

Emporiki Restructuring & Development Plan

October 2009

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Executive summary (1/2)

- A strong historical player in the high potential Greek market, Emporiki will leverage its integration in an international Group to become the privileged long-standing partner of its clients.
- Emporiki Bank intends to return to profit by the end of 2011, and by 2013 to be fully aligned with Crédit Agricole Group standards, solidly on a profitable growth path.
- Emporiki is focusing on:
 - **Strongly reducing the cost of risk**, through up-to-date and stringent risk management systems, based on Crédit Agricole's standards, centralization of credit approval, closer monitoring of portfolio and industrialized recovery. Target cost of risk for 2011 is <100bp of outstanding.
 - **Streamlining its cost base**, through the productivity and cost savings measures already announced in June 2009 : optimized staffing (-1100 FTEs over 3 years), rationalized general and administrative recurrent costs (-30M€ by 2011), and optimized real estate assets.
 - **Restoring its commercial performance**, through the modernization and redeployment of its branch network, and the increased specialization of the sales force. Emporiki aims to increase cross-selling, both in retail and SME/Corporate by leveraging Crédit Agricole product factories and Calyon.
 - **Redefining its Human Resources management**, through a comprehensive training plan, a new performance appraisal system and a reviewed incentive scheme.
- Emporiki is already showing some early signs of recovery both on NBI and risk, thanks to a number of measures already implemented.

Executive summary (2/2)

- The **domestic product subsidiaries** of Emporiki Bank in which Crédit Agricole Group already hold stakes, will in 2009 be **folded into the Group's business lines**.
- Emporiki will endeavor to **stabilize its international subsidiaries** in the Balkans and in Cyprus, severely hit by the recent economic deterioration in South East Europe.
- As part of the new plan, **Emporiki is planning on a Tier 1 injection of around 1 billion Euros**, in order to strengthen its ratios and underpin the growth and the success of the Plan.
- Emporiki Restructuring and Development Plan is **fully supported by Emporiki Bank's majority shareholder, Crédit Agricole**.



- **Emporiki Bank Vision and Strategy**
 - Risk monitoring
 - Cost optimization
 - Business perspective
 - Human resources re-foundation
- Emporiki Group within Crédit Agricole S.A.
- Key financials and milestones



Emporiki bank, a strong historical player in Greece

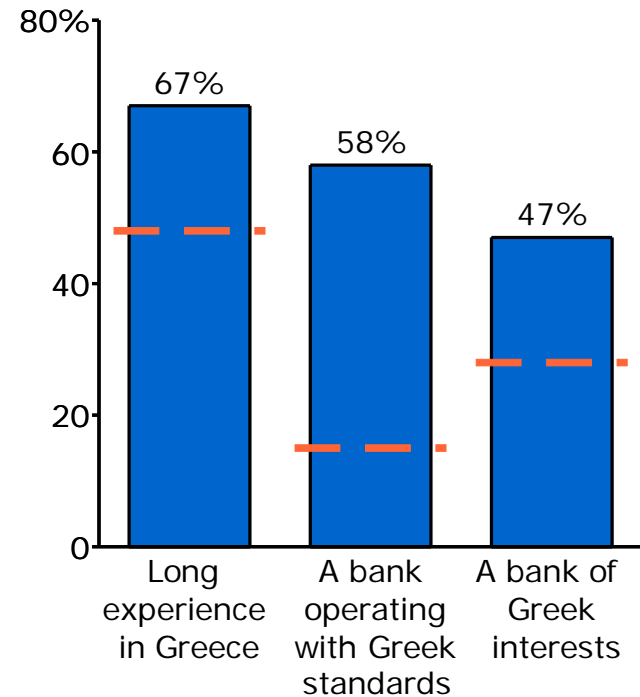
A strong player in the Greek banking sector



- Created in 1908
- Among the top 5 players in Greece
- 10% share of points of sale in Greece
- Presence in South Eastern European countries: Romania, Albania, Bulgaria, Cyprus

A positive brand well rooted in the Greek society

Emporiki brand image, as % of respondents

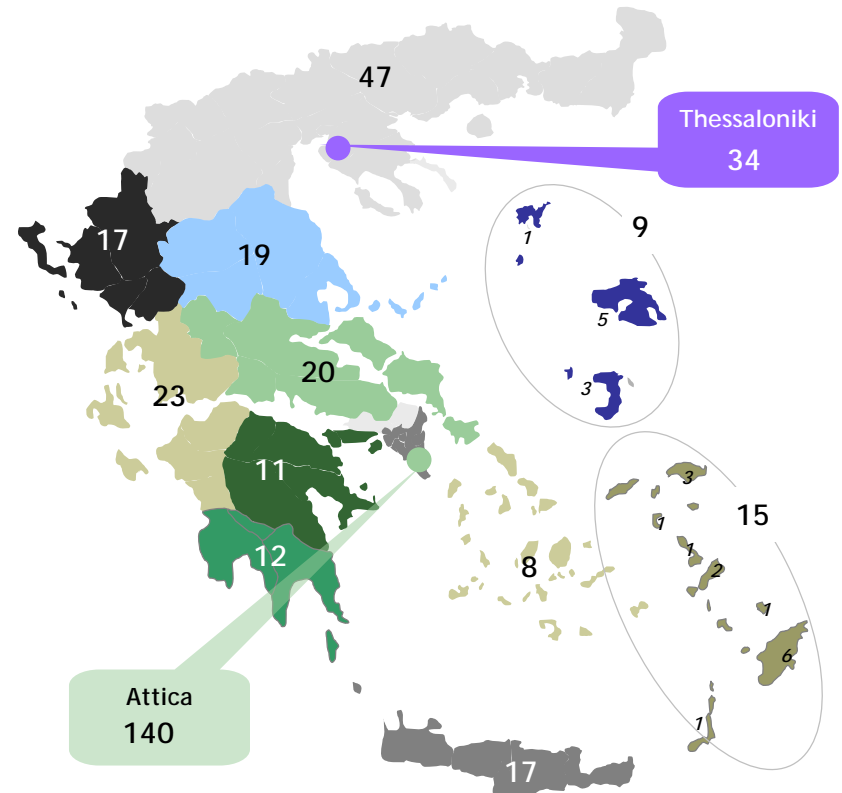


--- Average expectations of Greek customers
■ Emporiki

Emporiki has a strong established footprint in Greece

- Greek population of 11.2M with high concentration in Attica and Thessaloniki
 - 3.8M in Attica region
 - 1.1M in Thessaloniki region
- National coverage of Emporiki Bank in Greece with 393 points of sales
 - 140 branches in Attica region
 - 34 branches in Thessaloniki
 - 198 branches in other regions
 - 21 business centers
- 1.4M active customers nationwide

Emporiki Bank Retail network



The sole major Greek bank fully integrated in an international Group



An integrated Business model for international Retail network

- European leader of Retail Banking
- Presence in 74 countries
- 58 Millions customers worldwide
- Strong financial soundness with €64B equity and 9.4% Tier 1 ratio
- A deep product expertise on retail and corporates with specialized product factories



An increased involvement in Emporiki capital since 2006

- 2000: Crédit Agricole S.A. takes a 6.7% share in Emporiki and develops partnerships with Emporiki
- 2006: Crédit Agricole S.A. launches takeover bid of Emporiki, increasing its participation in the share capital of Emporiki to 71.98%
- 2009: Share capital increase of €850M takes share participation up to 82.48%*
- As a result, Crédit Agricole S.A. is the first foreign investor in Greece

Integration in Crédit Agricole Group:
A strong competitive advantage for Emporiki Bank

Note: End of 2008

(*) 87% including participation via SACAM International

The new logo symbolizes closer integration in Crédit Agricole Group



Our Vision for Emporiki Clients

Strong historical player
in the high potential
Greek banking market

Integration to an international
Group with specialized product
factories

Emporiki will leverage its strengths for
its future development

- Retail: Strengthen presence, leveraging Crédit Agricole S.A. product line subsidiaries
- SMEs: Reinforce ties with our historical customers
- Large Corporates: Consolidate recent expansion with Calyon support

Emporiki aspires to be the **privileged long-standing professional banking partner** of its clients, **for all their personal needs and projects** in Greece and abroad



Our Vision for Emporiki Employees

The alignment of the Human Capital with the Restructuring and Development plan is geared to...

