



Corporate Social Responsibility

2013-2014: years of

GO

OPERATION



CRÉDIT AGRICOLE S.A.

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A LEADING BANKING GROUP

The Crédit Agricole group is the French economy's leading source of finance and one of Europe's biggest banking players. A leader in high street banking in Europe, the Group is also the biggest European asset manager, the biggest bank insurer and the global leader in finance for the aeronautics industry.

On the strength of its cooperative and mutualist background, its 150,000 staff and the 31,000 administrators of Local and Regional banks, the Crédit Agricole group is a responsible and worthwhile bank working for its 49 million customers, 7.4 million members and 1.2 million shareholders.

Thanks to its model as a universal high street bank - the close relationship between its local branches and the related businesses - the Crédit Agricole group supports its customers' plans in France and worldwide: insurance, real estate, payment methods, asset management, lease financing, factoring, personal loans and investment banking.

Working for the economy, the Crédit Agricole also sets itself apart through its dynamic, innovative social and environmental responsibility policy. It is based on a pragmatic approach which permeates the Group and gets each employee involved.

The recent adoption of the non-financial Vigeo-NYSE Euronext indicators is evidence of the recognition of its commitment.

CRÉDIT AGRICOLE GROUP

€5.1 billion

NET INCOME
SHARE OF THE GROUP

€76.3 billion

EQUITY
GROUP SHARE

11.2%

COMMON EQUITY RATIO
NON-PHASE-IN TIER 1

CRÉDIT AGRICOLE S.A.

€2.5 billion

NET INCOME
SHARE OF THE GROUP

€42.3 billion

EQUITY
GROUP SHARE

8.3%

COMMON EQUITY RATIO
NON-PHASE-IN TIER 1

CRÉDIT AGRICOLE S.A. IS PART OF SEVERAL REFERENCE SUSTAINABLE DEVELOPMENT INDICATORS:



THE LOCAL UNIVERSAL BANK

LOCAL BANKS

SPECIALIST BUSINESSES



OTHER SPECIALIST SUBSIDIARIES:
Crédit Agricole Capital Investissement
& Finance
(Idia, Sodica), Uni-éditions



ONE IN THREE PEOPLE
IN FRANCE BANK WITH US



NEARLY HALF OF ALL BUSINESSES
IN FRANCE BANK WITH US



NINE OUT OF TEN FARMERS
IN FRANCE BANK WITH US



Cooperation for sustainable performance

Already part of the 2010 Group Project, corporate social responsibility (CSR) is an integral part of the Group's medium term plan: Crédit Agricole 2016. Our vision is one of CSR as an integral part of our activities and business lines, which promotes customer-centric innovation and commercial differentiation as part of continuous progress.

Crédit Agricole's CSR policy breaks down into three ambitions:

- supporting regions, their inhabitants and businesses in responding to the challenges of sustainable development;
- striving for excellence in its relationship with the men and women of the company, in its operations and in its relationship with customers, suppliers and other partners;
- managing all risks by going beyond financial risks and incorporating environmental and social risks.

Each of these strands leads us to work with all players in our ecosystem, sharing information and working with them to identify new modes of discussion, meetings, innovation and progress.

Since 2012, Crédit Agricole and its subsidiaries have adopted a specific approach to measuring progress on CSR: FReD. It allows us to mobilise the various entities and align our CSR commitments with the priorities of the Group's various business lines.

It is a global performance tool and, just like the company's profits or market performance, helps to determine the deferred variable pay of senior staff.

In the Regional banks, the Cooperative Regional Pact highlights the importance of our commitment to the regions and our role in financing them – something that sets the Group apart. Its purpose is to measure, monitor and strengthen our impact on the regions, a key aspect of our CSR commitments.

Because effectiveness can only be measured through more targeted commitments, the Group as a whole has also identified four areas where, in addition to economic challenges, societal issues are key and where we intend to serve as a model in our response: agriculture and food, housing, energy and the environment, and health and ageing.

The Group is already drawing on this vision and these tools to turn CSR into something that is put into practice daily by all of us: something that is worthwhile and legible for our customers and for society. The objective is to promote discussion, meetings and collective projects that drive innovation.

These forms of cooperation are powerful drivers for our long-term performance.

Jean-Paul Chifflet
Chief Executive Officer
of Crédit Agricole S.A.

Jean-Marie Sander
Chairman
of Crédit Agricole S.A.



AMBITION No.3
MANAGING ALL RISKS,
INCLUDING NON-FINANCIAL

AMBITION No. 1

SUPPORTING
REGIONS
IN ADDRESSING
SUSTAINABLE
DEVELOPMENT

PRIORITY
No.

1

LISTENING TO STAKEHOLDERS

Listening to our internal and external stakeholders, understanding and taking into account the economic, social and environmental issues that affect them.

**JOINT
DECISION-MAKING**

With a decentralised structure and joint decision-making between local and regional organisations and national bodies, Crédit Agricole places the regions at the heart of its cooperative model.

“



Our Group combines firstly banking professionals who are proficient in the techniques, and secondly members, board members and elected representatives who have a real practical involvement in the regions. This shared governance is one of the building blocks of Crédit Agricole.”

Jean-Louis Deforme,
Chairman of Crédit Agricole
Franche-Comté

7.4

MILLION MEMBERS

2,483

LOCAL BANKS

31,000

BOARD MEMBERS

€3 billionIN CREDITS APPROVED FOR 100,000
SUPPORTED DEVELOPMENT
AND INVESTMENT PROJECTS

Members are first and foremost customers who have made the decision to join a cooperative. They are therefore involved with company life.



