

# ANNUAL FINANCIALS CEO CONFERENCE

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**THE FUTURE  
IS YOU**  **SOCIÉTÉ  
GÉNÉRALE**

# DISCLAIMER

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This presentation contains forward-looking statements relating to the targets and strategies of the Societe Generale Group. These forward-looking statements are based on a series of assumptions, both general and specific, in particular the application of accounting principles and methods in accordance with IFRS (International Financial Reporting Standards) as adopted in the European Union, as well as the application of existing prudential regulations. These forward-looking statements have also been developed from scenarios based on a number of economic assumptions in the context of a given competitive and regulatory environment. The Group may be unable to:

- anticipate all the risks, uncertainties or other factors likely to affect its business and to appraise their potential consequences;
- evaluate the extent to which the occurrence of a risk or a combination of risks could cause actual results to differ materially from those provided in this document and the related presentation.

Therefore, although Societe Generale believes that these statements are based on reasonable assumptions, these forward-looking statements are subject to numerous risks and uncertainties, in particular in the Covid-19 crisis context, including matters not yet known to it or its management or not currently considered material, and there can be no assurance that anticipated events will occur or that the objectives set out will actually be achieved.

Important factors that could cause actual results to differ materially from the results anticipated in the forward-looking statements include, among others, overall trends in general economic activity and in Societe Generale's markets in particular, regulatory and prudential changes, and the success of Societe Generale's strategic, operating and financial initiatives.

More detailed information on the potential risks that could affect Societe Generale's financial results can be found in the section "Risk Factors" in our Universal Registration Document filed with the French *Autorité des Marchés Financiers* (which is available on <https://investors.societegenerale.com/en>). Investors are advised to take into account factors of uncertainty and risk likely to impact the operations of the Group when considering the information contained in such forward-looking statements. Other than as required by applicable law, Societe Generale undertakes no does not undertake any obligation to update or revise any forward-looking information or statements.

Unless otherwise specified, the sources for the business rankings and market positions are internal. This presentation includes information pertaining to our markets and our competitive positions therein. Such information is based on market data and our actual revenues in those markets for the relevant periods. We obtained this market information from various third-party sources (publications, surveys and forecasts) and our own internal estimates. We have not independently verified these third party sources and cannot guarantee their accuracy or completeness and our internal surveys and estimates have not been verified by independent experts or other independent sources

# RECORD H1 21 PERFORMANCE, IMPROVING OUTLOOK



**IMPROVING HEALTH  
CONTEXT THANKS  
TO VACCINATION  
ROLL-OUT**

**CONTINUED  
ENHANCEMENT  
OF THE ECONOMIC  
ENVIRONMENT**

## EXCELLENT H1 21 RESULTS

Strong positive jaws  
Group net income at EUR 2.7bn<sup>(1)</sup>  
Double-digit ROTE<sup>(1)</sup>  
Strong capital position at 13.4%<sup>(2)</sup>

## ATTRACTIVE SHAREHOLDER RETURN

EUR 1.2<sup>(3)</sup> dividend provision in H1 21  
Confirmed share buybacks in Q4 21

## IMPROVED 2021 GUIDANCE

Expected revenue growth across  
all businesses

Positive jaws and cost discipline

Downward revision of cost of risk  
guidance (between 20bp and 25bp)  
and solid S1/S2 total provision  
(EUR 3.6bn)

*(1) Underlying data: adjusted for exceptional items and IFRIC 21 linearisation. (2) including IFRS 9 phasing.*

*(3) based on a payout of 50% of the underlying group net income after deduction of interest on deeply subordinated notes and undated subordinated notes*

# WELL POSITIONED TO CAPTURE LONG-TERM GROWTH



## OUR LONG-TERM PRIORITIES

CLIENT CENTRICITY  
ESG  
EFFICIENCY



### DIGITALISATION

**Boursorama**, #1 online bank in France

**Shine**, a leading neo-bank for entrepreneurs

At the forefront of innovation in **digital assets** and **blockchain** (Forge and Komgo)



### ENERGY TRANSITION

**#2 worldwide** in Renewable Energy financing, #1 in advisory<sup>(1)</sup>

**#1 Sustainable Finance 2021<sup>(2)</sup>**

**Best-in-class extra-financial ratings** in 2020



### MOBILITY

**ALD**, #1 in Europe, #2 globally

+30% of new car deliveries to be **EV** by 2025 at ALD

**Skipr**, all-in-one corporate mobility solution



### SAVINGS

Leader in **structured products**

Unique **Open architecture** and **100% SRI** savings range in French retail

**1st SRI-certified management offer under-mandate** in Private Banking

**ENHANCING CLIENT EXPERIENCE AND IMPROVING EFFICIENCY**

**ACCOMPANYING OUR CLIENTS IN THEIR ENERGY TRANSITION JOURNEY**

**DEVELOPING INTEGRATED OFFER TO RESPOND TO NEW MOBILITY TRENDS**

**DELIVERING INNOVATIVE SAVINGS SOLUTIONS**

STRUCTURAL GROWTH TRENDS WELL-MATCHED WITH OUR DIFFERENTIATING FRANCHISES

(1) Source : IJ Global, 01.01.2020 to 31.12.2020, (2) awards granted by Global Finance 2021

# FOCUSED ON THE EXECUTION OF VALUE CREATIVE INITIATIVES



## STRATEGIC INITIATIVES



**Merger of our French networks** to enhance client journey and generate significant **synergies**

**Boursorama**: a **scalable digital champion** with full-service banking model and efficient operating model



**IRB**: be a leader in **digital banking**



**ALD**: become a **fully integrated sustainable mobility** provider and **global leader** in the car leasing industry



Be a **Tier one European wholesale bank** delivering disciplined and sustainable growth with a lower standard deviation of performance



Improve the **efficiency of central functions** through industrialisation and digitalisation of processes and **progressive phasing-out of remediations**



## FINANCIAL TARGETS

- > Networks RONE ~ 11-11.5%<sup>(1)</sup> with EUR 450m cost reduction in 2025
- > Boursorama RONE > 25%<sup>(2)</sup> in 2025
- > KB ROE > 15% in 2025
- > C/I at 46-48% in 2025<sup>(3)</sup>
- > RONE GBIS > 12%<sup>(4)</sup> with EUR 450m cost reduction by 2023
- > Cost discipline across the board

## ENSURE SUSTAINABLE PROFITABILITY

(1) under Basel III (2) under Basel IV (3) excluding UCS result  
(4) under Basel IV and excluding SRF