

SOCIETE GENERALE

PREMIUM REVIEW | 02.12.2021

**THE FUTURE
IS YOU**  **SOCIETE
GENERALE**

DISCLAIMER

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 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

EXCELLENT PERFORMANCE YEAR TO DATE



**MORE FAVOURABLE
ECONOMIC ENVIRONMENT
DESPITE ONGOING SANITARY
UNCERTAINTIES**

**POSITIVE DEVELOPMENT ON
THE REGULATORY FRONT**

(1) Underlying data: adjusted for exceptional items and IFRIC 21 linearization

(2) Including IFRS9 phasing, 13.2% as fully loaded

(3) In 9M 21. Based on a payout of 50% of the underlying group net income after deduction of interests on deeply subordinated notes and undated subordinated notes

**STRONG REVENUE
GROWTH IN ALL
BUSINESSES**

+57%⁽¹⁾
/ 9M 20

GROSS OPERATING INCOME

16bp IN 9M 21

COST OF RISK

EUR 4bn⁽¹⁾ IN 9M 21

GROUP NET INCOME

10.4%⁽¹⁾ IN 9M 21

ROTE

**SOLID CAPITAL,
ATTRACTIVE
DISTRIBUTION**

13.4%⁽²⁾

CET1 RATIO

ONGOING SHARE BUY-BACK
TO BE COMPLETED BY YEAR-END

EUR 2.03⁽³⁾

PROVISION FOR DISTRIBUTION

DELIVERING ON OUR VALUE CREATIVE INITIATIVES



STRATEGIC INITIATIVES



Create a new champion in retail banking through the merger of our **French networks**

Affirm **Boursorama's** market leader position as the undisputed fully online bank



Strengthen our leading position in **International Retail Banking** through digitalisation



Position **ALD** as 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



FINANCIAL TARGETS



> Networks RONE ~ 11-11.5%⁽¹⁾ with EUR 450m cost reduction in 2025

> Boursorama RONE > 25%⁽²⁾ in 2025



> KB ROE > 15% in 2025



> ALD C/I at 46-48% in 2025⁽³⁾



> RONE GBIS > 12%⁽⁴⁾ with EUR 450m cost reduction by 2023

ENSURE SUSTAINABLE PROFITABILITY
WITH CONTINUED STRICT DISCIPLINE ON COSTS

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

(4) under Basel IV and excluding SRF

FRENCH NETWORKS' MERGER PROGRESSING ACCORDING TO PLAN



10M CLIENTS

TOP 3 IN CLIENT SATISFACTION
IN OUR CORE SEGMENTS



A MORE **EFFICIENT** AND
PROFITABLE MODEL



INTEGRATE HIGHEST STANDARDS IN
SUSTAINABILITY
BECOME A REFERENCE BANK WITH
LOCAL **POSITIVE IMPACT**

PRODUCT MIGRATION
DESIGN COMPLETED



SIGNATURE OF AGREEMENT
ON HR CONDITIONS



PRESENTATION OF DETAILED
BANKING MODEL



LEGAL
MERGER



JAN. 2023

IT
MIGRATION



H1 2023

DEPLOYMENT OF
NEW BANK MODEL



FROM 2023

STRONG CLIENT ACQUISITION AT BOURSORAMA AHEAD OF PLAN

A POWERFUL BUSINESS MODEL



#1 ONLINE BANK IN FRANCE 2022 ⁽¹⁾
LEAST EXPENSIVE BANK FOR 13 YEARS⁽²⁾



A SIMPLE BUT COMPREHENSIVE OFFER

EUR 13BN⁽³⁾ LOANS, +28% VS. Q3 20,
EUR 35BN⁽³⁾ DEPOSITS AND FINANCIAL SAVINGS, +29% VS. Q3 20



SCALABLE OPERATING MODEL

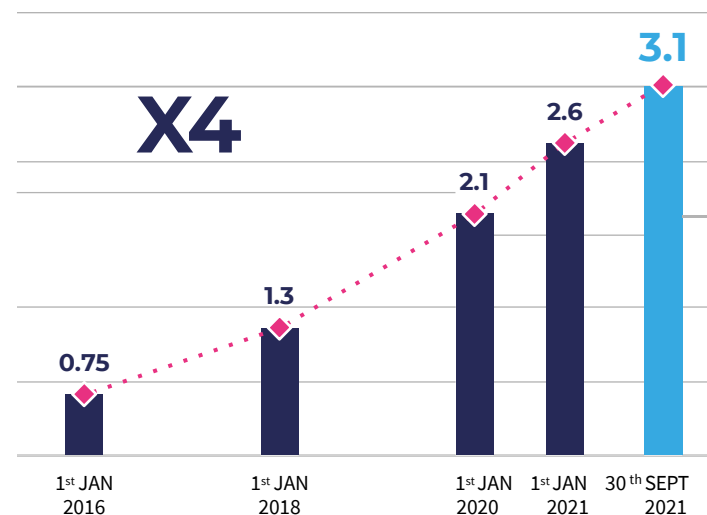
(+535,000 CLIENTS VS. 2020 WITH +17 FTE)