€61.5 billion

FOR 103 PROJECTS APPROVED
SINCE GRAMEEN CRÉDIT AGRICOLE
FOUNDATION CREATION

Social business in Cambodia

“



Suon Sophae,
Chair-CEO,
Chamroeun Microfinance

We are thrilled with the quality of the partnership with the GRAMEEN CRÉDIT AGRICOLE microfinance foundation, at all stages of our partnership, whether in terms of the effort put into innovation or the effective and proactive nature of measures taken. All missions performed were characterised by a high level of integrity and professional and interpersonal skill. ”

THE TOOLS OF SOLIDARITY

Supporting microfinance institutions and social business

In 2013, the Grameen Crédit Agricole Foundation approved 30 finance proposals in the form of loans and profit-sharing for microfinance institutions or social businesses. The purpose of this financing was to support the development of local microfinance institutions and social businesses in developing countries. ■■■

■■■ A socially responsible currency for the non-profit sector

Created in 2011, Tookets are a socially responsible, local currency that can be used to make donations. Customers use a bank card or savings book to collect Tookets, and then make a donation to the charity of their choice. By the end of April 2013, almost one thousand charities had received over 50 million Tookets paid by some 50,000 individuals. By 2014, ten Regional banks should have joined this Crédit Agricole Pyrénées-Gascogne initiative.



now our partner. ”

Jean Philippe,

Chief Executive Officer of Crédit Agricole Pyrénées-Gascogne

Tookets is a perfect example of constructive partnership. It arose from a combination of [...] the Regional bank staff's desire to enable our customers to choose the charities they wish to support and [...] an initiative by a regional company, Immersive Lab,

THE REGION: A GROWTH INCUBATOR

The region's heritage revealed

Heritage is a resource for the cultural and economic development of the regions. This is why Crédit Agricole has been a pioneer of patronage in France. Since 1979, the creation of the Fondation du Crédit Agricole – Pays de France has breathed life into regional heritage (museums, natural sites, ancient trades, traditional rural buildings, etc.). In 2013, it threw itself behind the application of the Vallon-Pont-d'Arc decorated Cave (the so-called 'Grotte Chauvet') for UNESCO world heritage status.

The Fondation du Crédit Agricole – Pays de France and the Regional banks have supported 38 new projects for the preservation and enhancement of heritage in 2013, with almost €1.2 million in funding.

Sustainable agriculture worldwide

The Foundation for World Agriculture and Rurality (FARM), of which Crédit Agricole S.A. is one of the founding members, works with organisations of farmers, producers and farming

cooperatives. It provides them with technical support and tailor-made assistance in financing their investments and securing their income. FARM also capitalises on the results of the projects supported, drawing on them to further its plans for development through sustainable farming.



Picture of cave lions, Vallon-Pont-d'Arc decorated Cave

PRIORITY
No.



OFFERING INNOVATIVE PRODUCTS AND SERVICES

Across our business lines, offering innovative products and services that meet the main challenges of sustainable development faced by our customers and partners.

BANK CARD: TURNING AN EVERY DAY ACTION INTO A GOOD DEED

As a pioneer of the environmentally-friendly bank card, Crédit Agricole is launching a card that is 100% plant-based. The bank is recycling expired cards, and is building a recovery and processing sector. The Inside Story.

Is recycling bank cards new?

Stanislas Pottier: Crédit Agricole is the first bank in the world to get involved with this issue. We have implemented a collection scheme that gives our customers the option of taking back their expired cards and safely sending them to our recycling partner, which will give their components a second life. In 2013, the test phase across eight Regional banks allowed 80,000 cards to be collected and recycled by the Belgian company, Umicore. Ultimately, our objective is to develop a French and European sector for supplying and recycling cards.



Video about
environmentally-friendly
cards



STANISLAS POTTIER

Head of Sustainable Development
at Crédit Agricole S.A.


STEVEN ART

Sales Manager Refining Services - Recyclables at Umicore

Why has Umicore joined forces with Crédit Agricole to work on this project?

Steven Art: Raising consumer awareness about recycling consumer items such as bank cards is key. Umicore is involved at all stages of recycling and guarantees traceability by only processing materials on site, without leaving any waste. We recycle the precious metals contained within a card – silver, palladium, copper and gold – by purifying them. The recycled materials are reused in the car and electronics industries.

Crédit Agricole is also innovating with a 100% plant-based card.

Stanislas Pottier: Yes, because we studied the whole of the card's life cycle – so there's not only recycling but also the materials used in manufacture. We are gradually moving towards the non-GM corn-starch based plant resin, 'PLA' (polylactic acid). The environmentally-friendly card shows how CSR can be a factor in innovation. Indeed, our position as market leader (14 million cards in France) allows us to guide all players in a sector along a more responsible and sustainable path. By gradually replacing our customers' bank cards, we will eventually convert the whole stock. The process will be complete by 2017.



“The bank card is a highly symbolic item.”

RESPONSIBLE FINANCE

Supporting the roll-out of 'green' technologies

Amundi Valeurs Durables is an equity fund which invests in European companies with 20% of its business focused on developing 'green' technologies (renewable energy, energy efficiency, water and waste management). By 31 March 2014, this SRI (Socially Responsible Investment) fund had invested €100 million (managed assets), with a net annual performance of 22.80% in 2013.

Becoming a player in sustainable development through investment

Aside from merely responding to the signals sent out by the financial markets, many customers of private banks want to play a part in sustainable and responsible development through their investments. In partnership with Amundi's SRI analysts, Cr dit Agricole Private Banking offers them the option of evaluating their portfolios based on SRI criteria in addition to the criteria of price and returns.

Raising funds for social and environmental actions.

The aim of the Sustainable Banking team, created in 2009 by Cr dit Agricole CIB and specialising in responsible finance, is to promote the social and environmental projects of individuals and professionals. In 2013, by operating with €4 billion in Sustainability Bonds, Cr dit Agricole CIB broadened the perspective of a market and became the global leader.

