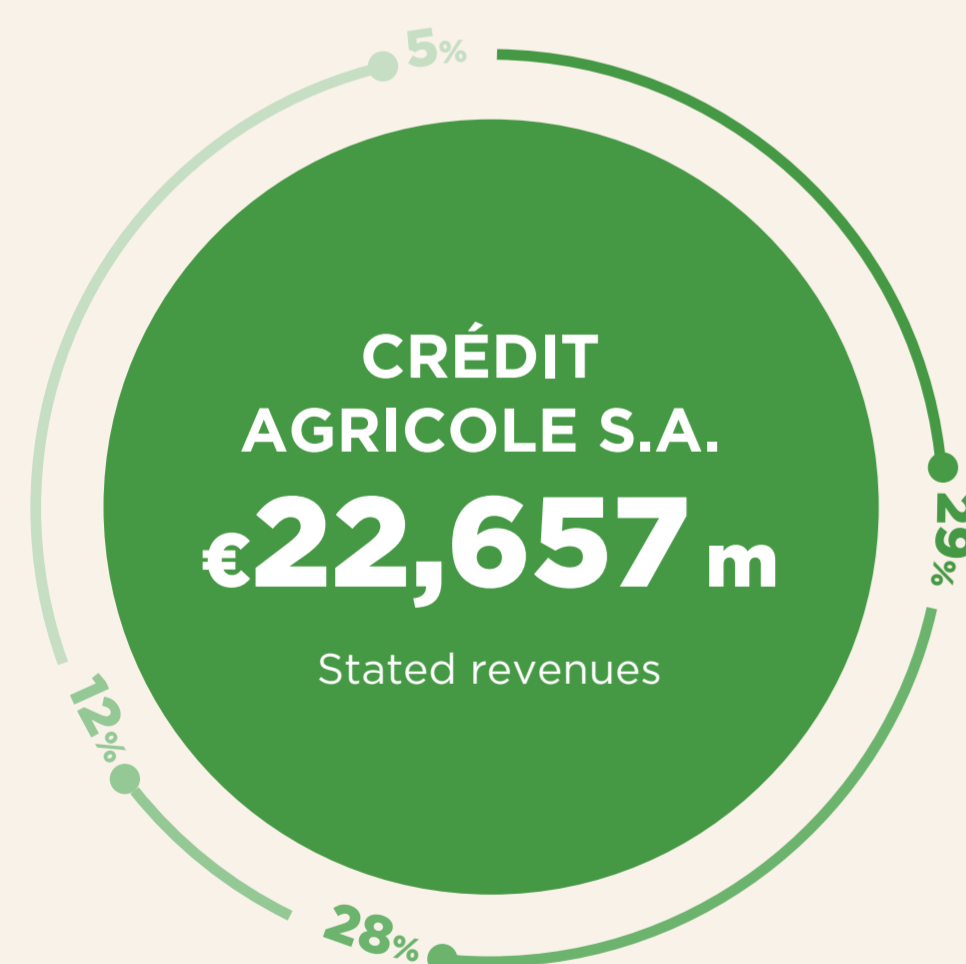
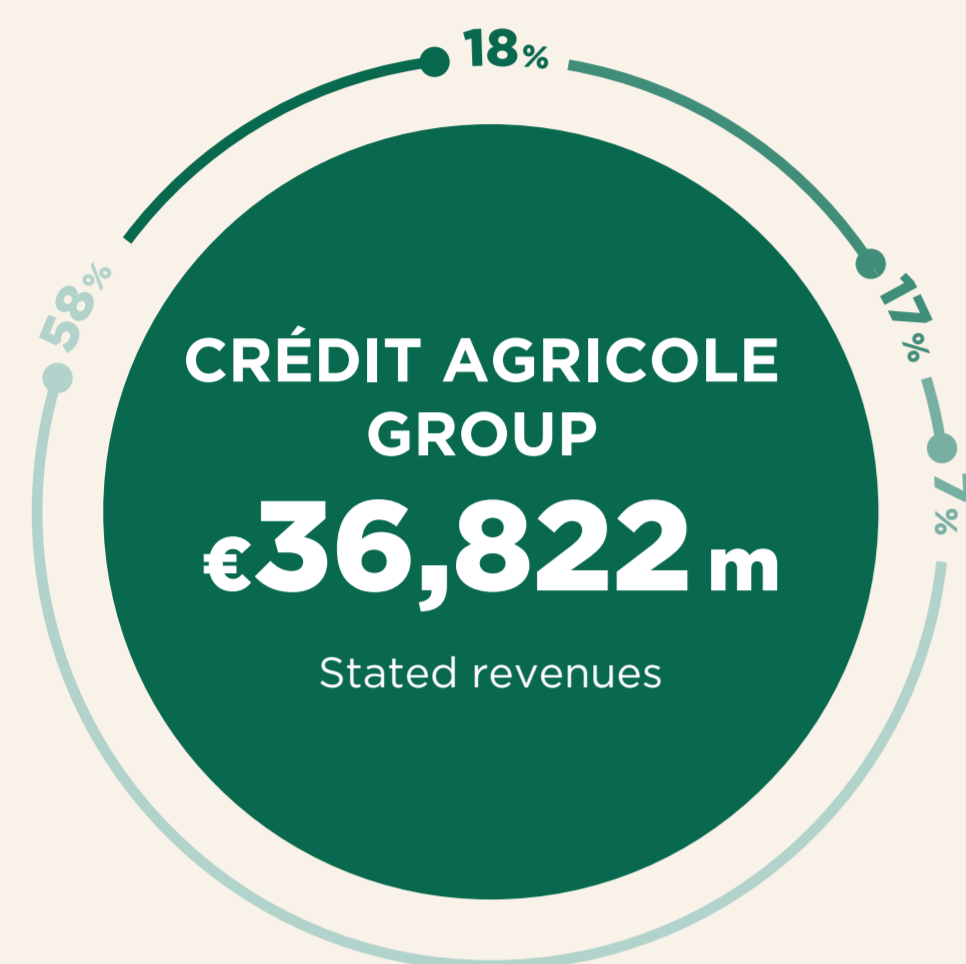