**SAFE BANK WITH HIGH COMPLIANCE
AND RISK STANDARDS**



ACCELERATED GROWTH 2016-2021
(# IN MILLION CLIENTS)



**>4M
IN 2023**

(1) Moneyvox

(2) Le Monde and Meilleurebanque.com as of December 2020

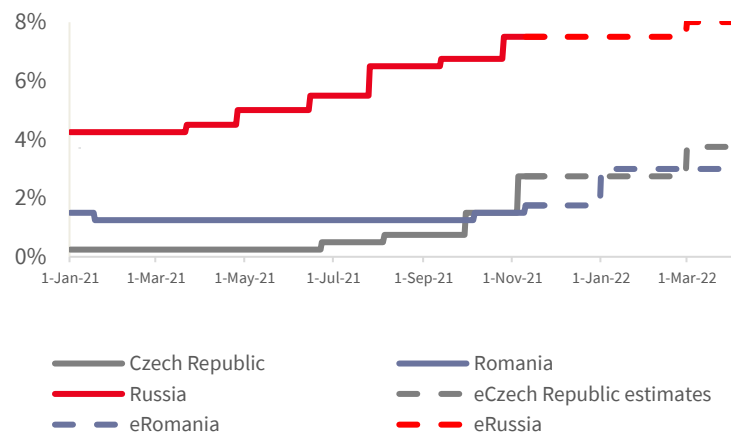
(3) As of Sept. 2021

GROWING MOMENTUM IN INTERNATIONAL RETAIL BANKING



IMPROVING RATE ENVIRONMENT

EVOLUTION OF POLICY RATES IN 2021 IN RUSSIA, CZECH REPUBLIC AND ROMANIA⁽²⁾

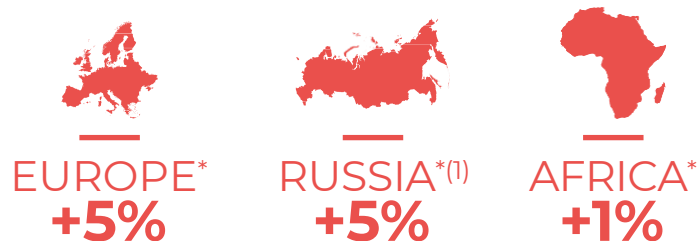


(1) SG Russia scope
 (2) Based on SG Economic estimates
 * When adjusted for changes in Group structure and at constant exchange rates



SUSTAINED COMMERCIAL DYNAMICS

LOANS OUTSTANDING EVOLUTION BETWEEN 30 SEPT. 20 AND 30 SEPT. 21



ACCELERATION OF DIGITALISATION



+193% YOY MOBILE PAYMENT (CZK 70BN)



51% OF RETAIL SALES THROUGH DIGITAL CHANNELS in Q3 21 (VS. 45% IN Q3 20)



+32% DIGITAL TRANSACTIONS (VS. 30.09.20)

ALD 'MOVE 2025' PLAN DELIVERING AT GOOD PACE

RECORD 9M 21 FINANCIAL PERFORMANCE

EUR 610m net income group share
(+76% vs. 9M 20)

UPDATED 2021 GUIDANCE

+3-4% funded fleet growth vs. 2020
>EUR 1,000 used car sales result
per unit in 2021
C/I to improve vs. 2020

STRATEGIC ACQUISITIONS IN NEW MOBILITY OFFER



AT THE FOREFRONT OF ELECTRIFICATION



30% of new cars delivered
to be EV by 2025

ONGOING STRATEGIC DISCUSSION WITH LEASEPLAN TO CREATE A GLOBAL MOBILITY LEADER

DELIVERING ON GBIS STRATEGY WITH 9M 21 STRONG PERFORMANCE

ONGOING STRATEGY EXECUTION

- BALANCING OUR BUSINESS MIX
- LOWERING OUR BREAKEVEN POINT
- REDUCING OUR IDIOSYNCRATIC RISK PROFILE
- GROWING ESG BY DESIGN BUSINESSES
- EXPANDING DIGITALISATION