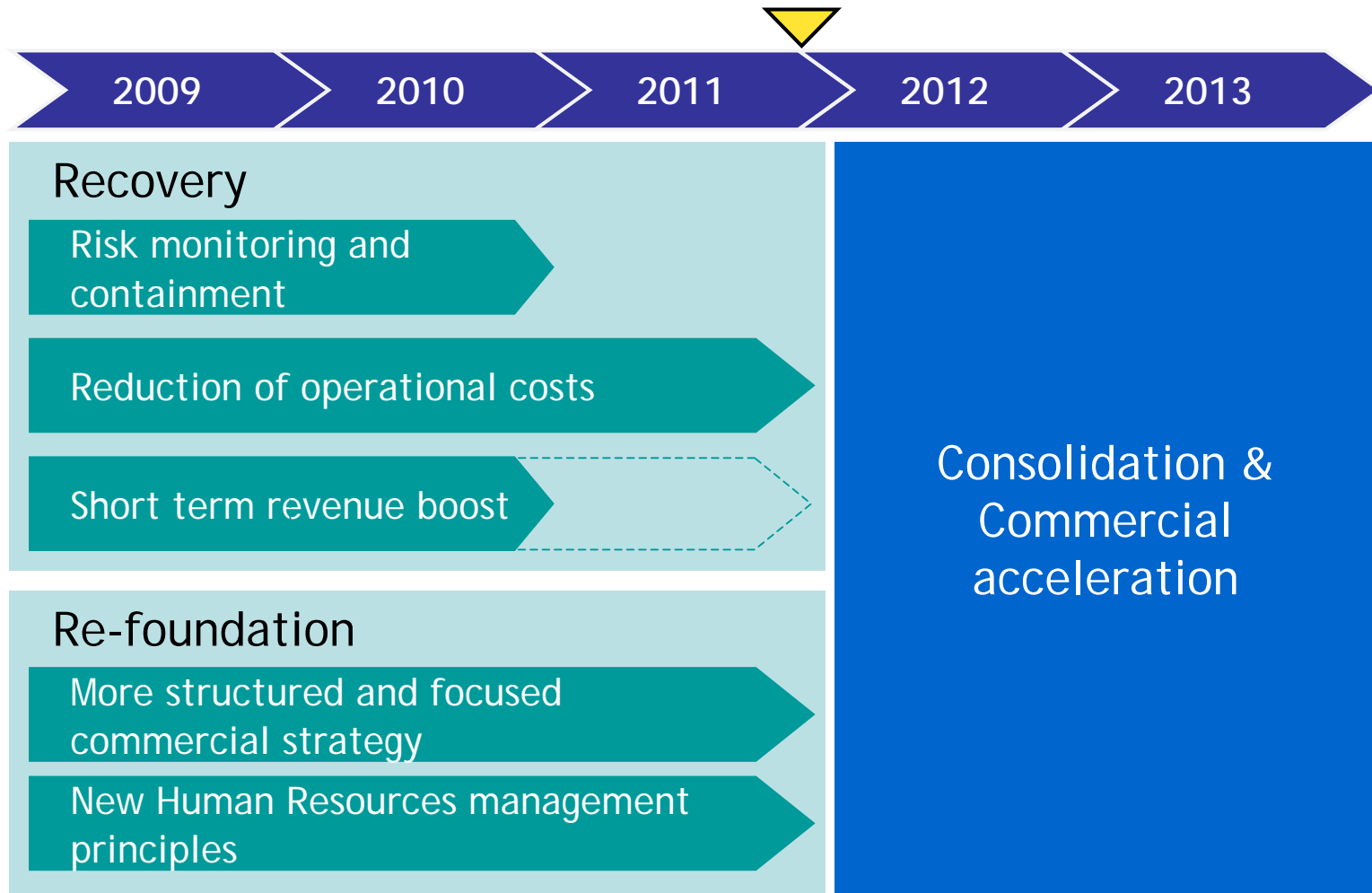
- **Activate and Utilize** the full potential of our people
- **Develop** the required skills and competencies of our people making them a real competitive asset both for Emporiki and the entire banking sector
- **Enhance** our people's development through clearly defined Career Development and Talent Management processes
- **Recognize and Reward** performance

The streamlining of the HR processes aims at making our people feel...

- **Motivated** to "go the extra mile"
- **Confident** to deliver and get fulfillment from their job
- **Proud** to be part of Emporiki Bank's Team
- **Confident** about their own personal future

Emporiki strategic plan: Restore profitability by 2011 and build foundations for future success

Restored profitability



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Current situation

- Deterioration of credit portfolio in economic environment turmoil (Doubtful rate of 15% end of June 2009)
- Strong increase of Cost of Risk in last period (295 bps end of June 2009)

New mortgages production default rate improved by more than 2 since the recent centralization of credit approval

Key strategic orientations

1

Reinforce credit granting with centralization and new adapted scorecards

2

Closely monitor risk portfolio and improve loan recovery through industrialization

2011 milestones

- Stabilized doubtful level
- Cost of risk <100bps
- Reinforced risk related staff, from 80 to 100 FTEs

Targeting Crédit Agricole Group standards

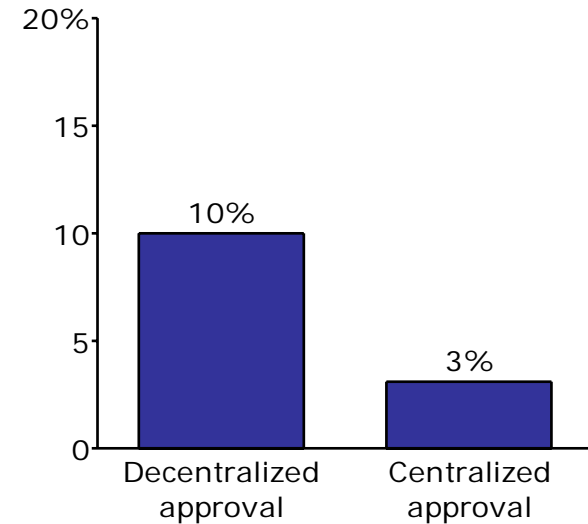
1 Credit granting is being reinforced through centralization and new adapted scorecards

Levers to put credit granting under control

- Building scorecards for credit approval on retail business (mortgage, consumer lending, SBP)
- Re-foundation of credit functions
 - Centralization of retail credit approvals and processes (already implemented for mortgages and consumer lending and Small businesses & Professionals) will have significant benefits beyond cost of risk
 - ▶ Ensure compliance to scorecard criteria
 - ▶ Reduce and monitor operational risk
 - ▶ Release time at the branches
 - ▶ Ensure uniform and positive customer experience
 - ▶ Improve efficiency and realize economies of scale
 - Involvement in analysis and approval of SME and corporate loan applications

Mortgages centralization: Encouraging first impacts

Payment delay (>90 dpd*) on 2 populations of mortgage produced in Q3-08 (% outstandings)



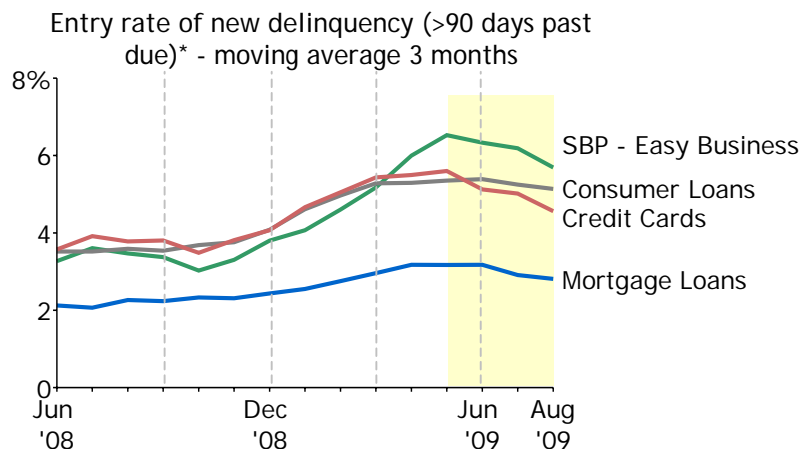
- 90 days default credit volume significantly reduced with centralized production
- Cost of risk of this new production to reach Crédit Agricole Group standards

(*) 90 days past due

Closer monitoring of risk and boost of recovery performance will accelerate cost of risk decrease

