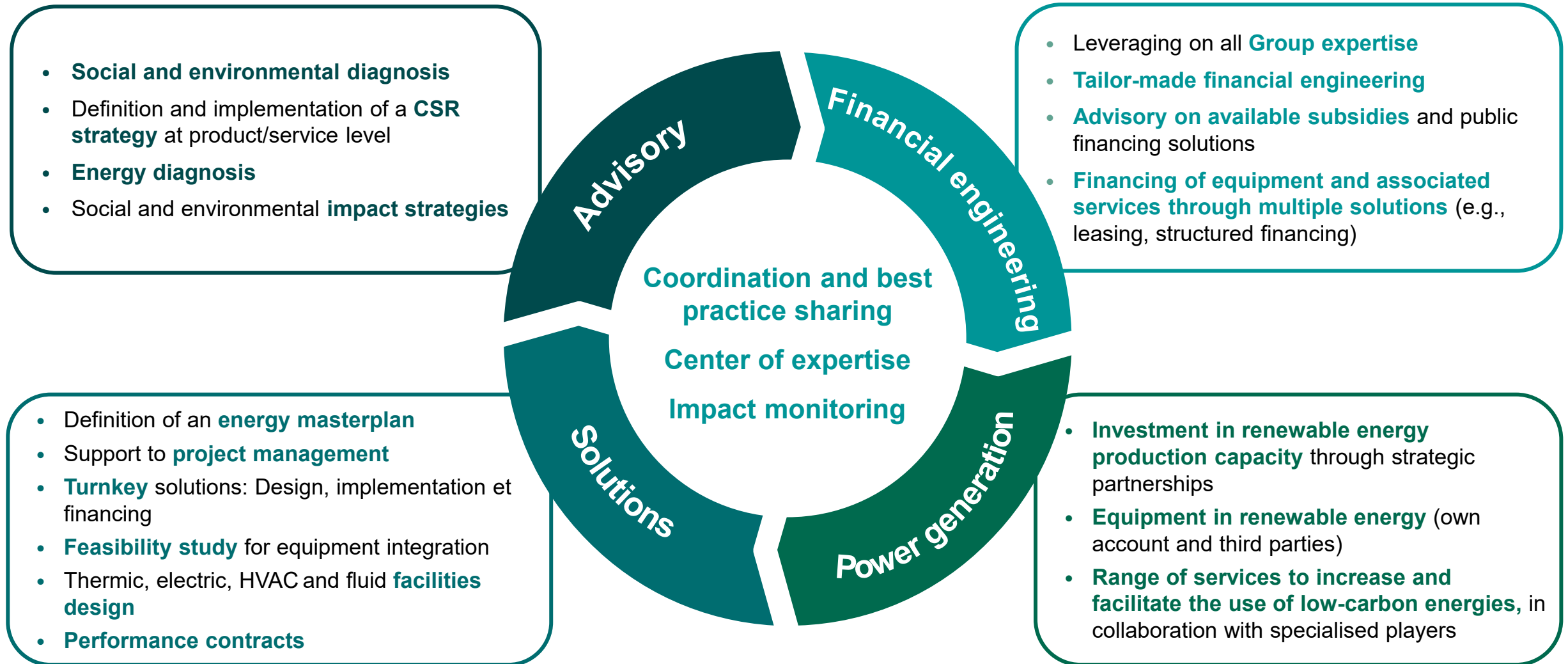
Publication by 2023 of decarbonisation pathways<sup>1</sup>, including intermediate milestones and detailed action plans

➤ Group-level mobilisation for the transformation of business practices in all our divisions



1. On our financing activities; publication on Crédit Agricole SA perimeter in 2022 and on the entire Crédit Agricole Group in 2023 2. CAL&F scope : France 3. CACIB : Loan exposure to auto manufacturers business groups and their financial captives 4. In kg CO<sub>2</sub> per kilometre 5. Decrease of Crédit Agricole S.A.'s absolute emissions linked to energy consumption (scopes 1 & 2) and business travels between 2019 and 2030

# To go further, we are launching a strategic business line, at Group level: **Crédit Agricole Transitions & Energies**







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# Universal access to healthcare: A growing challenge for social equity in the next decade

## Growing geographical inequalities in access to healthcare

**7m** People live in an area with **insufficient access to healthcare** (medical desert)

▶ **27m** expected in 2030

**1/2** General practitioner is over 60 years old

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**€19bn** Public investment in healthcare (2021-2029)

## Ageing population

**18m** Senior citizens

▶ **21m** expected in 2030, including **3m** with diminished autonomy

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**140k** Additional places in **EHPAD** and **collective housing units** needed by 2030

## Complex healthcare journeys

- ▶ **Multiplicity of stakeholders** with consolidating trends
- ▶ **Opacity for patients** and **complexity of healthcare journeys**
- ▶ **Fragmented and insufficient housing solutions** for Seniors

# We are launching a strategic business line, at Group level, to facilitate access to healthcare and senior care services: **Crédit Agricole Santé & Territoires**

Digital platform, "Ma Santé By CA", **providing advisory, prevention and assistance on all healthcare-related matters**