Market Leader in Green Bonds

Ranked No. 1 Best Green & SRI Bonds Lead Manager

Year	Issuer	Amount	Due Date	Role
2014	GDF-SUEZ	EUR 1,200,000,000	Green Bond Due 2020	Sole Structuring Advisor, Global Co-Ordinator & Joint Bookrunner
2013	EIB	EUR 1,750,000,000	Climate Awareness Bond Due 2019	Joint Bookrunner
2014	UNIBAIL-RODAMCO	EUR 750,000,000	Green Bond Due 2024	Global Co-Ordinator, Structuring Advisor & Joint Bookrunner
2014	WORLD BANK	EUR 550,000,000	Green Bond Due 2017	Joint Bookrunner
2013	EDF	EUR 1,400,000,000	Green Bond Due 2021	Lead Bookrunner
2013	IFC	USD 1,000,000,000	Green Bond Due 2016	Joint Bookrunner

Sole European bank to have co-founded and co-drafted the "Green Bond Principles", Cr dit Agricole Corporate and Investment Bank helps issuers and investors deploy capital for green projects.

A proven expertise in Green Bonds

www.ca-cib.com

CR DIT AGRICOLE
CORPORATE & INVESTMENT BANK

€1.4 billion

THE RECORD GREEN BOND
ISSUANCE BY EDF

Green bonds are just like standard bonds but are intended to fund projects to benefit the environment or society: as such, they are a very useful way of financing investments related to the energy transition.



Kokoro Association, "The Colours of Hope": psychological help for carers of people suffering from illness, dependant on others or with a disability, through art therapy and creative expression

400
applications
received

60 CARER PROJECTS WORTH
€900,000 FINANCED SINCE 2010

PRIORITY
No.

3

RESPONDING TO SOCIETAL CHALLENGES

Responding to the societal challenges identified in the Crédit Agricole's four fields of excellence, in agriculture and food, housing, health and the ageing population, energy saving and the environment.

SUPPORT IN THE FACE OF DEPENDENCY

Financing a range of projects involving carers across France

Family carers play an essential role in tackling the problem of dependency (due to age, illness or an accident). The objective is to enable associations or public interest entities to promote, develop or pursue new schemes in favour of carers.

Since 2010, in partnership with the

Association française des aidants (French Carers' Association), Crédit Agricole Assurances has sponsored local charities working with carers and volunteers. In 2014, Crédit Agricole Assurances launched its fourth call for projects and also set up a telephone support service, Responsage, to support its own carer staff faced with the loss of autonomy of an elderly loved one.

Find out more:
www.etreaidant.com

“



Jérôme Grivet,
CEO
of Crédit Agricole
Assurances

In France there are over eight million of them. Carers are the salt of the earth, who every day keep alive the magnificent values of solidarity, courage and benevolence. They don't expect compassion, but understanding. They don't need statutes, but a status. They don't need to be admired or pitied, but to be helped and supported.”



SUSTAINABLE LIVING SPACES

Housing often has the finger pointed at it for its emissions and energy consumption, and is an area where there is scope for much improvement. What can be done to create efficient, responsible buildings?

In 2013, Crédit Agricole Immobilier signed the energy efficiency charter for tertiary buildings. By the end of 2013, 100% of the operations delivered or managed by Crédit Agricole Immobilier, both in terms of extensive renovation work and new builds, had an environmental certificate with at least one of the following labels: HQE®, BBC, BREEAM or LEED.

This represents 230,000 m² of office space, 450,000 m² of managed sites and 4,300 residential homes. Environmental criteria are also taken into account in all operations relating to the construction of offices: pollution research, environmental labelling through HQE® certification or combined with the UK's BREEAM certification scheme.

2,885 homes

WITH THE LOW-ENERGY
BUILDING LABEL BY CRÉDIT
AGRICOLE IMMOBILIER
(FRANCE, 2013)

“



*Michel Goutorbe,
CEO of
Crédit Agricole
Immobilier*

Our wish is to focus on developing real estate business lines and strengthening synergies within the Group.

Our ambition is to serve and be useful to investor clients, Regional banks, all subsidiaries of Crédit Agricole and the Group. Crédit Agricole Immobilier's vision of the city is embedded in the region.

”



Currently we are working on a key moment in the life of a farm: setting up. We know that getting off to a good start is an essential part of securing the first years of production. We are thinking about ways of offering support in these crucial first months.

Francois Moury,
Head of the Agriculture and Agrifood activity,
Crédit Agricole S.A.



HELPING AGRICULTURE TO MANAGE RISK

The risks faced by the agricultural world have recently multiplied: risks of exploitation, market risks, economic risks, climate-related risks etc.

In order to identify and address them, Crédit Agricole offers its farmer customers a review of agricultural risks. It exercises its responsibility by supporting them through difficult situations.

The Regional banks have thus supported struggling farmers by helping with cash flow (loans, deferred repayments or consolidation) and have helped to implement the aid schemes introduced by the public authorities during extreme climate events (frost, hail, flooding, drought, etc.).

€2^{OVER} billion
IN FINANCE FOR
RENEWABLE ENERGY

THE ENERGY OF TOMORROW

Crédit Agricole Leasing & Factoring supports finance projects in the field of renewable energy (biomass, photovoltaic, wind, etc.) in France and for certain projects overseas.



Nicolas Jeuffrain,
Chairman
of Ténégie

Renewable energy is becoming increasingly competitive. Ténégie operates in the wind turbine and photovoltaic sectors and has over 60 photovoltaic plants worldwide. How did we install 52,000 panels on the ground around Calmont? Quite simply through our usual bank, LCL, together with the expertise of the Crédit Agricole Group, and more specifically its subsidiary, Crédit Agricole Leasing & Factoring.



AMBITION No. 2

**STRIVING FOR
EXCELLENCE
IN RELATIONS
WITH OUR CUSTOMERS
AND EMPLOYEES**

PRIORITY
No.

4

**AIMING FOR A LASTING RELATIONSHIP
WITH OUR CUSTOMERS**

Aiming for a lasting relationship with our customers, protecting their interests and making our offering accessible.

**CUSTOMER
SATISFACTION
DRIVERS****An innovative relationship
with customers**

All studies show a rapid change in the behaviours and expectations of bank customers. Demand centres most frequently on a better welcome, being listened to, and tailored support. And this is precisely what has been put in place by Cr dit Agricole in its corporate plan: Customer Relations 2.0. Placing customer satisfaction and interests at the heart of every action, the plan was developed and tested in 2012 by eight Regional banks. Since 2013, it has gradually been rolled out to all 39 Regional banks.