Close monitoring of risk

- **Implementation of tools and processes to monitor customer risk profile**
 - Credit rating tool for SME and Corporate (in-progress)
 - Behavioral scorecard for retail (project to start in 2010)
 - Monitoring processes through periodical portfolio reviews, default alerts (recently improved)
- **After a difficult Q1 2009, delinquency has stabilized and shows signs of recovery**



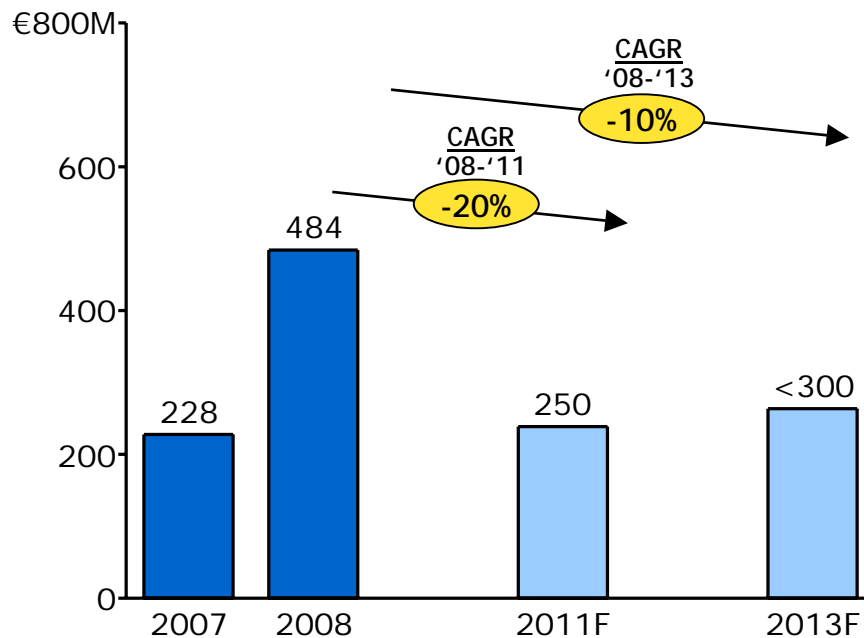
(*) Entry rates calculated as doubtful loans outstanding between 90 and 120 days past due in the current Time Period (t), divided by the performing loans outstanding 4 months before

Industrialization of loans recovery

- **Integrated action plan in order to reinforce processes, tools and organization:**
 - Accelerate transfer of delinquent files from early recovery to settlement
 - Develop settlement offers
 - Definition of indicators to measure recovery performance and monitor on a monthly basis through automated reports
 - Implementation of an incentive system linked to recovery performance
- **Encouraging results from the recovery program implemented in 2009 outlines significant potential to boost recovery performance**
 - Significant share of customers contacted with settlement offers engaged in the recovery process



Emporiki bank solo Cost of Risk



Year	2007	2008	2011F	2013F
Cost of Risk (in bps)	108	200	<100	<90

Note: Bank solo perimeter
 Cost of Risk in bps calculated over total outstanding volume

Comments

- H1 2009 cost of risk of €344M; 2009 and 2010 cost of risk is expected at high level, with a peak in 2009, due to impact of economy crisis on existing loans portfolio
- Macro-economic environment improves after 2010 with expected rebound of enterprises and employment
- Re-foundation of credit functions to significantly decrease new defaults
- Recovery improvement to minimize cost of risk

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Current situation

- Overstaffed with unbalanced staffing
 - NBI/FTE of €124K in '08 vs. 210-220 for top tier banks in Greece
 - 30% network staff is admin
- High G&A cost:
 - 26% of NBI in 2008 (vs. 20% Greek market top players)
 - Decentralized purchasing and procurement with potential for efficiency improvement

Key strategic orientations

1

Reduce and rebalance staff towards commercial activities

2

Rationalize and reduce general expenses on main purchasing areas

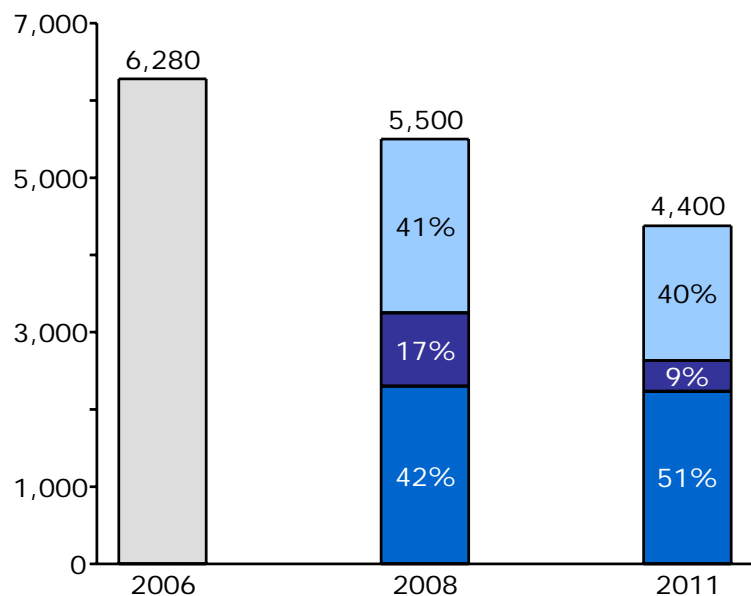
2011 milestones

- -1500 FTE gross reduction by 2011 (1100 net) driven by retirements and natural attrition
- €30M recurrent G&A cost savings by 2011 on a total of €144M, with €7M quick-wins expected 2009
- Headquarter relocated outside Athens center by 2011

Cost base: *Continued reduction of staff with rebalance towards commercial activities*

Staff evolution

Number of employees (end of year)



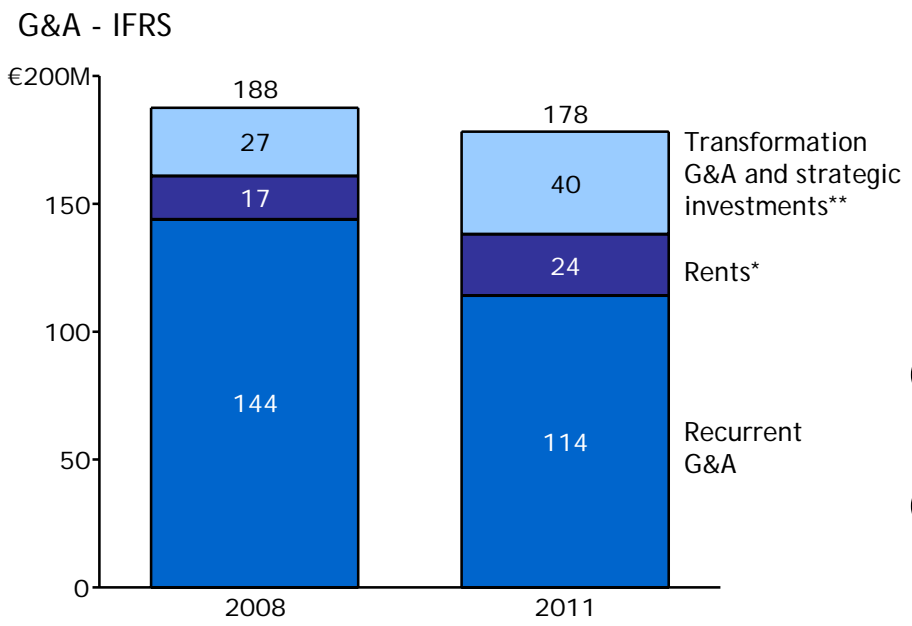
- Sales force (incl. branch managers, tellers Business Centers employees)
- Network support functions
- Headquarter

How we will achieve it

- **Reduce staffing needs both in Network and Headquarters through reinforced rationalization measures**
 - Branches closing
 - Centralization of back-office activities
 - Suppression / outsourcing of Network support functions
 - Process simplification
 - Training and automation to increase efficiency
- **Staff reduction through retiree leaves and natural attrition**
- **A moderate staff increase from 2012 onwards planned to support Emporiki activity development needs, but only if business evolves as expected**