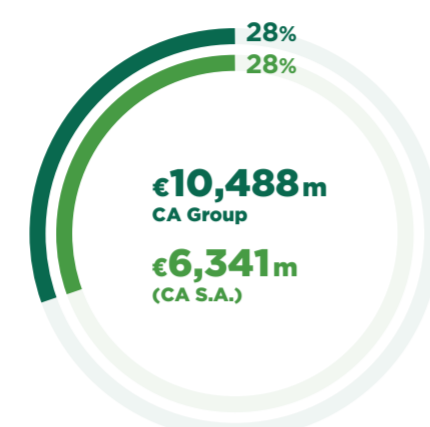
THE DISTRIBUTION OF VALUE

REVENUES



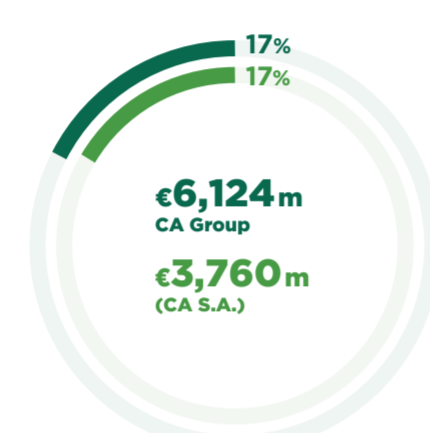
- Asset Gathering
- Large customers
- Specialised financial services
- Retail Banking

REDISTRIBUTION OF FINANCIAL FLOWS



EMPLOYEES¹
 Gross salaries, incentive plans, profit sharing and amounts allocated to employee pensions.

IMPACT ON SOCIETY
 For Crédit Agricole S.A., 75,000 employees including 1,769 work-study employees and 1,374 interns (FTE monthly average).

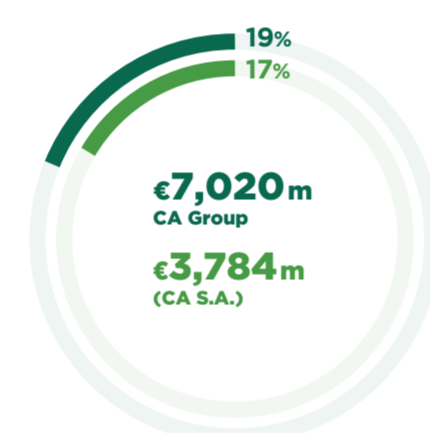


SUPPLIERS²
EXTERNAL SERVICE PROVIDERS
 External and operating expenses. The purchasing volume for the Group from VSBs/SMEs in 2020 was €2.2bn.

IMPACT ON SOCIETY
 2,622 Crédit Agricole S.A. Suppliers have an EcoVadis rating as at 25 January 2022. The purchasing volume from the sheltered and disability-friendly sector represents €4.9m for the entire Group in France.