**With LCL: understanding
and recognition**

Understanding our customers means giving them an interlocutor who understands their needs. Recognising them means rewarding their loyalty. These are the two pillars of the recognition contract introduced by LCL in 2008. The Group's other network of Local banks in France is also working to address the current and future demands of its customers.





BEING SUPPORTED DESPITE DIFFICULTIES

Tailored solutions

Those of our customers who show signs of financial fragility can benefit from dedicated diagnostic tools allowing them to accurately evaluate their personal financial circumstances before being offered tailored solutions.

This advice is offered by the Customer Support Agency launched in 2013 by Crédit Agricole Consumer Finance.



1,300
applications

STUDIED BY THE CUSTOMER SUPPORT AGENCY SINCE MARCH 2013, 80% HAVING BENEFITED FROM A LASTING SOLUTION PREVENTING THE CUSTOMER FROM FALLING INTO EXCESSIVE DEBT

Creating gateways, preventing exclusion

On 31 December 2013, 70 'Points Passerelle' gateways were rolled out by 30 Regional banks to help people who have hit a difficult patch (unemployment, divorce, death, etc.) and give them hope. Primarily a drop-in centre offering mediation and support, this socially responsible scheme offers social and financial solutions as well as tailored advice in partnership with social services. Since it first started up in 1979, it has enabled 62,400 people to get back on their feet, including 9,700 in 2013.

Socially-responsible savings, an act of citizenship

Launched in June 2013, the 'L'Autre Épargne' (the Other Savings) range offers various socially responsible financial products with the Finansol label. Customers can invest in the socially responsible contract, Predica, as well as socially responsible mutual investment funds such as Solidarité – CA Habitat et Humanisme, et Solidarité – CA contre la faim. They can also opt for products that contribute to regional development with the Livret Sociétaire.



PRIORITY
No.

5

BEING A RESPONSIBLE EMPLOYER

Being a responsible employer, encouraging the personal development and employability of staff, guaranteeing fairness by promoting diversity, promoting quality of life at work and social dialogue.

PRINCIPLES FOR PROMOTING COOPERATION PUT TOGETHER IN A CHARTER

It brings together social commitments, i.e. respect for human rights in the Group's areas of activity and spheres of influence.

The principles:

- taking action that is consistent with the values and cultures of the Group;
- promoting quality of life in the workplace;
- promoting economic, social and cultural development in the areas where we are established;

- promoting our social commitments vis-à-vis our external stakeholders;
- encouraging and favouring the development and employability of staff;
- guaranteeing equity and promoting diversity;
- promoting staff participation and social dialogue.

JOB SATISFACTION THROUGH CAREER MANAGEMENT

Since 2012, the 41,541 employees of the group Crédit Agricole S.A in France have benefited from a three-yearly Job and Skills Planning and Forecasting Agreement (GPEC). A veritable career management policy, it promotes the development of staff and supports them throughout their career. As such, professional development is Crédit Agricole S.A.'s number one priority.

DIVERSITY AS A DRIVER FOR WELL-BEING AND PERFORMANCE

Gender equality

In order to promote gender equality, in 2011 Executive Management made the commitment to increase the proportion of women in management circles by 2014. The figure should progress from 12% to 20% for the top circle of executive managers and from 18% to 25% for higher management. Moreover, the Executive Board now has its first woman member. Meeting these objectives means implementing an ambitious action plan: creating a pool of female 'key resources', setting up a mentoring system, encouraging the creation of internal women's networks and promoting women, particularly through mobility. The Crédit Agricole group is organising the Crédit Agricole Louise Tallerie Female Student Awards and is inviting third year undergraduates and Master's students to work together to rise to the challenge of one of the Group's strategic issues. The benefits include one year of mentoring by a senior manager, a one-year work-study programme or internship, and total prize money of €20,000. ■■■



As the number one recruiter in the French banking sector, it is essential for the Group to promote women's careers.



Pierre Deheunynck,
Head of Group Human Resources at Crédit Agricole S.A.



■■■ The challenge of intergenerational cooperation

Each generation of employees has to overcome specific challenges: employability and recruitment for the youngest; and for older staff, staying in work and passing on their knowledge. In response to this, several of the Group's entities signed the Generation Contract in Autumn 2013. Crédit Agricole S.A. is thus committing to developing talents and the dynamic management of careers at any age.

Disability and integration

By the end of the third three-yearly agreement (2011 to 2013), the disability employment rate within the Group had risen from 3.07% to just over 4% of staff. By the end of December 2013, all Group entities were implementing over 1,630 measures to support 400 people with disabilities, from adjustments to the working day to the joint funding of prostheses or covering the costs of commuting. This commitment is bolstered by

the signing of a fourth ambitious Group Disability agreement. From 2014-2016, this includes plans for 190 recruitments (including at least 70 permanent contracts), bringing the proportion of purchases of goods and services from the sheltered sector to 50%,

supporting employability, developing cooperation between all relevant stakeholders, efforts in technological innovation as well as assisting the 'carer' staff responsible for parents or children with disabilities.



THE QUALITY OF LIFE AT WORK

Remote working responds to a growing demand from staff, and has become established as an additional factor in the company's performance. To facilitate its deployment, Crédit Agricole S.A. signed a one-year agreement in February 2012, as did SILCA (the Group's IT production economic interest group), a subsidiary of the Group. Today, this approach has also been adopted by other entities: Crédit Agricole Leasing & Factoring, Crédit Agricole Immobilier, CACEIS and soon Crédit Agricole Assurances.

PAY: A VECTOR OF FAIRNESS

The 'responsible pay' policy is designed to ensure equity and the recognition of individual and collective performance in the long-term. It thus expresses the Group's values and its respect for all its stakeholders: customers, staff and shareholders alike. This policy is part of FReD, the continuous overall approach to promoting and improving the Crédit Agricole group's CSR actions. Notably, the FReD index is used to calculate a third of the deferred variable remuneration of executive managers, thus demonstrating that a good CSR performance is of strategic benefit.