G&A Expenses: *Levers for cost savings have already been initiated in 2009*

G&A evolution



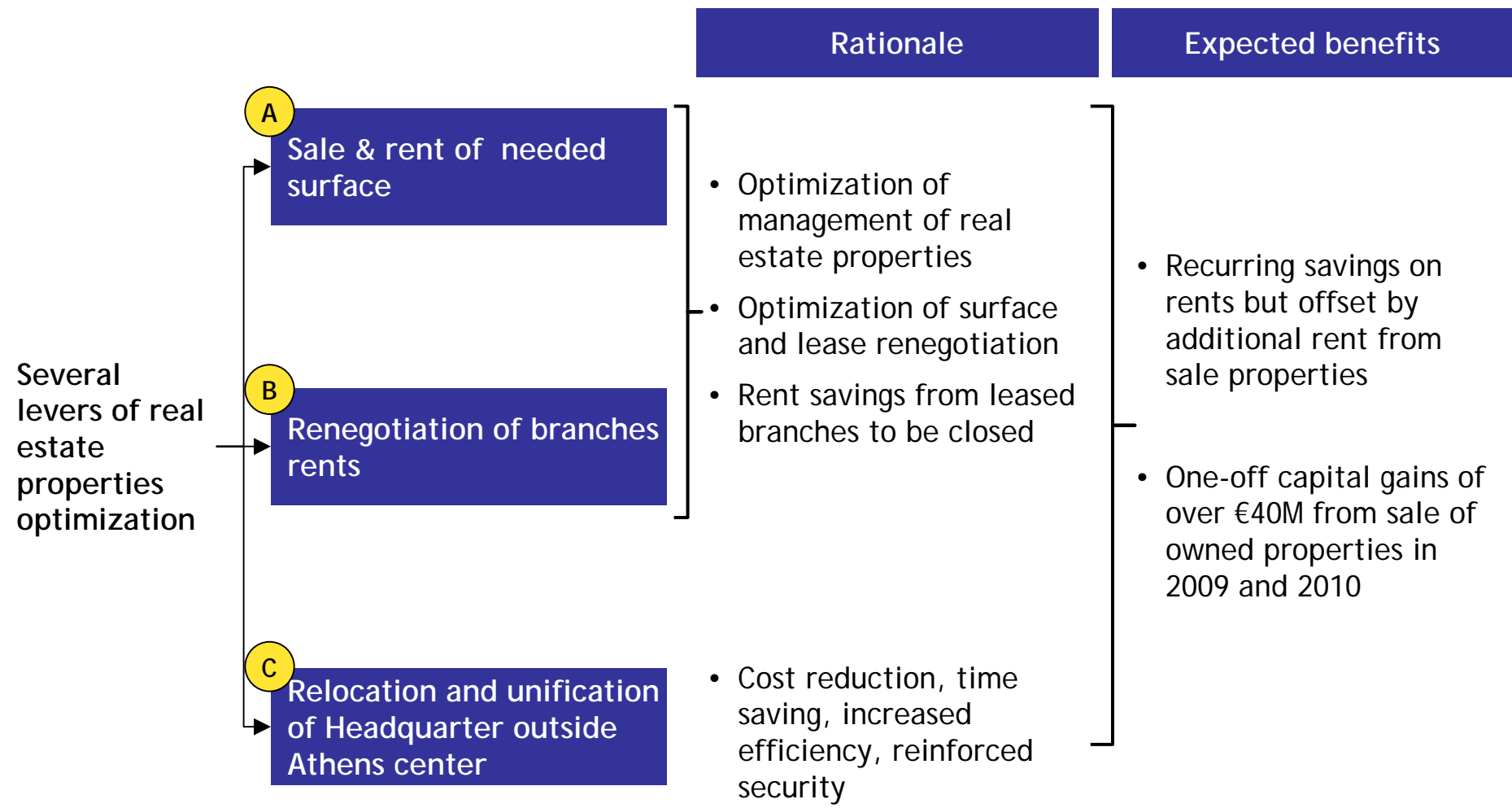
Levers for 2011 target savings

- A** **Strict monitoring of recurrent G&A** -€30M
 - Quantity reduction: Reduce marketing events, supplies savings...
 - Procurement reorganization with consolidation of suppliers and renegotiation
 - New processes and policies: New IT policies (VoIP), travel policy...
- B** **Technical increase of rent** +€7M
 - Lease back of sold properties
- C** **Transformation G&A and strategic investments** +€13M
 - Process reengineering, branch renovation...

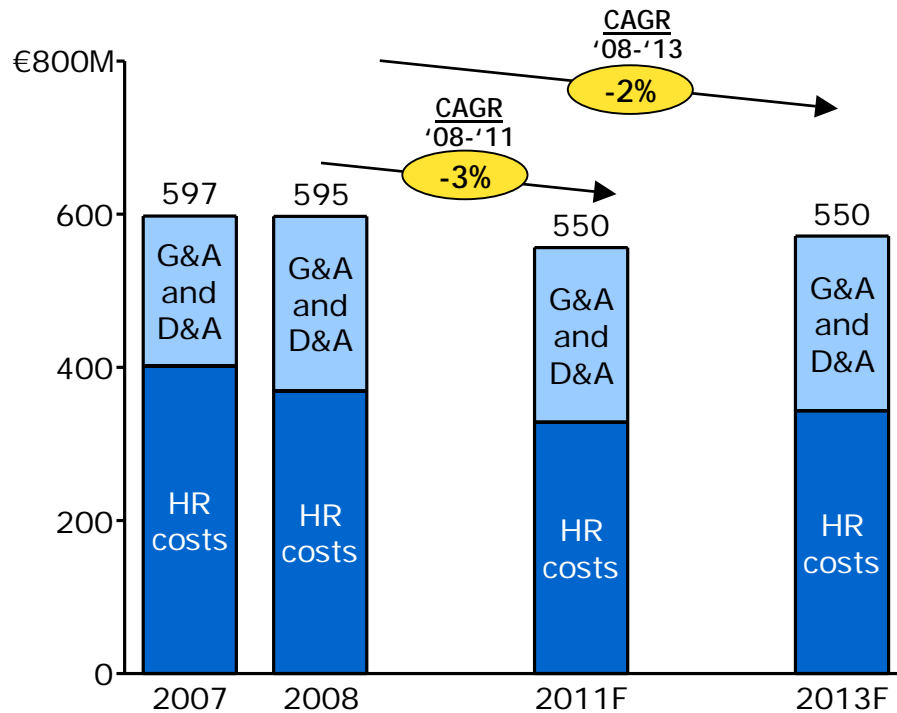
Emporiki committed to eliminate cost inefficiencies

Note (*): Rents include new expenses from lease back of sold owned properties
 (**): includes depreciation and amortization

Real Estate : *Several on-going initiatives to optimize Real Estate*



Emporiki bank solo OPEX



Year	2007	2008	2011F	2013F
Cost / income ratio	67%	87%	70%	50%

Comments

- Around €150M allocated to Emporiki transformation plan in 3 years
 - Offsetting partially cost reduction in the medium term
- Savings measures to deliver full potential after 2011
- Cost/Income ratio to be aligned with Greek best practices in 2013
 - Best Greek performers with CIR between 40 and 50% in 2007 and 2008
 - Emporiki will ensure to keep a cost structure adapted to its revenue

Note: Bank solo perimeter

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Restore commercial performance

Retail: Individuals and Small Businesses & Professionals

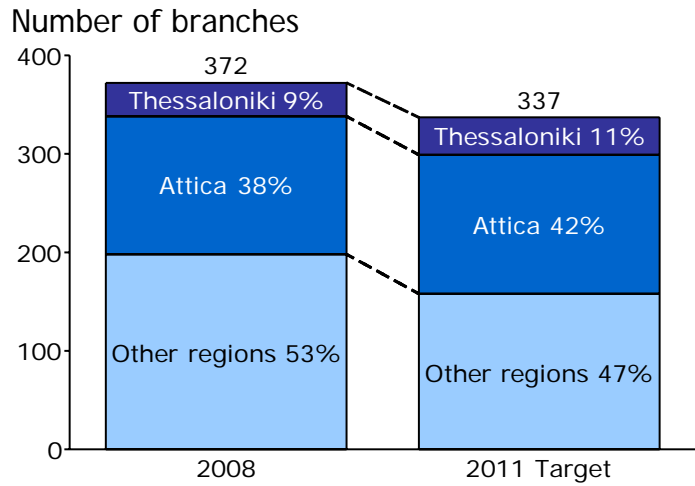
Current situation	Key strategic orientations	2011 milestones
<ul style="list-style-type: none"> • 55% of branch network in low potential areas (vs. 45% for competitors) • 1.5 product by active customer (vs. 1.8 for competitors) with 40% inactive customers • 7 to 1 productivity gap between branches • Erosion of deposit margins under competitive pressure from Q4-2008 to Q1-2009 	<ol style="list-style-type: none"> 1 <i>Modernize the branch network through footprint optimization and implementation of new branch model</i> 2 <i>Value existing customer base, defining priority customer segments and adapting product offer</i> 3 <i>Improve sales staff productivity through training, specialization and knowledge certification</i> 	<ul style="list-style-type: none"> • Achieve loan volume growth in line with competition • Enhanced product offering and better qualification of the network <ul style="list-style-type: none"> - Higher product equipment levels of our clients (+15%) - increased commission revenue for the bank

Optimization of product offering and improvement of customer experience through better quality of service and a better trained network

Modernize the branch network through footprint optimization and introduction of new branch model

Branch network footprint will be optimized...