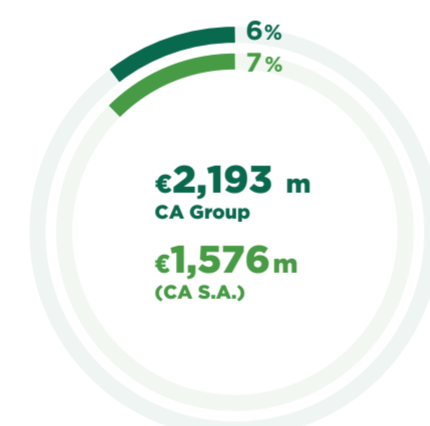
SPONSORSHIP AND GIVING
 €33.5M in tax-deductible expenses for Crédit Agricole Group.

Corporate philanthropy activities are directed both to the fight against poverty and exclusion and to cultural initiatives and environmental protection.



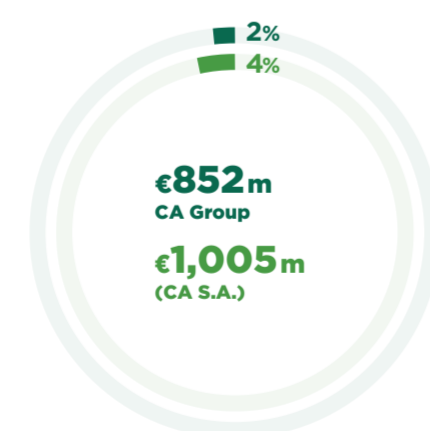
TAX³
 Corporate income tax, other taxes and duties, employer contributions and payroll taxes (excluding residual VAT, which is the cost for the Group of non-recoverable VAT).

IMPACT ON SOCIETY
 Crédit Agricole is a major tax contributor in France with an income tax liability of €2,463m in 2021.

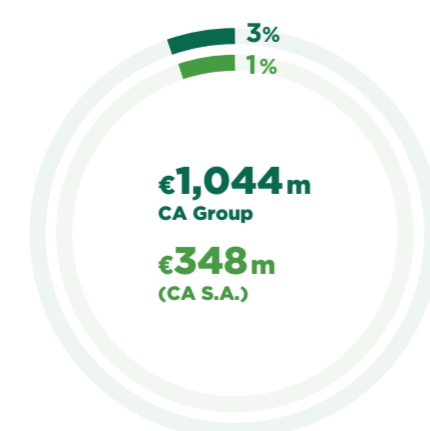


COSTS OF RISK⁴
 Allocations to and reversals of provisions for all risks during the financial year, as well as the corresponding losses not covered by provisions.

IMPACT ON SOCIETY
 The cost of the credit risk reflects the bank's ability to deliver responsible lending solutions adapted to each type of customer: €747bn in loans outstanding (Retail banking in France).

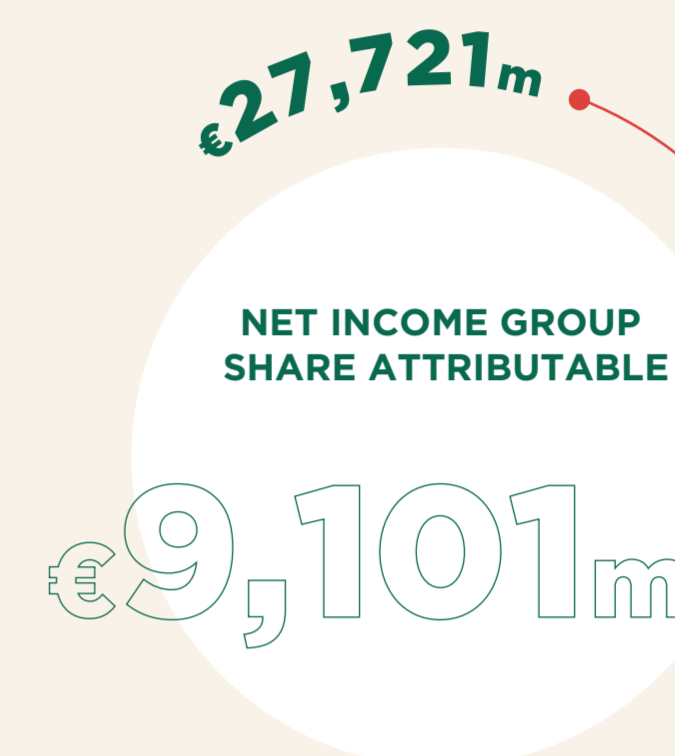


MINORITY INTERESTS
 Share of the net income of majority-controlled, but not wholly owned, subsidiaries attributable to the minority shareholders of these subsidiaries.



OTHER⁵
 Depreciation charges, share of net gains and losses on other assets.