EUR 3.9bn IN 9M 21

MARKET ACTIVITIES REVENUES

+15%* IN 9M 21 VS. 9M 20

FINANCING & ADVISORY REVENUES

72%⁽¹⁾ IN 9M 21 VS. **89%⁽¹⁾** IN 9M 20

C/I RATIO

14.0%⁽¹⁾ IN 9M 21

RONE

(1) Underlying data: adjusted for exceptional items and IFRIC 21 linearization

* When adjusted for changes in Group structure and at constant exchange rates

WELL POSITIONED TO CAPTURE LONG-TERM GROWTH

OUR LONG-TERM PRIORITIES

CLIENT CENTRICITY

ESG

EFFICIENCY

 **DIGITALISATION**
  

ENHANCING CLIENT EXPERIENCE AND IMPROVING EFFICIENCY

 **ENERGY TRANSITION**
#1 Sustainable Finance 2021⁽¹⁾
Best-in-class extra-financial ratings in 2021

ACCOMPANYING OUR CLIENTS IN THEIR ENERGY TRANSITION JOURNEYS

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

DEVELOPING INTEGRATED OFFER TO RESPOND TO NEW MOBILITY TRENDS

 **SAVINGS**
Leader in **structured products**
Unique **Open architecture** and **100% SRI** savings range in French retail

DELIVERING INNOVATIVE SAVINGS SOLUTIONS

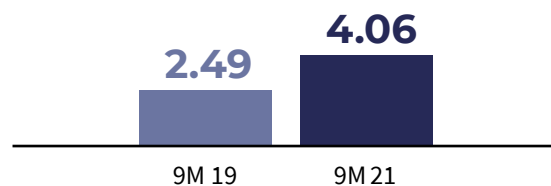
(1) Awards granted by The Banker 2021 and Global Finance 2021

STRUCTURAL GROWTH TRENDS WELL-MATCHED WITH OUR DIFFERENTIATING FRANCHISES ENSURE SUSTAINABLE PROFITABILITY

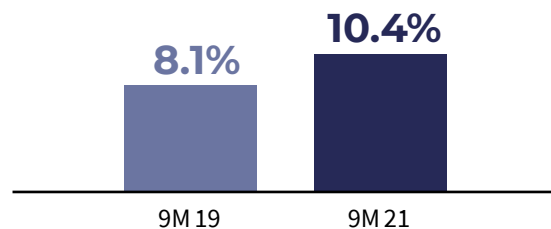
COMMITTED TO CREATING VALUE FOR SHAREHOLDERS

VALUE CREATION

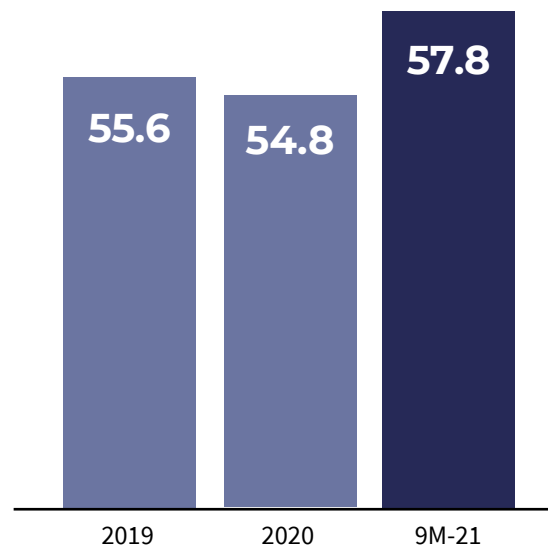
Underlying EPS⁽¹⁾ (EUR)



Underlying ROTE⁽¹⁾



Net asset value per share (EUR)



ATTRACTIVE RETURN TO SHAREHOLDERS

Ongoing share buy-back of c. **EUR 470M** to be completed before year end 2021

Payout ratio of **50%** of underlying Group net income⁽²⁾

Provision for distribution of **EUR 2.03⁽³⁾** per share in 9M 21 (financing both dividend and sharebuy-back)

(1) Adjusted for exceptional items and IFRIC 21 linearization.

(2) After deduction of interests on deeply subordinated notes and undated subordinated notes.

(3) Based on a payout of 50% of the underlying group net income after deduction of interests on deeply subordinated notes and undated subordinated notes.

**THE FUTURE
IS YOU**  **SOCIETE
GENERALE**