- Relocation of 30 branches: Higher quality catchment areas with optimized space and rent costs
- Closing of 55 branches: Non-profitable branches, in low potential areas or high Emporiki density
- Opening of up to 20 new branches depending on achievement of planned business momentum



... with new formats and reaffirmed integration to Crédit Agricole Group

- New branch models adapted to the local client structure
- A new branch layout with dedicated corners by customer need: Already launched pilot on 12 branches to be rolled-out



- Reaffirmed integration in Crédit Agricole Group through branch branding

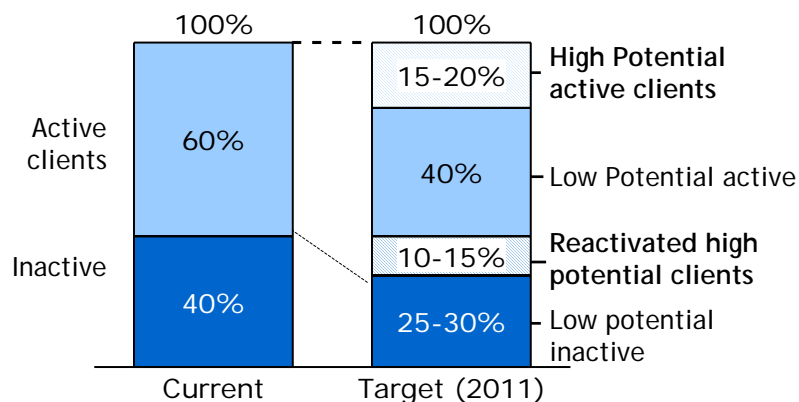


30% of the network to be renovated or in new premises in 3 years

Value existing customer base, defining priority customer segments and adapting product offer

Individual segment priorities

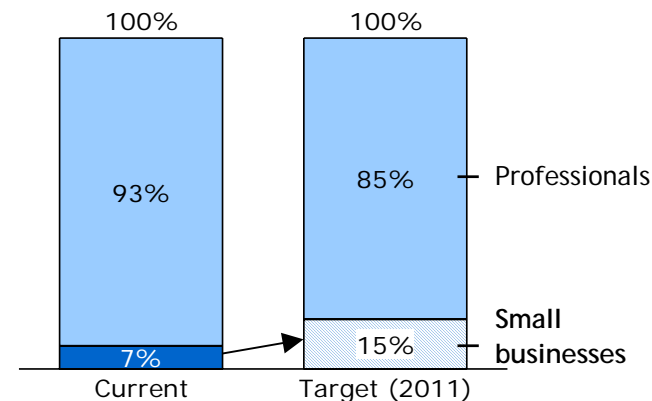
Current & target individual segmentation
- In % of total customer base -



- Simplify products offering with segmentation in 5 'needs-based' product families for better readability for customers and sales staff
- Strongly leverage product line subsidiaries
- Focus on reactivating inactive clients with high potential
- Implement a loyalty program

Small Businesses & Professionals segment priorities

Current & target SB&P segmentation
- In % of total customer base -



- Design dedicated Business Solutions package
- Build on subsidiaries products
- Focus on Small businesses to reduce risk exposure
- Reactivate inactive Professionals in key segments

Improve sales staff productivity through training, specialization and knowledge certification

Training and coaching



100% of sales advisors through commercial training program by 2010

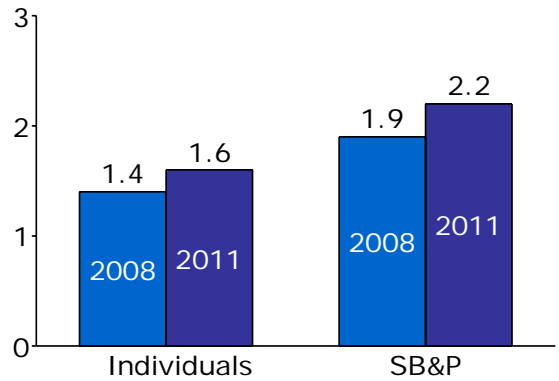
Knowledge certification



100% of sales advisors certified on 1 product family by 2010

Increasing sales productivity

Number of products per active customer

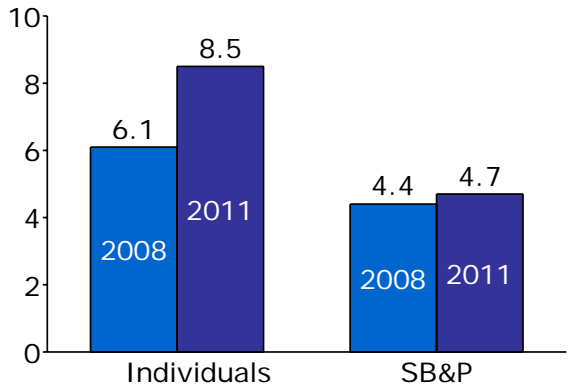


Individual targets



100% of sales staff with targets in 2010

Monthly number of products sold per sales staff



Restore commercial performance

Corporate & Investment Banking (CIB) and SMEs

Current situation

- 2,500 SME customers served by dedicated business centers
- *Recent transfer of SME division under CIB management*
- *Strong growth of the CIB lending activity (>50% in 2008)*
- *Improvement of spreads both on SME and CIB (e.g. +65 bps on SME from Q3-08 to Q1-09)*

Key strategic orientations

1

SME: Greater integration in Emporiki CIB division

2

CIB: Leverage networking of Emporiki with Calyon

2011 milestones

- Loans volume growth aligned with market evolution
- Cross-selling of new products
 - Continued development of value added products (capital markets, trade finance, cash management...)
 - Commissions evolution to outperform by +10 to 20% loans volume growth over '09- '13

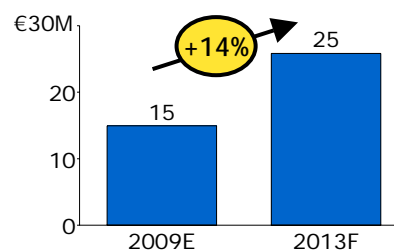
On SME segment, Emporiki will emphasize a client-oriented approach

2009 focused on consolidation, risk management and margins rebuilding

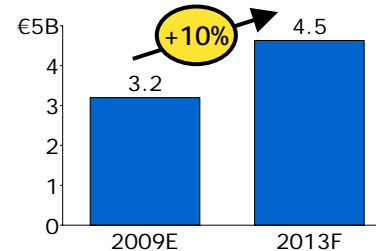
2010 - 2013: Refocus on commercial effort and sales effectiveness

- Completed full transfer of SME coverage to business centers under CIB management (vs. retail management up to Q1-2009)
- Improved knowledge of customer base by doubling frequency of business reviews
- Full screening and rating of 100% of customer portfolio with Crédit Agricole Group rating tool
- Leverage synergies with CIB to deepen industry knowledge and adapt CIB products to SMEs (factoring, cash management...)
- Intensify commercial effort focusing on existing SME customers with strongest cross-sell potential
 - Offer a full range of products addressing customer needs and generating commissions for the bank

SME Net Commission Income (€M)



SME Outstanding loans (€B)



+x% 2009-2013 CAGR

CIB will leverage its unique positioning to become the privileged banking partner of large corporates