**All about
the Crédit Agricole S.A.
pay policy**



**I work remotely one day in the middle of the week.
Working at home in a quiet, familiar environment
enables me to concentrate more easily.
By reducing my commute in this way,
I am considerably less tired during the week.**



Barbara Delafenestre

Marketing Project Manager at Crédit Agricole S.A.



Evergreen campus at the Crédit Agricole S.A. head office in Montrouge

Reforestation and agroforestation project at Araku in the province of Andhra Pradesh, India

PRIORITY
No.

6

LIMITING AND REDUCING OUR DIRECT ENVIRONMENTAL FOOTPRINT

Limiting and reducing our direct environmental footprint, particularly in terms of energy, paper and waste.

The restoration of damaged ecosystems has been a priority for several years now. Partners like EcoAct, Reforest'Action and Livelihoods all work with Crédit Agricole on this environmental approach.

A BETTER-PROTECTED COUNTRYSIDE FOR A VIABLE FUTURE

Offsetting environmental impacts

A range of initiatives have been carried out by the Group in order to measure, reduce and offset its background CO₂ emissions and environmental impacts arising from its energy consumption and activities.

For the last six years, the Group has been using clean development mechanisms based on the Kyoto protocol. Chosen for their excellence in terms of environmental protection and human development, the carbon offsetting programmes have enabled a total of 42,000 metric tons to be offset since the approach was first adopted.



The collaboration began in 2009 with EcoAct develops from year to year. Recently, we

began to involve Crédit Agricole staff by asking them to vote in advance for the offsetting project they liked best. The winners of an in-house challenge were even able to visit one of the projects in Brazil and see the impact on the environment for themselves.

Thierry Fornas
Chairman of EcoAct

42,000
metric tons of CO₂

OFFSET BY THE GROUP
OVER THE LAST SIX YEARS

Biodiversity in Kenya

Introduced by EcoAct, the REDD+ carbon offsetting project in Kenya is designed to raise awareness in local communities of the need for the use of sustainable farming techniques and forest, wildlife and plant conservation. In the Kasigau Corridor, a zone labelled as a 'Biodiversity Hotspot' by Conservation International, and one that is particularly threatened by human activity, the aim is thus to generate sustainable, biodiversity-friendly local economic development in the long-term, and thus reduce CO₂ emissions and deforestation. The staff of Cr dit Agricole S.A. have chosen to support this project for the second time.

Carbon financing serving development

130 million: this is the number of trees planted worldwide in three years thanks to funding by Livelihoods, which Cr dit Agricole S.A. has partnered since its creation in late 2011. This fund finances agroforestry, mangrove restoration and small rural energy projects, which directly benefit rural communities in Africa, Asia and Latin America – i.e. over 1 million people. The principle: partner companies buy shares in the unit trust to finance the projects, and receive carbon credits in return. Representing €38 million, Livelihoods now includes the following shareholders: CDC-Climat, Cr dit Agricole S.A., Danone, Firmenich, Herm s, La Poste, Michelin, SAP, Schneider Electric and Voyageurs du Monde.

Cr dit Agricole S.A. intends to use the carbon credits provided by Livelihoods for its voluntary carbon offsetting from 2014.



Livelihoods arose from the observation that there is a close link between slowing down climate change and combating poverty. The fund is open to all companies that share the same philosophy and want to develop offsetting projects with social value.

Bernard Giraud,
Chairman of Livelihoods



COLLABORATIVE REFORESTATION

5Continents, a social and environmental company, launched the Reforest'Action project in 2010.

This gives private individuals and companies alike the opportunity to plant a tree online and measure the positive impact of their action.

Cr dit Agricole is developing this action in a village in Senegal, and invites its employees and directors to help reforest a plot of land. After supporting the same reforestation project in Senegal for several years, Cr dit Agricole also wishes to develop actions in France with its Regional banks. In 2014, six Cr dit Agricole Regional banks became involved in projects in France.



Our collaboration is now developing through reforestation actions in France supported by several Regional banks. These are thus helping to restore their local environment by getting involving their employees and customers involved.

St phane Hallaire,
Founder and manager of 5Continents,
and initiator of Reforest'Action

Cr dit Agricole S.A. head office in Montrouge,
Jean-Paul Chifflet, CEO of Cr dit Agricole S.A.

PRIORITY
No.

7

RESPONSIBLE RIGHT THROUGH TO RELATIONS WITH OUR SUPPLIERS

Taking social and environmental factors into account in our purchasing processes and relationships with our suppliers and subcontractors.

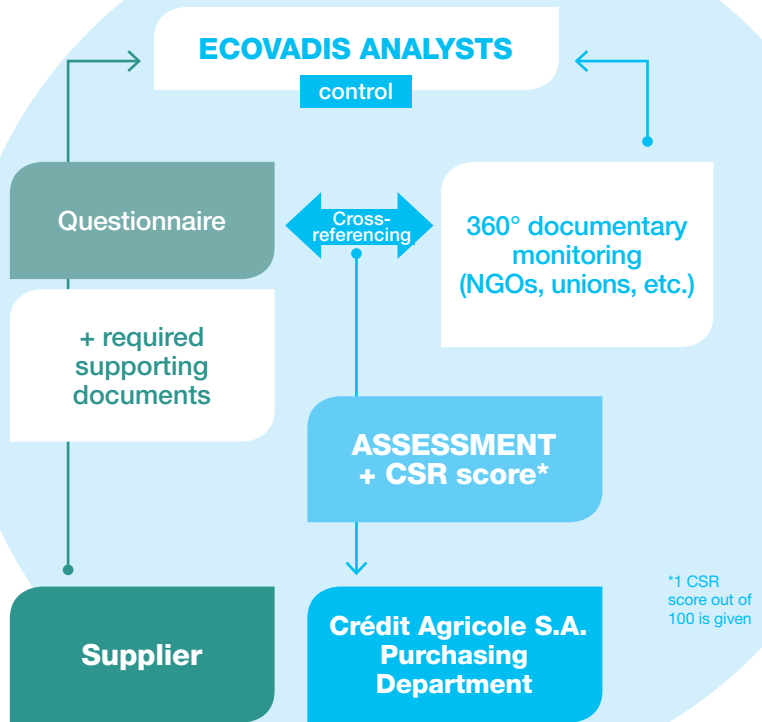
ASSESSMENTS TO ENCOURAGE GOOD PRACTICES

The task of assessing suppliers' CSR management systems is entrusted to an independent third party specialising in this area: EcoVadis. This assessment involves CSR management systems used by suppliers when responding to an invitation to tender. It can represent up to 30% of the score. The scoring consists of sending suppliers a questionnaire relevant to their sector, containing 21 group criteria divided into four themes: the environment, the social aspect, ethics and supply chain management.