- Simplified healthcare journeys (e.g., journeys for key health issues, access to networks of professionals)
- Administrative support (e.g., reimbursement estimation, appointment setting)
- Prevention programs

Healthcare advisory platform

Coordination

Innovation

Expertise

Housing for seniors

Contribution to the **development of new housing solutions for seniors** (assisted-leaving residences, inclusive housing solutions) in partnership with specialised players

Telemedicine & health centers

In partnership with key stakeholders in the sector, launch solutions to address medical deserts

- Launching a **national open telemedicine platform**
- Deploying health centers
- Supporting new practices development, combining telemedicine, connected equipment, etc. (such as corners and booths in pharmacies)

Service platform

Creation of a **service platform for seniors and caregivers**, leveraging on internal and external service providers:

- Facilitating social contacts
- Providing assistance whenever necessary: In-home help, support to caregivers, remote surveillance, remote support, delivery of pharmaceutical products
- Providing guidance and advice on housing and residential paths



# 2025 AMBITIONS

CRÉDIT AGRICOLE S.A.

I

**Crédit Agricole Group model**

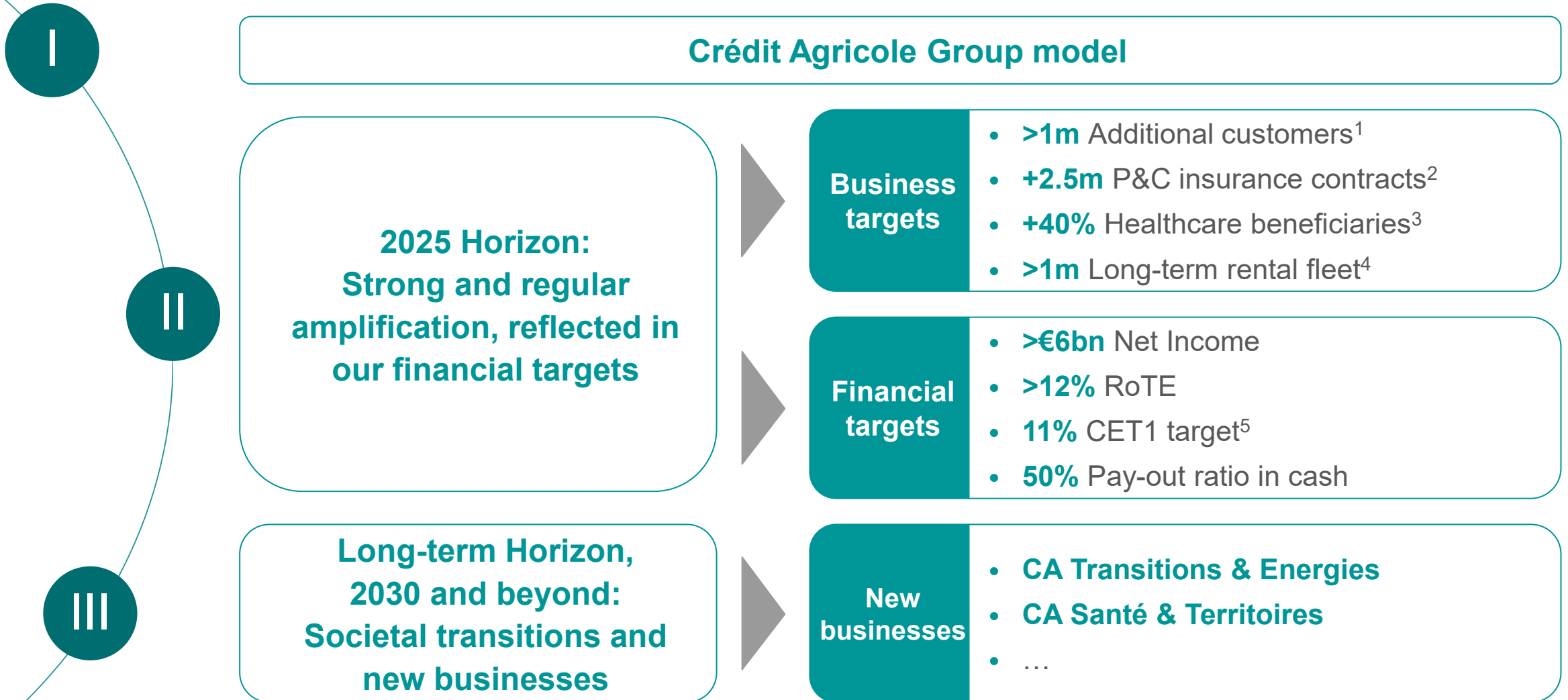
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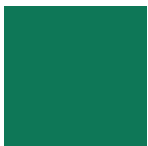


1. Regional banks, LCL, CA Italia, CA Bank Polska 2. For Individuals 3. Individual and group health 4. In 2026 5. Throughout "2025 Ambitions" MTP; floor of minimum +250 bp above CET1 SREP regulatory requirements



# ACTING FOR TOMORROW





# 2025 AMBITIONS

## CRÉDIT AGRICOLE S.A.

INVESTOR DAY – Q&A SESSION