A unique positioning in the Greek market

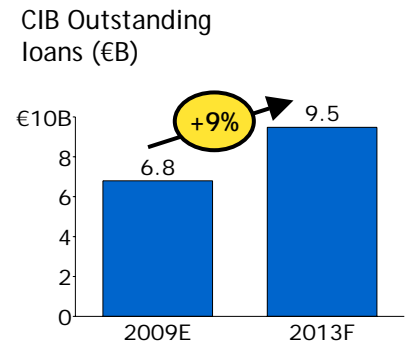
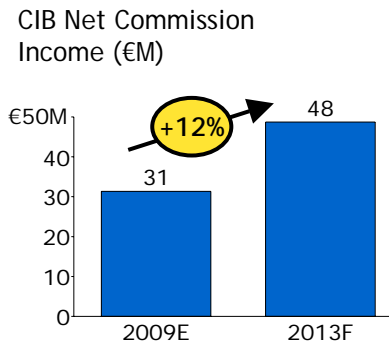
A local lender close to its customers

Supported by the expertise of an international player

- Build on recent expansion of client base to develop quality customer relationships and knowledge
 - A significant expansion of CIB activity in 2008 (e.g. +56% of loans growth vs. 2007) with little risk impact on Emporiki

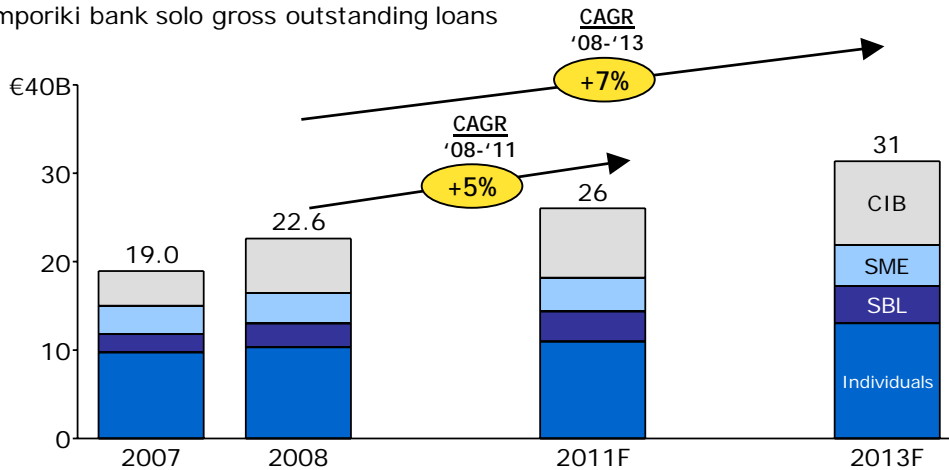
- Leverage synergies with Calyon
 - Key difference-maker for Emporiki in the market
 - Expertise on asset finance deals
 - Know-how to develop identity building products (e.g. capital markets products such as hedging products, cash management, structured finance, trade finance)

- Become a privileged partner for large corporates
- Focus on needs of existing customers and boost revenues (e.g. capital market commissions from 0 in 2007 to €7M expected in 2009)



+x% 2009-2013 CAGR

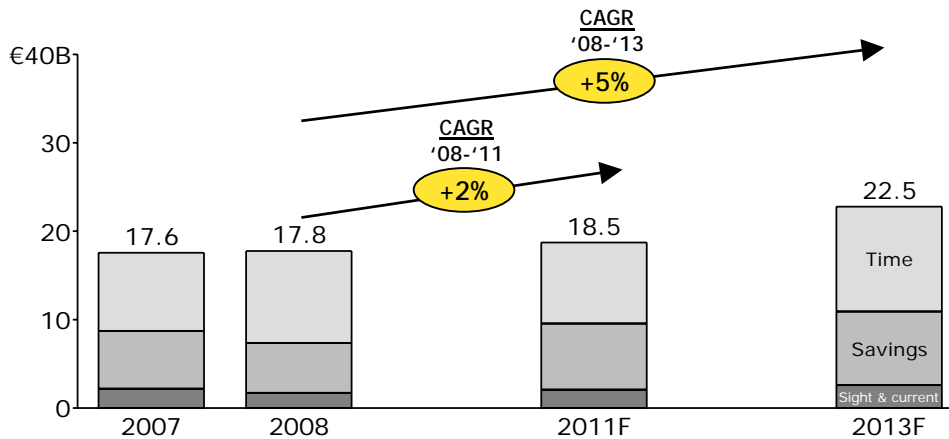
Emporiki bank solo gross outstanding loans



Comments

- Emporiki expected to hold to its overall market share level of 2009 of 9.5% on loans

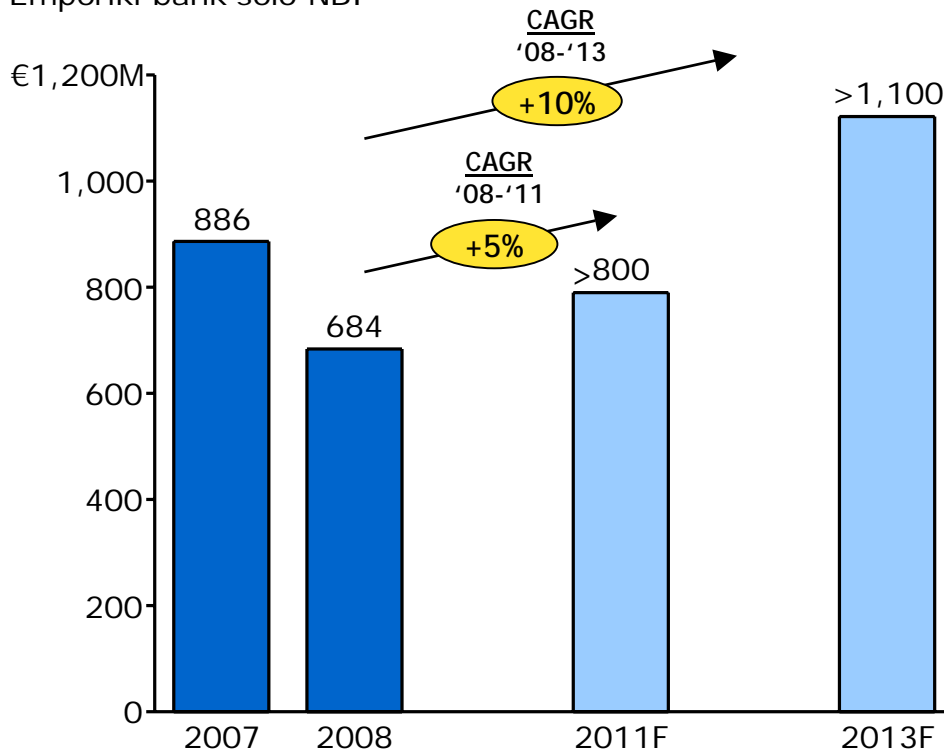
Emporiki bank solo Outstanding deposits



- Emporiki to recover progressively recently lost volumes on deposits and to follow general market trend favoring savings vs. time deposits

Comments

Emporiki bank solo NBI



- Progressive recovery from a low point in first quarter 2009 affected by economic crisis
- Growth supported by Interest and commission based revenues, and an active ALM with Crédit Agricole support

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Current situation

- Inadequate Performance appraisal, not covering the management team
- No systematic individual objectives
- *Room for training intensification and improvement (e.g. "Retail Banking Academy" started in 2008)*

Key strategic orientations

1

Increase the skill set of employees through a comprehensive training Plan

2

Instill a performance driven culture through the New Performance Appraisal System

2011 milestones

- 100% of employees through appropriate training programs
- A fully operative performance appraisal system
- Reviewed incentive scheme to reward performance

Comprehensive training programs are planned to increase the skill set of Emporiki staff

Training

- Designed around corporate strategy, cultural priorities and business needs
- 2009/2010 training plan to include
 - Retail Banking Academy (RBA)
 - Sales Pro-activity program
 - Network certifications (ex. Product families, legally required certifications...)
 - Soft-skills training (ex. people and project management, presentation skills...)
 - Professional practices and skills (e.g. IFRS, Risk, Compliance...)
- Long-term vision to link training plans to individual career planning and development plans

Key figures and objectives

- €2M/year additional training budget starting 2009
- 100% of sales staff through commercial training program by end 2010
- 100% of sales advisors certified in at least 1 product family by end 2010
- Q4 2009 training plan designed and currently being rolled-out