UP TO

1,000 suppliers

APPROACHED AND 500 ASSESSED
(END 2013)



*1 CSR
score out of
100 is given

A BALANCED RELATIONSHIP WITH SUPPLIERS

In late 2010, in order to create the right conditions for a balanced relationship with its suppliers in an unstable economic situation, Crédit Agricole S.A. signed the responsible supplier relations charter. This charter consists of ten commitments for responsible

purchasing and a fair, long-term relationship between major principals, SMEs and suppliers. It particularly relates to issues of environmental impact, financial equity and the reducing the risk of mutual dependency.

This has led Crédit Agricole:

- to adapt to the law as regards the payment of its suppliers. Crédit Agricole S.A. now includes in all its

contracts a clause from the Economic Modernisation Act on payment deadlines;

- to appoint an inhouse mediator for intercompany relationships. In 2013, it processed three dossiers with the médiateur de la République (ombudsman), which led to a settlement on differences over service stoppages.

AMBITION No.3

MANAGING

ALL RISKS,
INCLUDING NON-FINANCIAL



PRIORITY
No.

8

ETHICAL BEHAVIOUR

Ethical behaviour in banking and finance operations



75%
of employees

TRAINED IN THE ANTI-MONEY
LAUNDERING AND TERRORIST
FINANCING MEASURES (2013)

ANTI-FRAUD MEASURES

Because the combatting of money laundering and the financing of terrorism are major issues, they are a key priority for Crédit Agricole S.A.

The Crédit Agricole group has set up and constantly strengthens measures designed to prevent money laundering and the financing of terrorism, and ensures compliance with international sanctions such as credit freezing and embargoes. ■■■

■■■ A map of money laundering risks has been produced and rolled out across the group's business lines. The aim is to build up a vigilant system reflecting the level of risk identified when contact is first made, and then throughout the business relationship. Mandatory checks on the customer's identity

are the first filter for preventing money laundering. Customer files are also constantly screened. In addition, a staff training plan on compliance (Fides) has been rolled out to all Cr dit Agricole S.A. entities within and outside France. This covers compliance, financial security and fraud prevention.

90%
of employees

AT CR DIT AGRICOLE S.A. HAVE BEEN TRAINED IN FRAUD PREVENTION THROUGH E-LEARNING AND FACE-TO-FACE TEACHING (END 2013)



TRANSPARENT LOBBYING, BUILDING TRUST



View
the entire
Lobbying
Charter

“



Together with all the market associations of which the Cr dit Agricole group is a member, we ensure that the measures in the pipeline do not penalise banks' ability to finance the real economy. This monitoring and influence is expressed through an open, regular dialogue with the legislators on the basis of well-documented answers following consultations with the market place and participation in public hearings. ”

Anne Pouchous, Head of European Affairs
Cr dit Agricole S.A. Public Affairs Department



Crédit Agricole CIB New York City

PRIORITY
No.



FACTORING IN CSR CRITERIA MORE EFFECTIVELY

Factoring in environmental, social and governance criteria more effectively at the design stage of all our products and services.

CLIMATE UNCERTAINTY IS CHANGING INSURANCE

In line with the Group's issues, Crédit Agricole Assurances is now offering products that adjust to climate change.

Within its wide range of products, Crédit Agricole Assurances proposes damage insurance solutions for private individuals and professionals alike. For farmers, these solutions factor in climate uncertainty. Insurance cover protects the insured parties and

their property after storms, natural disasters and climatic events such as hail or frost. Crédit Agricole Assurances also proposes forest insurance covering forestry risks: fire, storm, natural disasters and legal liability. At the end of 2013, these insurance policies represented a portfolio of nearly 2,300 contracts, covering 500,000 hectares in terms of legal liability, and 500,000 hectares in terms of damage.

PORTFOLIOS ANALYSED ACCORDING TO ESG RISKS

Crédit Agricole is keen to offer its customers financing and investment that are both innovative and responsible.

Amundi has made responsible financing one of the mainstays of its development strategy. It is the leader in socially responsible investment (SRI) in France, with €68.37 billion, i.e. nearly 9% of its total investment. It presents a fund offer accessible to all its customers, and tailor-made solutions for its institutional clients. With considerable ambitions both within and outside France, Amundi is aiming for €100 billion in total SRI investment in 2015. Alongside SRI funds, Amundi manages funds with high social value, which make it possible to finance the real local economy via unlisted companies or

associations: community, revenue-sharing, social entrepreneurship and developmental aid funds. As well as its SRI and community portfolios, in 2013 Amundi adopted the general use of ESG (Environment, Social, Governance) assessment for all its portfolios. The non-financial scores assigned to nearly 4,600 issuers by the 15 ESG analysts were then distributed to all Amundi's analysis and management teams. A close working relationship was set up between the financial and non-financial analysis teams (stocks and rates) and with the SRI management teams on both construction and management of portfolios. During issuers' roadshows, Amundi also systematically deals with questions on their ESG performance.

€68.37 billion

IN TOTAL INVESTMENT
DEDICATED TO SRI (2013)

€100 billion

IN SRI TOTAL INVESTMENT:
AMUNDI'S GOAL FOR 2015

€805 billion

IN TOTAL INVESTMENT FOR FUNDS
WITH HIGH SOCIAL VALUE
(END 2013)

CORPORATE FINANCING: A MARKET STANDARD FOR RISK ASSESSMENT

Crédit Agricole CIB (Crédit Agricole Corporate and Investment Bank) is the Crédit Agricole group's finance and investment bank serving 1,100 companies and 500 financial institutions worldwide.