TOTAL REDISTRIBUTION CRÉDIT AGRICOLE GROUP

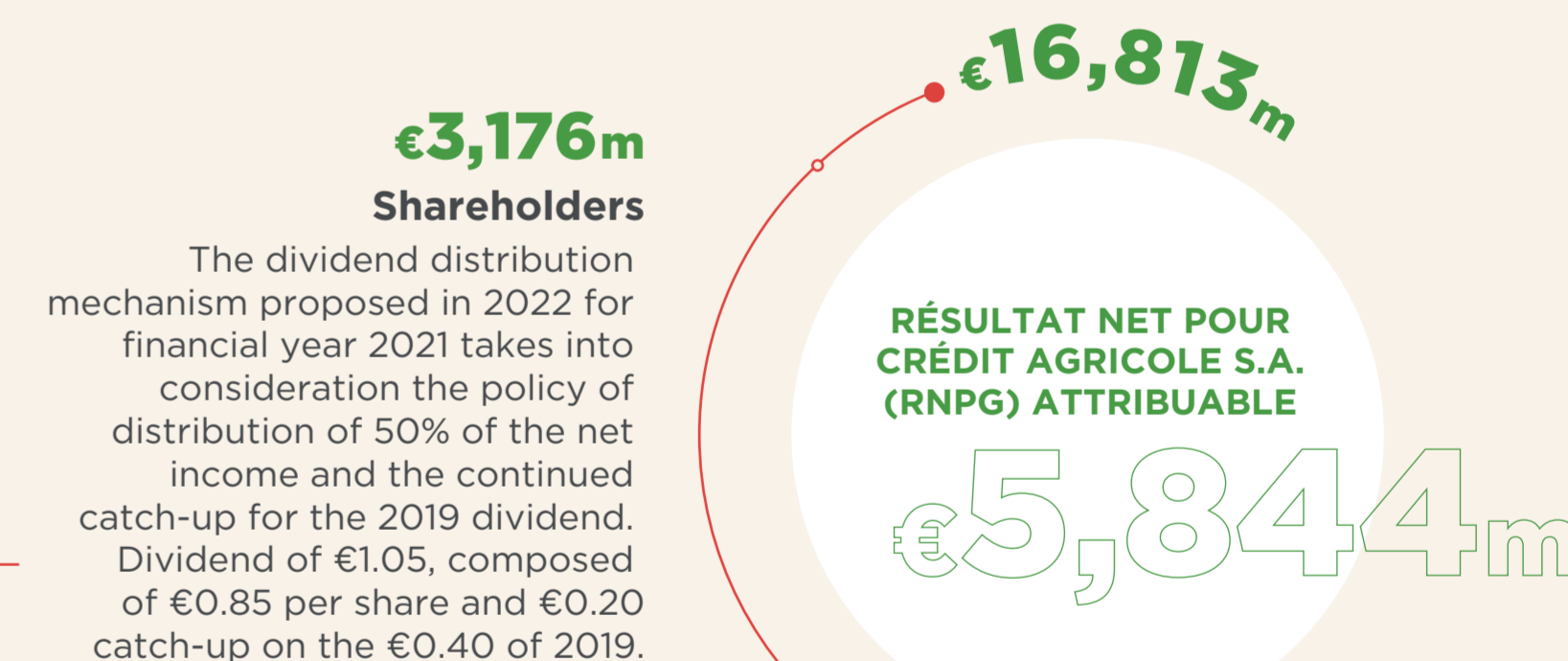


€1,594m
Shareholders & mutual shareholders
 Estimated amount of the interest in cash and shares to be paid to mutual shareholders, and dividends to be paid to holders of CCA and CCI certificates and to Crédit Agricole S.A. holders of non-controlling interests.

€353m
AT1 coupons

€7,154m
Share of retained earnings
 Allows the Group to support the development of the region and strengthen its capital structure.

TOTAL CRÉDIT AGRICOLE S.A. REDISTRIBUTION



€3,176m
Shareholders
 The dividend distribution mechanism proposed in 2022 for financial year 2021 takes into consideration the policy of distribution of 50% of the net income and the continued catch-up for the 2019 dividend. Dividend of €1.05, composed of €0.85 per share and €0.20 catch-up on the €0.40 of 2019.

€353m
AT1 coupons

€2,315m
Share of retained earnings
 Reflects a commitment to strengthening equity while maintaining an attractive pay-out rate for investors.

- Crédit Agricole Group
- Crédit Agricole S.A.

(1) Gross salaries, incentive plans, profit sharing and amounts allocated to employee pensions
 (2) Internal operating expenses (including €33.5m for sponsorship and giving)
 (3) Corporate income tax, other taxes and duties, employer contributions and payroll taxes
 (4) Including -€344m in specific items
 (5) Allocation to amortisation and depreciation, share of income of equity-accounted entities, net gains and losses on other assets, change in value of goodwill