Commitment to instill a performance driven culture through the new performance appraisal system

New Performance Appraisal System

Key changes and benefits

CORE COMPETENCIES

Refer to the Competencies and Behavior Guide to assess levels
(Scale 1: Unsatisfactory, 2: Marginally Satisfactory, 3: Satisfactory, 4: Very Satisfactory, 5: Outstanding)

ACCOUNTABILITY & RESULTS ORIENTATION ①②③④⑤

In the case the assessment is 1 or 5, fully justify here

BUSINESS ETHICS ①②③④⑤

In the case

CUSTOMER	DEVELOPMENT AREA <i>Focus on developing key competencies / professional skills / knowledge within the context of the employee's current role, identifying existing gaps, and providing a clear path, identifying number of days to be developed to 3 or 4 or 5, depending on the complexity and urgency of the development.</i>	ACTION PLAN <i>Identify specific, measurable, realistic, purpose driven projects, tasks, responsibilities, ... which will allow the employee to develop the area/competency.</i>	PRIORITY <i>Rate the priority level for the achievement of the action, with regard to the employee's and responsibility's importance, HIGH / MEDIUM / LOW</i>	TIMEFRAME <i>Define the priority level for the achievement of the action, with regard to the employee's and responsibility's importance.</i>
<i>In the case</i>				
TEAMWORK				
<i>In the case</i>				
BUSINESS				

BEGINNING OF APPRAISAL PERIOD				END OF APPRAISAL PERIOD	
Consult the flow detailing the objectives to be achieved. Use specific KPIs where applicable and available.				Evaluate the percentage of achievement of the objective, based on 100% for each one separately and justify your evaluation.	
OBJECTIVE DESCRIPTION	MEASURE OF SUCCESS	TIMEFRAME	WEIGHT	ACHIEVEMENT	RATIONALE
<i>Describe the objective in detail. Ensure the objective is (Specific, Measurable, Observable, Possible, Timely)</i>	<i>Provide specific, deliverable or performance indicators which will allow the accurate measurement of success.</i>	<i>Define by when this objective should be finished and/or completed.</i>	<i>Total should be 100%</i>	<i>% achievement based on the measure of success.</i>	<i>To be filled if >100% or <100% achievement</i>
1.					
2.					
3.					
4.					
			Total weight 100%	Weighted achievement rate	Global assessment ①②③④⑤

By signing of this document, both the employee and the manager commit to making time and resources available for the realization of this action plan.

Appraisee – Beginning of Period	N°1 – Beginning of Period	N°2 – Beginning of Period
Date & Signature	Date, Name & Signature	Date, Name & Signature
Appraiser – End of Period	N°1 – End of Period	N°2 – End of Period

- Assessment of individual performance, professional competencies and job-specific skills
- Coverage of the entire organization including management team
- Fully interactive and transparent process with specific conflict management guidelines; active involvement of the assesses

✓ Appraisals already started from top to bottom

Agenda

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 - Business perspective
 - Human resources re-foundation

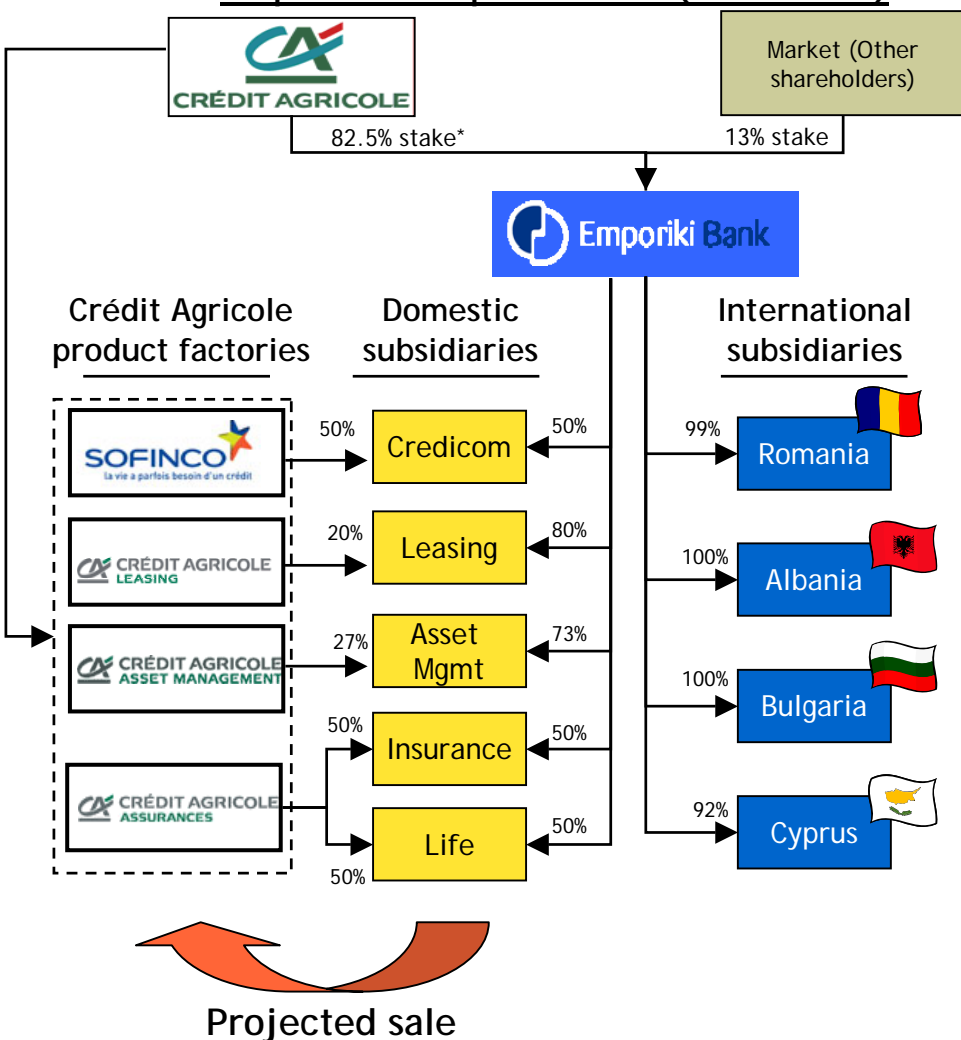
- Emporiki Group within Crédit Agricole S.A.

- Key financials and milestones



Emporiki Group structure and key strategic orientations

Emporiki Group structure (June 2009)



Key strategic orientations

• International subsidiaries:

- Continue to fulfill Emporiki Greek corporate customer needs abroad, leveraging synergies with Greek operations
- Moderate and prudent growth to reach critical mass in the countries

• Domestic product subsidiaries:

- Emporiki share to be sold in 2009 to Cr dit Agricole SA product factories to refocus transformation efforts on Emporiki Bank and to comply with Cr dit Agricole Group policy
- Emporiki CEO coordinating as Senior Country Officer
- Commercial synergies will be reinforced between Emporiki bank as distributor and subsidiaries as product factories

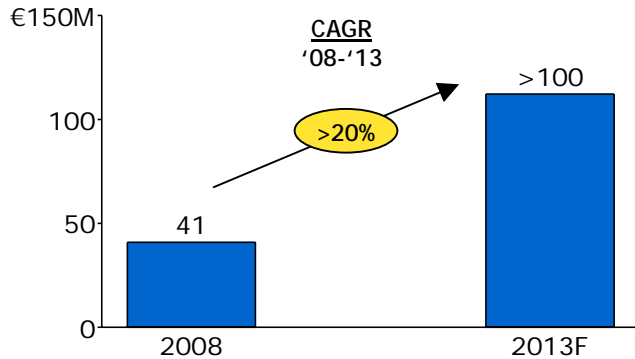
Note (*): 87% stake including 5% via SACAM International

International Subsidiaries:

Stabilize operations to break even by 2011

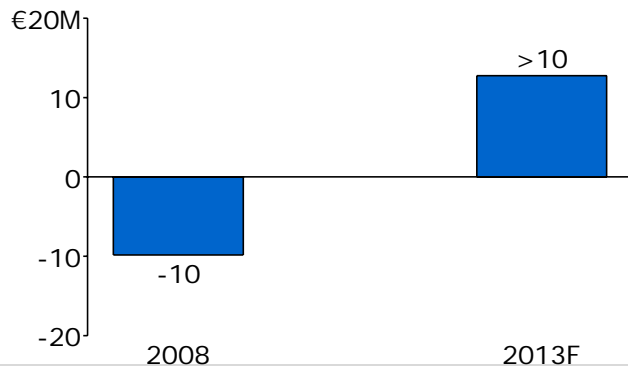
Net banking income International subsidiaries

NBI International subsidiaries



Profit after tax International subsidiaries

Profit after tax International subsidiaries



- Emporiki had an international presence at the end of 2008 of 12 branches in Cyprus and 76 branches in other South Eastern European countries (Albania, Bulgaria, Romania)
- Emporiki International subsidiaries, which were still at a development and transition stage, were severely hit by recent economic deterioration in South Eastern European countries

Key strategic orientations

- Strategic priority in the short term is to stabilize operations and return to profitability
- Moderate and prudent increase in lending activity, consolidating Corporate and SMEs segments to obtain "critical mass" and cautiously moving into retail banking.
The speed of development will depend on economic recovery in the different countries of presence
- Overall impact on Emporiki Group accounts remains marginal (around 5% of Profit in 2013)

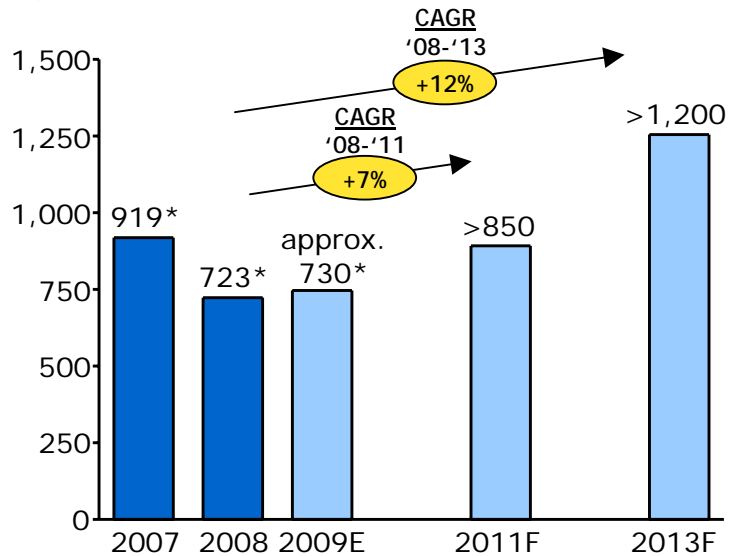
- Emporiki Bank Vision and Strategy
 - Risk monitoring
 - Cost optimization
 - Business perspective
 - Human resources re-foundation
- Emporiki Group within Crédit Agricole S.A.
- **Key financials and milestones**



Emporiki Group Consolidated P&L Highlights

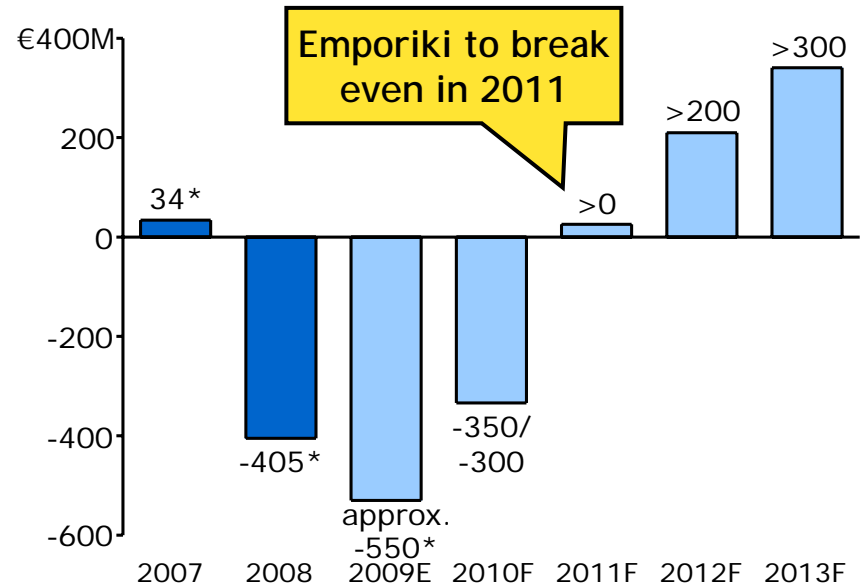
Group Net Banking Income

Group Net Banking Income (€M)



Group Profit before Tax

Group Profit before tax (€M)



Year	2007	2008	2009E	2010F	2011F	2012F	2013F
Profit after tax (in €M)	19*	-500*	approx. -570*	-350/ -300	>0	>150	>250

- Both Emporiki bank solo and Group to break even by 2011
- International subsidiaries would represent around 5% of Emporiki Group profit

Note: 2009 figures are estimates
 (*) 2007, 2008 pro-forma excluding domestic subsidiaries;
 2009 estimates without contribution of domestic subsidiaries

Emporiki Group needs to strengthen its equity to fund this plan and meet the capital ratios

- ➔ A Tier 1 injection of around 1 billion EUR
 - Sufficient to cover the needs for 2010 and 2011 (losses and growth of risk weighted assets)
 - Targeting a 8 % Tier 1 ratio
 - Without any equity from the Greek bail-out plan

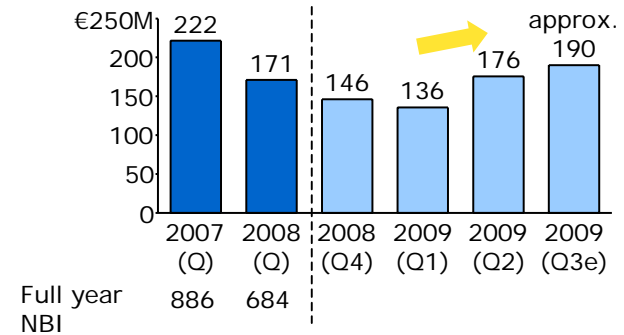
- ➔ Indicative planning for an E.G.M. to be held before year end
 - October 6th : Approval by Emporiki Board of Directors of the plan and of the level of equity needs
 - November 10th : Crédit Agricole S.A. Board of Directors
 - Before mid-November : Emporiki Board of Directors meeting convening an EGM
 - December 2009 : E.G.M. of Emporiki Bank

Emporiki recent financial trajectory show first signs of recovery

- Emporiki has started to progressively recover over Q2 and Q3 2009
- Significant provisions are still posted in 2009, explained by the instable economic situation and the risk profile of existing loan portfolio

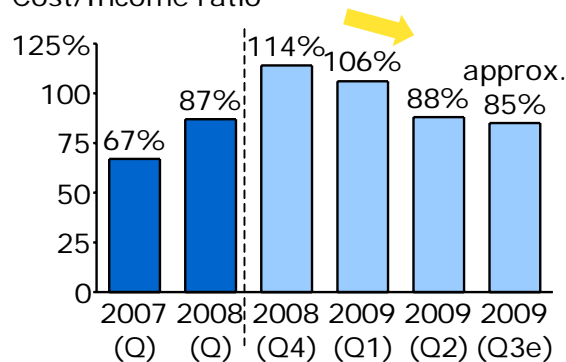
NBI

Emporiki bank solo
quarterly NBI



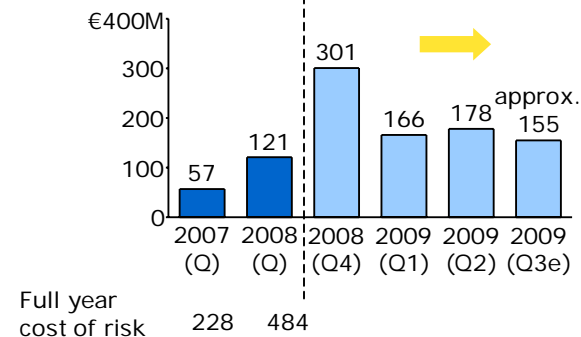
Cost/Income ratio

Emporiki bank solo
Cost/Income ratio



Cost of Risk

Emporiki bank solo quarterly
Cost of Risk (average)



Note: Q3 figures are estimates
Bank solo perimeter

Three milestones between now and 2013 to transform Emporiki