CRÉDIT AGRICOLE CIB ROLLS OUT ACTIONS FOR:

Assessing and managing
environmental
and social risks

- Equator Principles
- Sensitive transactions
- Sector policies

Regulatory commission: CERES

Making finance
responsible

- Sustainable Unit Banking/
Green bonds
- A method for quantifying
CO₂ emissions

The Equator Principles are now a market standard in project financing. They make it possible to assess the risks associated with the environmental and social impacts generated by certain corporate financing plans for project construction or expansion. A member of the group of ten banks which launched the Equator Principles in June 2003, Crédit Agricole CIB has played a major part in broadening the scope of application of these principles in June 2013.

As well as the Equator Principles, Crédit Agricole CIB laid down four sector policies between 2010 and the end of 2013. These apply to all the bank's activities. In addition, the environmental or social sensitivity of all transactions has been assessed since 2009 at Crédit Agricole CIB. The CERES commission makes recommendations in advance to the Credit Commission for all operations where it considers that the environmental or social aspects need to be monitored closely.

PRIORITY
No.

10

**PROGRESS IN LINE
WITH OUR SECTOR POLICIES**

Continuing formalisation and guaranteeing compliance with the sector policies that guide our actions and behaviour, and asserting our requirements as a responsible financier and investor in various complex or sensitive business sectors.

**GOING STILL FURTHER**

In 2013, Crédit Agricole CIB introduced sector policies designed to go still further in factoring in the social and environmental impacts of its activities. These are now applied at Group level. These policies illustrate a desire to incorporate social awareness in its activities, particularly as regards the respect of human rights, the fight against global warming and the preservation of biodiversity.



Sector policies establish the conditions for intervention and form the basis of analysis and exclusion criteria in all transactions related to the following sectors:

- arms (created in 2010),
- energy (oil and gas, shale gas, coal-fired power stations, hydroelectric power stations and nuclear power stations),
- mines and metals,
- transport.

“



**The principles adopted by the bank
in its sector policies apply to all business lines:
financing, market and consultancy activities.** ”

Alexandra Boleslawski,
Global Head of Power, Utilities
and Mining at Crédit Agricole CIB



**All about
sector policies**



ONE MODEL, MANY RESULTS



OUR PRINCIPLES

Based on powerful convictions, Crédit Agricole CSR commitments are expressed every day across the Group's entities through joint actions and tangible signs of progress.

REMAINING FAITHFUL TO OUR AMBITIONS

Crédit Agricole's CSR is based on powerful convictions:

- The balance between economic, social and environmental development is vital for everyone's future.
- A bank only prospers in the long term through its customers, employees, the regions where it is established and the environment of which it is part.
- CSR should apply to all business lines.
- CSR represents an ongoing approach to progress.

A different version for each entity in the Group that factors in the following:

- The diversity of its business lines.
- Its sustainable development issues.
- Its specific stakeholders.
- Respect for each of its commitments.
- Sharing initiatives and actions with other entities of the Group.

Over the past few years, Crédit Agricole has generated an increasing number of CSR initiatives across its entities, notably by rolling out improvements suitable for its various business lines, and by further incorporating non-financial criteria in its procedures and offers.



DISSEMINATING COOPERATIVE VALUES

Launched in early 2013, the Cooperative Regional Pact structures CSR commitments in the Regional banks.

At the end of 2012, the Crédit Agricole Regional banks asserted their desire to boost their cooperative credentials by 2015, and drew up a Cooperative

Regional Pact with the aim of becoming proactive mouthpieces for the regions in which they operate.

MANAGING CSR

To disseminate and coordinate its CSR policy more effectively, the Crédit Agricole S.A. group has created a Sustainable Development department of eight people overseen by the General Secretary. It draws on a network of nearly 150 correspondents in France and overseas in its various business lines, in the large specialised subsidiaries and in the Group's local banking networks: the Regional and LCL banks in France, as well as branches overseas, particularly in Italy with Cariparma.

2.3

THE FRED PROGRESS INDEX
IN 2013 AFTER A GOAL OF 2



MEASURING CSR PERFORMANCE

A strategic pillar, Crédit Agricole S.A.'s CSR is embodied in FReD*, an overall approach for the ongoing promotion, improvement and measurement of the Group's actions.

The participatory and scalable approach to progress known as 'FReD' is a tool for managing CSR and measuring its progress, rolled out by Crédit Agricole S.A. since 2012. Its purpose is to:

- give a common framework to all entities in the Crédit Agricole S.A. group;
- formalise, manage and measure procedures for progress.

The average progress assessment for each entity gives rise to the 'FReD index', which measures the societal performance of the Crédit Agricole S.A. group, and notably determines a third of the deferred variable payment of executive managers, thus demonstrating that performance on CSR is of strategic benefit.

**FReD as in Fides: respect for the customer; Respect: that of employees, and Demeter, respect for the planet.*



**All about
the FReD
approach**

OUR METHOD

CSR AT THE HEART OF ALL OUR BUSINESS LINES' ACTIVITY

3 AMBITIONS, 10 PRIORITIES

AMBITION No. 2

Striving for excellence in relations with customers and employees



- 4 Aiming for a lasting relationship with our customers, protecting their interests and making our offering accessible.
- 5 Being a responsible employer, encouraging the personal development and employability of staff, guaranteeing fairness by promoting diversity, promoting quality of life at work and social dialogue.
- 6 Limiting and reducing our direct environmental footprint, particularly in terms of energy, paper and waste.
- 7 Taking social and environmental factors into account in our purchasing processes and relationships with our suppliers and subcontractors.

GOALS

- 20% of women among executive managers.
- A pioneer of the environmentally-friendly bank card, Crédit Agricole has offered the recycling of all its cards since April 2014.
- Being awarded the 'Responsible Supplier Relations Label'.

