

## 4 STRATEGIC PILLARS TO GROW AND DELIVER A STRONG, RECURRING PERFORMANCE

### 1 Innovating and transforming our retail banking business to better serve our customers and strengthen our leadership in France



Crédit Agricole: the multichannel retail bank close to its customers, c. 7,000 branches, homogenous geographical



LCL: leading relationship and digital bank in urban areas, c. 1,900 branches, strong presence in large towns and cities



BforBank: full-online bank



#### 2016 TARGETS:

Revenues<sup>1</sup> in Retail Banking, France c. €19.5 billion  
Gain market shares in all customer segments

### 2 Stepping up revenue synergies across the Group



Develop Group revenue synergies around our retail banks with a special focus on Savings management and Insurance, but also with Specialised services  
Strengthen synergies in the 4 areas of excellence: farming and the agri-food industry, housing, energy savings and environmental initiatives, healthcare and the ageing population



#### 2016 TARGET:

Additional intra-group synergies + €850 million

### 3 Achieving focused growth in Europe

Develop organic growth in Italy (*Group's second domestic market*); accelerate growth in Savings management and Insurance, especially in asset management; pursue a strategy focused on key countries in Specialised financial services; continue to develop Corporate and Investment Banking, anchored to Europe



#### 2016 TARGETS:

Revenues<sup>2</sup> in Europe (excl. France) + 12%  
Revenues<sup>3</sup> in Italy + 14%

### 4 Investing in human resources, strengthening Group efficiency and mitigating risks



Invest in human resources to support the transformation of business lines; implement an investment programme of around €3.7 billion (incl. c. two thirds in retail banking); accelerate the Group IT convergence, and continue to reduce costs while maintaining a responsible risk policy



#### 2016 TARGETS:

Investment programme c. €3.7 billion  
Cost-saving programme - €950 million



1. Crédit Agricole Group revenues estimations

2. Business view, pro forma for equity-accounted entities under proportionate method in 2013, restated for CVA/DVA and loan hedges

3. Business view, pro forma for equity-accounted entities under proportionate method in 2013