Across our business lines, offering innovative products and services that meet the main challenges of sustainable development faced by our customers and partners.

AMBITION No. 1

Supporting regions in addressing sustainable development

- 1 Listening to our internal and external stakeholders, understanding and taking into account the economic, social and environmental issues that affect them.
- 2 Across our business lines, offering innovative products and services that meet the main challenges of sustainable development faced by our customers and partners.
- 3 Responding to the societal challenges identified in the Crédit Agricole's four fields of excellence, in agriculture and food, housing, health and the ageing population, energy saving and the environment.

GOALS

- The CSR of the Regional banks: a Cooperative Regional Pact rolled out to all the banks.
- Responding to societal challenges in the four fields of excellence, in terms of agriculture and agrifood, housing, energy economics and the environment, health and ageing.

AMBITION No. 3

Managing all risks, including non-financial

- 8 Ethical behaviour in banking and finance operations.
- 9 Factoring in environmental, social and governance criteria more effectively at the design stage of all our products and services.
- 10 Continuing formalisation and guaranteeing compliance with the sector policies that guide our actions and behaviour, and asserting our requirements as a responsible financier and investor in various complex or sensitive business sectors.

GOALS

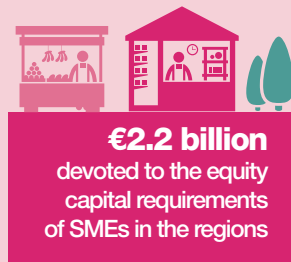
- Incorporating ESG (Environmental, Social and Governance) aspects into all credit and financing activities.
- €100 billion in assets managed as SRI.

2013 PERFORMANCE

FOCUS ON 9 INDICATORS

AMBITION No.1: SUPPORTING REGIONS IN ADDRESSING SUSTAINABLE DEVELOPMENT

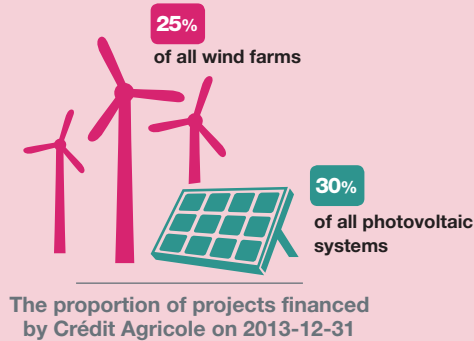
→ LOCAL INVESTMENT



→ COMMUNITY PROJECTS



→ RENEWABLE ENERGIES



**LEADING
FINANCER
OF RENEWABLE
ENERGIES**
and energy efficiency
in France.
(Audited accounts on 2013-12-31)

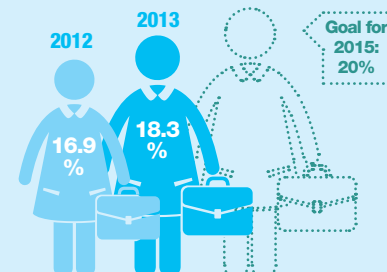
AMBITION No.2: STRIVING FOR EXCELLENCE IN RELATIONS WITH OUR CUSTOMERS AND EMPLOYEES

→ EQUAL OPPORTUNITIES



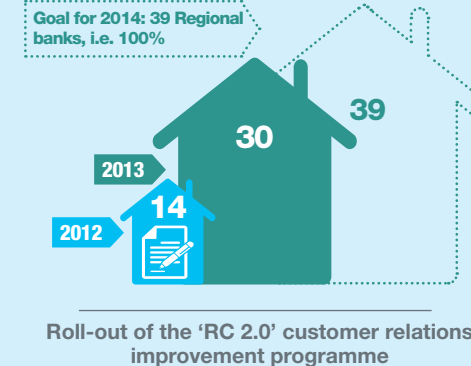
Proportion of disabled employees
in the Group

→ GENDER MIX



The proportion of women
in management circles

→ CUSTOMER RELATIONS



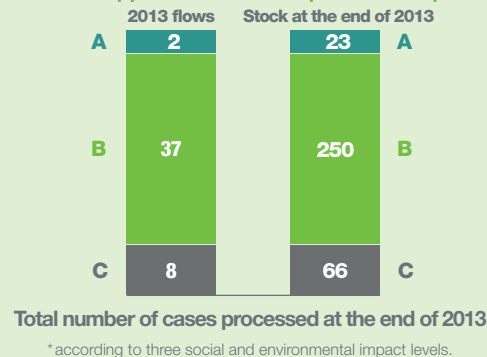
**3rd
COMPANY**
in the CAC 40,
International Gender
Equality Observatory.
(Capitalcom)

AMBITION No.3: MANAGING ALL RISKS, INCLUDING NON-FINANCIAL

→ RESPONSIBLE INVESTMENT



→ RESPONSIBLE FINANCING in application of the Equator Principles*



→ RESPONSIBLE ACROSS THE CHAIN



**CRÉDIT AGRICOLE CIB
LEADING
GLOBAL PLAYER
IN RESPONSIBLE
EMISSIONS IN EUROS**
(Green Bonds) with over
€5 billion of operations.
(Climate Bond initiative)

CORRELATION TABLE

Indicators	Pages	Article 225, Grenelle 2 law	Global Reporting initiative (G4)	ISO 26000	Principles of the Global Compact
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Indicators	Pages	Article 225, Grenelle 2 law	Global Reporting initiative (G4)	ISO 26000	Principles of the Global Compact
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ONE MODEL, MANY RESULTS

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KIOSK

FIND INFORMATION MATERIAL ON 2013 BUSINESS



2013 REGISTRATION DOCUMENT



2013-2014 BUSINESS REVIEW



KEY FIGURES



FURTHER INFORMATION

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www.credit-agricole.com/en/Committed-and-responsible

THE CRÉDIT AGRICOLE S.A. CSR REPORT CAN BE VIEWED AND DOWNLOADED ON:

www.credit-agricole.com/en/Committed-and-responsible

A PDF version designed for partially-sighted people
can be downloaded via this flashcode



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